Topics and Presenters

- Quarterly Highlights – Terry Saltz
  - Local Business Enterprise
  - Furniture Fixtures Equipment (FF&E)

- Construction Schedule Summary – Ron Alameida
  - Status and Adjustments

- Transition Milestones – Lillian Chan

- Budgets – Terry Saltz/ Greg Wagner
  - Construction Budget and Bond Sales
  - Operational and IT Budgets
Quarterly Highlights

Hospital Rebuild

• Exterior
  – Site Reinstatement & Landscaping

• Interior
  – Mechanical, Electrical, & Plumbing Near Complete
  – Commissioning & Air Balancing Activity In Progress
  – Fire Protection Inspections Continuing
  – Artwork installations completed
  – Radiology Equipment Installation scheduled
  – Med Gas Booms installation completed

OR
Nurse Station
ICU room
Local Business Enterprise (LBE)

- 1,023 San Franciscans employed to date
  - Represents 23.6% field labor hours
  - Exceeds 20% threshold
- 151 Local Business Enterprises
  - $62.1 million in contracts awarded
  - Represents 9% of trade packages
  - Exceeds 5% threshold
**FF&E**: All movable furniture, fixtures, medical and IT equipment that is not permanently affixed to the hospital.

**Budget**
Support for the Rebuild FF&E will come from the philanthropy community and the City.
- $170M Target FF&E Budget
- $105M Commitment from the City

**Program Status**
- $91M Spent to date (53%)
- X-Ray and CT equipment arriving for installation
- Physiological monitoring and Stryker integration equipment being installed.

**Information Technology**
- Network installation pending IDF and MDF room readiness
- Many systems (RTLS, Wireless, UC, PTP, HUGS, TempTrak) to be installed during Owner Fit-Up.
- IT workstation and peripheral equipment deployment scheduled

![Pie chart showing budget distribution]

- **Medical Equip**: 71%
- **IT**: 26%
- **Furniture**: 2%
San Francisco General Hospital
Rebuild Program

---|---|---|---|---|---|---|---|---|---|---
SFGHRP 06/15/2015 UPDATE
SUMMARY ACTIVITIES
PHASE 02 (EMERGENCY GENERATOR PROJECT)
CONSTRUCTION
PHASE 04 (BUILD-OUT)
CONSTRUCTION (STAFF & STOCK)
OWNER LICENSING / PATIENT OCCUPANCY
OWNER LICENSING / PATIENT OCCUPANCY

Master Schedule
Data Date: 15-Jun-15

Current Update (6/15/2015)  Previous Update (Jan 2015)
Remaining Work  Baseline (Jan 2010)
Hospital Rebuild Staff and Stock Challenges
• OSPHD Acceptance of Fire Alarm System
• Door Hardware Functional Verification
• Meet Stair Pressurization Requirements
• HVAC Air Balance Report verification
• OSHPD acceptance of “Exceptions”
• IT Room Readiness

Hospital Rebuild Certificate of Occupancy Milestones
• Completion of “Exceptions” includes 5 rooms
## Project Overview

### Transition Milestones Impact Analysis

**TARGETED KEY DATES**

- **Staff and Stock Occupancy/Turnover mid-July 2015**
- **OSHPD Certificate of Occupancy end Nov. 2015**
- **Ribbon Cutting Dec 2015**
- **CDPH Licensing Survey Feb. 2016**
- **Patient Move Day/First Day of Patient Care Spring 2016**

### SFGH Transition Timeline

#### Facility Construction

- **Leave Out Projects**
- **Follow-On Projects**

#### Equipment and Technology

- **New Equipment Procurement**
- **IT Equipment Procurement**
- **IT Systems Installation and Testing**
- **IT Systems Optimization**
- **Equipment and Technology**
- **Leave Out Projects**

#### Human Resources Staffing

- **Recruit Approved New Hires**
- **Phase In/On Board New Hires**
- **Post New Schedules**
- **Recruit Approved New Hires**

#### Workflow Redesign/Operations Planning

- **3P Workflow Design**
- **Dept. Ops Planning**

#### Orientation & Training

- **Operational Orientation and Training**
- **DIL Scenario Development**
- **Day in the Life Simulations**

#### Owner Fit-Up

- **Owner Fit-Up Schedule Planning**
- **Dept. Relocation Planning**
- **Owner Fit-Up (installations, moveable equipment, and supplies)**

#### Hospital Licensing

- **Update Policies and Procedures**
- **Patient Move Planning**

#### Patient Move & Occupancy

- **Patient Move Planning**
- **CDPH Licensing**
- **Survey Readiness**
- **Logistics**
- **Move**

### Schedules

<table>
<thead>
<tr>
<th>Phase</th>
<th>Description</th>
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<tbody>
<tr>
<td>Planning</td>
<td>Facility Construction, Equipment Procurement, IT Equipment Procurement,</td>
</tr>
<tr>
<td></td>
<td>Equipment and Technology, Human Resources Staffing, Workflow Redesign,</td>
</tr>
<tr>
<td></td>
<td>Operations Planning, Orientation &amp; Training, Owner Fit-Up, Hospital Licensing</td>
</tr>
<tr>
<td></td>
<td>Patient Move &amp; Occupancy</td>
</tr>
<tr>
<td>Implementation</td>
<td>Staff and Stock Occupancy/Turnover Construction, Equipment Receipt and</td>
</tr>
<tr>
<td></td>
<td>Staging, Equipment Testing and Certification, IT Systems Installation and</td>
</tr>
<tr>
<td></td>
<td>Testing, New Equipment Optimization</td>
</tr>
<tr>
<td></td>
<td>Follow-On projects (priority 1), Follow-On projects (priority 2)</td>
</tr>
<tr>
<td></td>
<td>CDPH Survey and Remediation, Patient Move Planning</td>
</tr>
<tr>
<td>Move-in</td>
<td>Staff and Stock Occupancy Construction, Equipment Optimization, IT Systems</td>
</tr>
<tr>
<td></td>
<td>Installation and Testing, New Equipment Optimization, Patient Move Planning</td>
</tr>
<tr>
<td></td>
<td>Post Move Workflow Optimization, Day in the Life Simulations, DIL Scenario</td>
</tr>
<tr>
<td>Optimization</td>
<td>Development, Operational Orientation and Training, Equipment and Technology</td>
</tr>
<tr>
<td></td>
<td>Leave Out Projects</td>
</tr>
</tbody>
</table>

### Key Dates

- **Staff and Stock Occupancy/Turnover mid-July 2015**
- **OSHPD Certificate of Occupancy end Nov. 2015**
- **Ribbon Cutting Dec 2015**
- **CDPH Licensing Survey Feb. 2016**
- **Patient Move Day/First Day of Patient Care Spring 2016**
Oversight

• **Project Stewardship**
  
  o Continue regular high level meetings with Webcor's President and DPH/DPW Directors
  
  o Achieve staff and stock occupancy through Fire Life Safety Officer and Area Compliance Officer sign-off (pending)
  
  o Patient Move date dependent on
    - Staff and Stock which supports owner fit-up and staff training
    - Certificate of Occupancy which allows scheduling of CDPH Licensing Survey
    - Completion of Exception List Projects
    - Completion of Follow-On projects

• **Financial Stewardship**
  
  o Continue management of
    - Rebuild Budget (Bond)
    - FFE/ IT and Transition Budgets
    - Operational Budget
## Construction Budget

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>Expenditures/Encumbrances as of 5/31/15</th>
<th>% Expended/Encumbered</th>
<th>Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase, Construction &amp; Mobilization</td>
<td>$680.5 M</td>
<td>$661.7M</td>
<td>98%</td>
<td>$680.5 M</td>
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<tr>
<td>Project Control</td>
<td>$189.7 M</td>
<td>$178.6 M</td>
<td>95%</td>
<td>$189.7 M</td>
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<tr>
<td>Other Program Costs</td>
<td>$9.3 M</td>
<td>$.165 M</td>
<td>2%</td>
<td>$9.3 M</td>
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<tr>
<td>Finance Costs</td>
<td>$7.9 M</td>
<td>$4.1 M</td>
<td>52%</td>
<td>$7.9 M</td>
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<td><strong>Total</strong></td>
<td><strong>$887.4 M</strong></td>
<td><strong>$844.5 M</strong></td>
<td><strong>96%</strong></td>
<td><strong>$887.4 M</strong></td>
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* Finance Cost include Underwriter's discount, cost of issuance, GO oversight committee fee, Controller's audit fee
## Bond Sales

<table>
<thead>
<tr>
<th>% Rate</th>
<th>1st Bond Sale (March 2009)</th>
<th>2nd Bond Sale (March 2010)</th>
<th>3rd Bond Sale (August 2012)</th>
<th>4th Bond Sale (January 2014)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Rate</td>
<td>4.34%</td>
<td>3.34%</td>
<td>2.71%</td>
<td>3.35%</td>
<td></td>
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<tr>
<td>Budget</td>
<td>$131.7 M</td>
<td>$294.7 M</td>
<td>$251.1 M</td>
<td>$209.9 M</td>
<td>$887.4 M</td>
</tr>
<tr>
<td>Expended/Encumbered</td>
<td>$130.5 M</td>
<td>$293.7 M</td>
<td>$241.5 M</td>
<td>$178.8 M</td>
<td>$844.5 M</td>
</tr>
<tr>
<td>% Expended/Encumbered</td>
<td>99%</td>
<td>99.7%</td>
<td>97%</td>
<td>86%</td>
<td>96%</td>
</tr>
</tbody>
</table>
Impact of Updated Schedule on IT and Operating Expenditures

• Anticipate expenditure impacts can be managed within proposed budget for FY 2015-16 and 2016-17
• Estimated net maximum impact of $671,500 per month, can likely be managed down
• Contingency budgets are sufficient to cover projected impact
• Personnel costs – minimal net impact versus budget:
  o Backfill for training/ transition funded in transition budget – shifts timing of expenditures, but not total
  o Continued aggressive hiring of permanent staff will be offset by reduced use of registry, per diem, and overtime
• Information Technology:
  o Estimated added expenditure of $997,500 per month for contracts with a fixed monthly “burn rate”
  o Currently approaching vendors to adjust contract schedules to bring this amount down
  o Contingency budgets sufficient to manage these costs
• Other – Contracts, materials and supplies
  o $326,000 per month savings versus budget from not incurring increases in operating costs
• Will continue to monitor and refine estimates as programs and timeline are finalized
QUESTIONS?

San Francisco General Hospital and Trauma Center
“the Heart of the City”