



DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

Capital Planning Committee

July 24, 2023



Background

• 2016 Public Health & Safety Bond - \$20M

- 440 Turk – HSH Access Point
- 1064 Mission / 555 Stevenson – SFHOT Dispatch Site
- Shelter Rehabilitation
 - MSC South / 525 5th Street
 - Next Door / 1001 Polk St.
 - Hamilton Families / 260 Golden Gate Ave.

• 2020 Health & Recovery Bond - \$147M

- 888 Post – TAY Navigation Center acquisition
- Acquisition and rehabilitation of new permanent supportive housing
- 835 Turk & 685 Ellis - planned rehab of acquired supportive housing sites



440 Turk St.



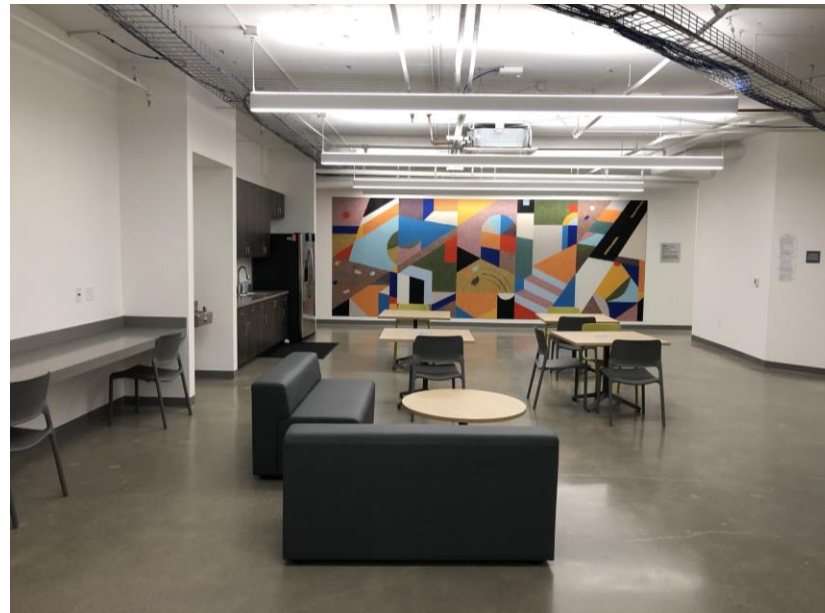
555 Stevenson St.



2016 Public Health & Safety Bond

• 440 Turk – HSH Headquarters & Access Point

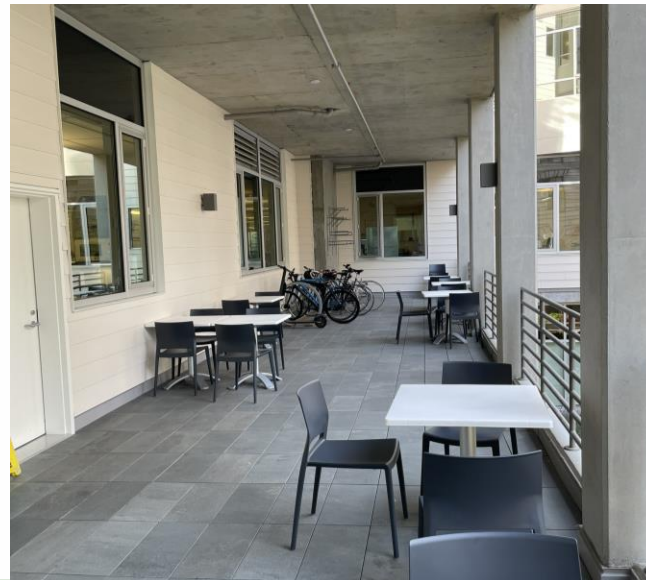
- HSH's main office and meeting space
- Provides an Access Point to connect clients to services
- Completed September 2019
- Budget:
 - 2016 G.O. Bond Funds: \$7M
 - Project Total: \$13,000,000





2016 Public Health & Safety Bond

- **San Francisco Homeless Outreach Team (SFHOT) Dispatch Headquarters - 555 Stevenson St.**
- Co-funded and co-located with DPH's Maria X. Martinez Health Resource Center
 - Completed August 2023
 - HSH's Share of Cost:
 - \$5M from 2016 G.O. Bond
 - Project Total: \$13.45M



2016 Public Health & Safety Bond

• Shelter Rehabilitation

- Addresses immediate health & safety hazards
- 525 5th Street – Restrooms and Kitchen
 - Construction expected Feb./March 2024
 - Budget - \$12.1M
- 1001 Polk Street – HVAC system
 - Construction expected April 2024
 - Budget – \$5.6M
- 260 Golden Gate Ave. – Sprinklers
 - Construction completed Nov. 2020
 - Budget – \$300K
- Budget
 - \$8M GO Bond
 - \$10.5M Pay-As-You Go





2020 Health & Recovery Bond

✦ 888 Post – TAY Navigation Center Acquisition

- Construction completed February 2021
- Acquired August 2021
- Acquisition Budget: \$29.1M

✦ 835 Turk St. – Permanent Supportive Housing

- Rehabilitation and seismic retrofit of City-owned asset
- Construction expected late 2024
- Budget: TBD with selection of development team (initial estimate: \$21M)

✦ 635 Ellis St. – Permanent Supportive Housing

- Rehabilitation of City-owned asset
- Construction schedule pending selection of development team
- Budget: TBD with selection of development team
- Interim use as temporary noncongregate adult shelter site

✦ Budget - \$147M

- \$29.1M spent to date with spend down expected by 2026

HSH Bond Priorities

Background

- The City owns 3 shelters: 1001 Polk St., 525 5th St., 260 Golden Gate Ave.
- DPW conducted structural reports in 2018 and all three were rated with an SHR-4 - the highest hazard rating
- A major seismic event could result in total collapse of the shelters and loss of life. A minor seismic event could result in substantial damage, new capital repairs, and temporary loss of shelter beds

ASCE 41 Structural Performance Level at BSE-1N	SHR	Seismic Hazard Rating 4 (VERY POOR PERFORMANCE): “Extensive structural and nonstructural damage, potential structural collapse and/or falling hazards are anticipated which would pose high life safety hazards to occupants . There is a high likelihood that damage repairs would not be feasible.”
Immediate Occupancy (I.O.)	1	
Damage Control	2	
Life Safety (L.S.)	3	
Limited Safety	4	
Collapse Prevention (C.P.)		

Pre-COVID, the three shelters provided 852 beds which is over 25% of the City's entire shelter capacity of ~3,000 beds. A major seismic event would endanger the lives of hundreds of unhoused individuals and shelter staff and deplete the City's shelter system.



1001 Polk St.
Next Door Adult Shelter
Capacity: 334



260 Golden Gate Ave.
Hamilton Family Shelter
Capacity: 178 beds



525 5th St.
MSC South Adult Shelter
Capacity: 340 beds

HSH Bond Priorities

- **Priority 1:** Address the life and safety of children and families experiencing homelessness – the City's most vulnerable population
- **Priority 2:** Reduce racial inequity and other disparities by prioritizing the life safety of disproportionately BIPOC and LGBTQ+ populations experiencing homelessness
- **Priority 3:** Redesign shelters to better meet the needs of guests and staff
- **Priority 4:** Minimize impacts to City's shelter bed capacity
- **Priority 5:** Optimize City capital funding



2024 GO Bond for Shelters

• 1001 Polk St. – Seismic Retrofit & Family Shelter Conversion

- Converts the existing adult shelter to a new family shelter and replaces 260 Golden Gate Ave.
- 260 Golden Gate Ave. provides approximately 25% of the City's family shelter bed capacity
- DPW commenced programming and concept design in July 2022 and has spent \$2M to date
- Budget:
 - Bond request: \$100M
 - Total project cost: \$105M – initial estimate increased by \$5M due to modification to City bond schedule

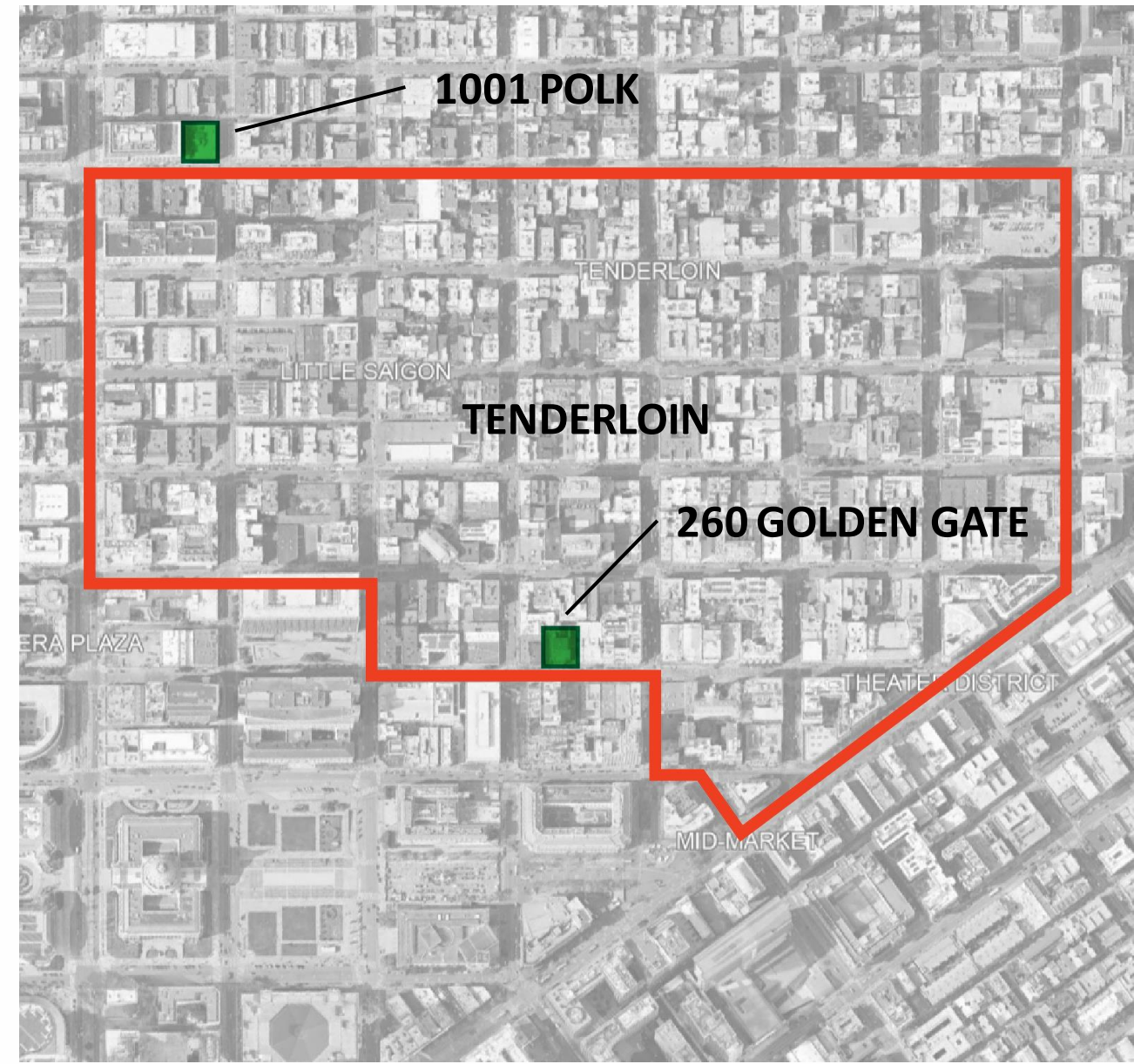
1989 Loma Prieta Earthquake, SF



2024 GO Bond for Shelters

🗝️ 1001 Polk St. Site

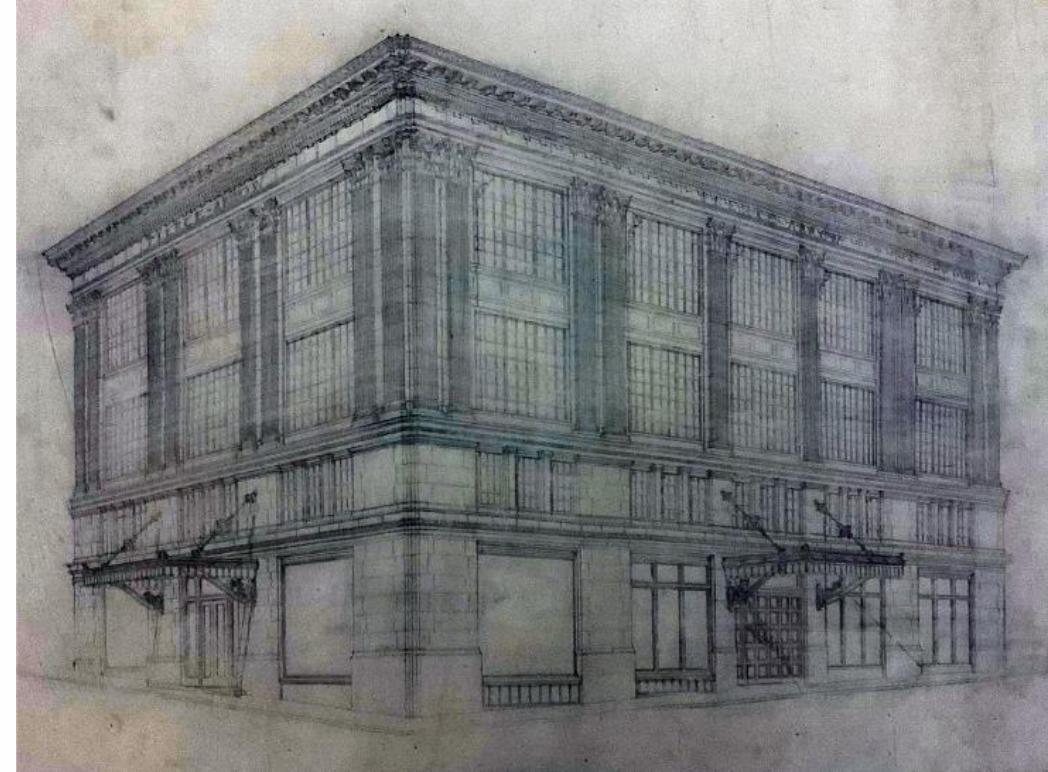
- Families will be better served on the Western Addition/Tenderloin border
- Families will more likely accept shelter at 1001 Polk St. due to the location and additional amenities
- Families to remain at 260 Golden Gate Ave. until completion of 1001 Polk St., rather than closing family shelter beds during construction
- Provides one-night or short-term stays for families awaiting more permanent options.



2024 GO Bond for Shelters

• 1001 Polk St. – Historic Resource

- Constructed in 1913 as an auto showroom
- Historical Resource Category “A” - eligible for inclusion in local register
- Designed by renowned architect John Galen Howard, best known for designing much of UC Berkeley
- Proposed design preserves the historic character of the building
- AB101 allows for streamlined redevelopment for shelter purposes



2024 GO Bond for Shelters

🔑 1001 Polk St. – BETTER FOR FAMILIES

- Increases usable space by 42% (28,000 SF at 260 Golden Gate Ave. vs. 48,800 SF at 1001 Polk St.)
- Provides additional private rooms at larger size for families (41 for 213 people vs. 27 for 132 people)
- Smaller congregate dormitory with 38 beds for emergency shelter
- Flexible dorm space for 40 cots during disasters and other emergencies

	260 Golden Gate	1001 Polk	Difference
Congregate beds	46 beds	38 beds	-8
Private room capacity	132	213 people	+81
Flex space for emergencies		40 cots/mats	+40
Total	178	291	+113

2024 GO Bond for Shelters

• 1001 Polk St. – BETTER FOR FAMILIES

- 260 Golden Gate (pictured) was originally designed for SFFD offices and maintains an institutional character
- Lacks children-centered spaces and family-oriented restrooms
- Lacks space required for family shelter programs such as day care and after-school programs
- Large congregate dorm lacks flexibility and privacy between families

Photos of 260 Golden Gate Ave.

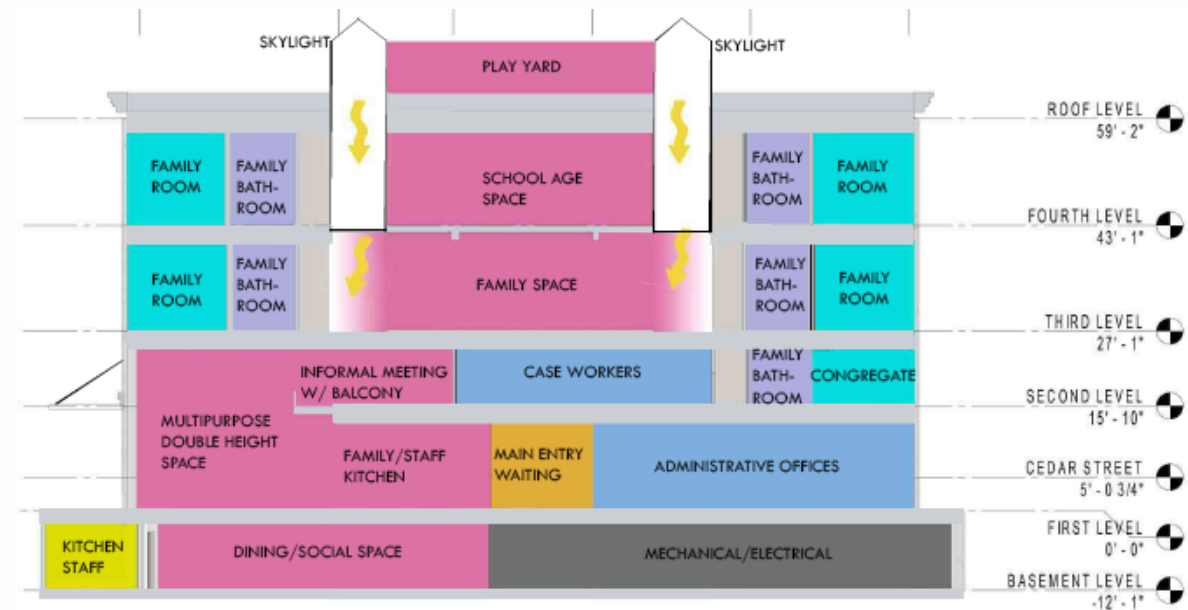


2024 GO Bond for Shelters

• 1001 Polk St. – BETTER FOR FAMILIES

- Designed to be trauma-informed, welcoming and non-institutional
- Outdoor space with playgrounds, pet area and garden
- Drop-in day care and after school/tutoring program space
- Large multipurpose space for workshops and community events
- More space for offices, meetings, case management rooms, laundry, dining, and storage
- Increased ADA accessibility

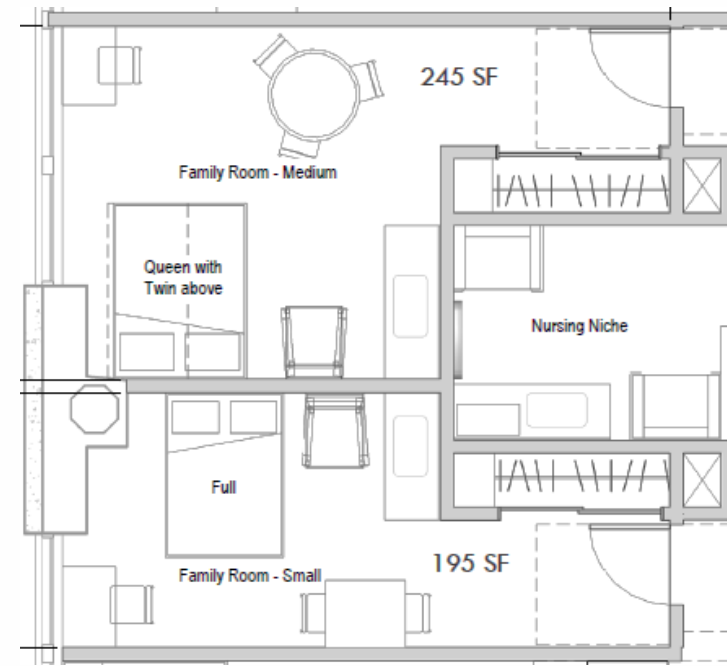
- Based on feedback from families with lived experience, family shelter providers and homeless advocates



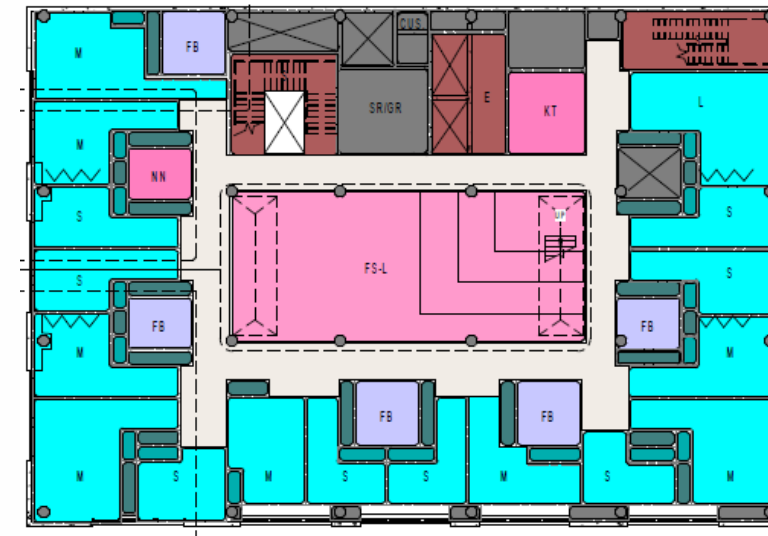
2024 GO Bond for Shelters

• 1001 Polk St. – BETTER FOR FAMILIES

- S, M, L, XL individual family rooms
- Modular furniture adaptable to different size families
- Family-oriented, non-congregate restrooms
- Private nursing rooms
- Smaller and flexible congregate dorm with privacy screening between families



Typical Small & Medium Room Plan



3rd Floor Plan

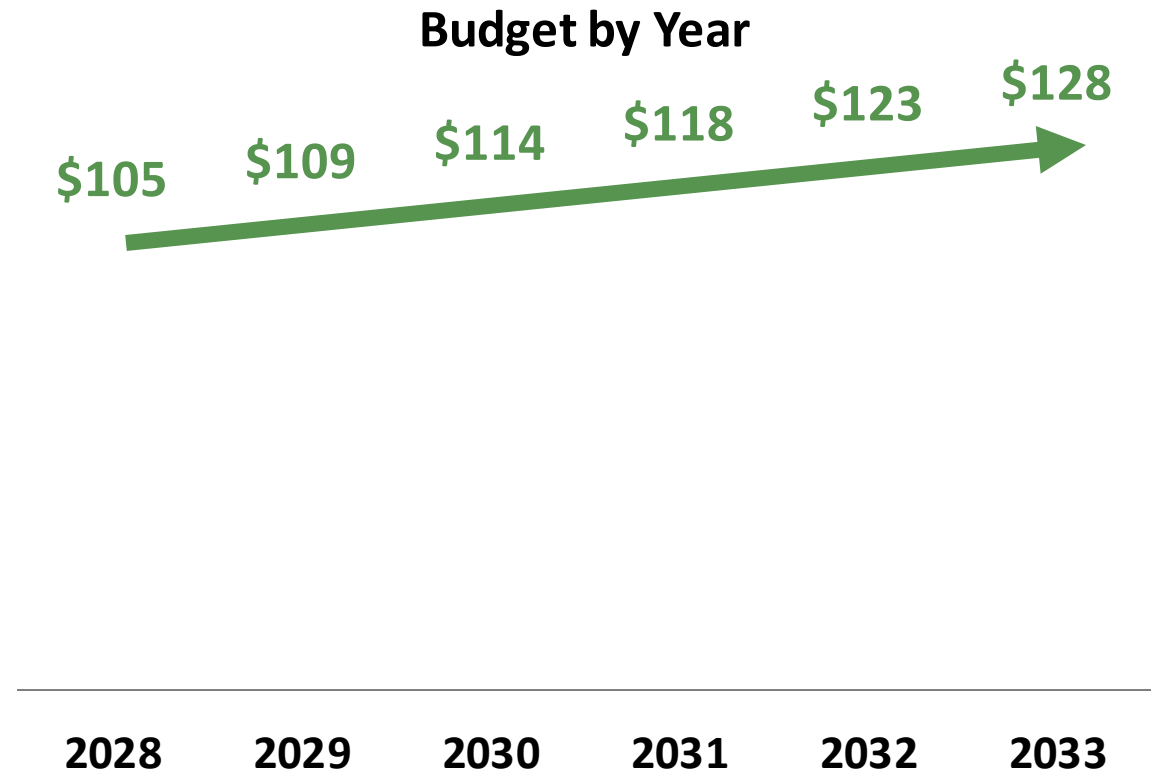


Rendering of 3rd Floor Community Space

2024 GO Bond for Shelters

• 1001 Polk St. – BUDGET

- \$100M requested based on DPW cost estimate and 2023 Bond date
- Escalated to 2028 (midpoint of construction)
- Modification to City election cycle increased budget by \$5M due to 1 year of escalation
- Postponement to next potential bond cycle in 2028 with 4% annual escalation could add \$23M to the total project cost
- \$418K/bed - comparable with the supportive housing projects



2024 GO Bond for Shelters

• REAL ESTATE CHALLENGES

- Sale of 1001 Polk and 260 Golden Gate unlikely to generate income for the City to purchase alternative sites
- Limited private investment value due to historic status (1001 Polk St.), seismic hazard rating, and need for extensive tenant improvements
- Lengthy and costly City entitlements and environmental review process for projects that do not provide shelter or affordable housing
- Full demolition of 1001 Polk St. unlikely to be approved for non-housing projects due to historic status
- Affordable housing developers would need to purchase land at minimal or no-cost to justify investment
- Few properties available for purchase based on Mayor's 1k Bed Initiative and "A Place for All" site searches

2024 GO Bond for Shelters

🗝️ 260 Golden Gate Avenue – Supportive Housing & Adult Shelter

- Built in 1965 as SFFD Headquarters
- Full demolition and new construction for supportive housing and adult shelter joint use
- 120 new permanent supportive housing units and 200 shelter beds
- Families to remain until completion of 1001 Polk St.
- Partnership with MOHCD to leverage funding for housing component to shelter component
- Budget request: \$40M for shelter
- MOHCD housing contribution: \$36M

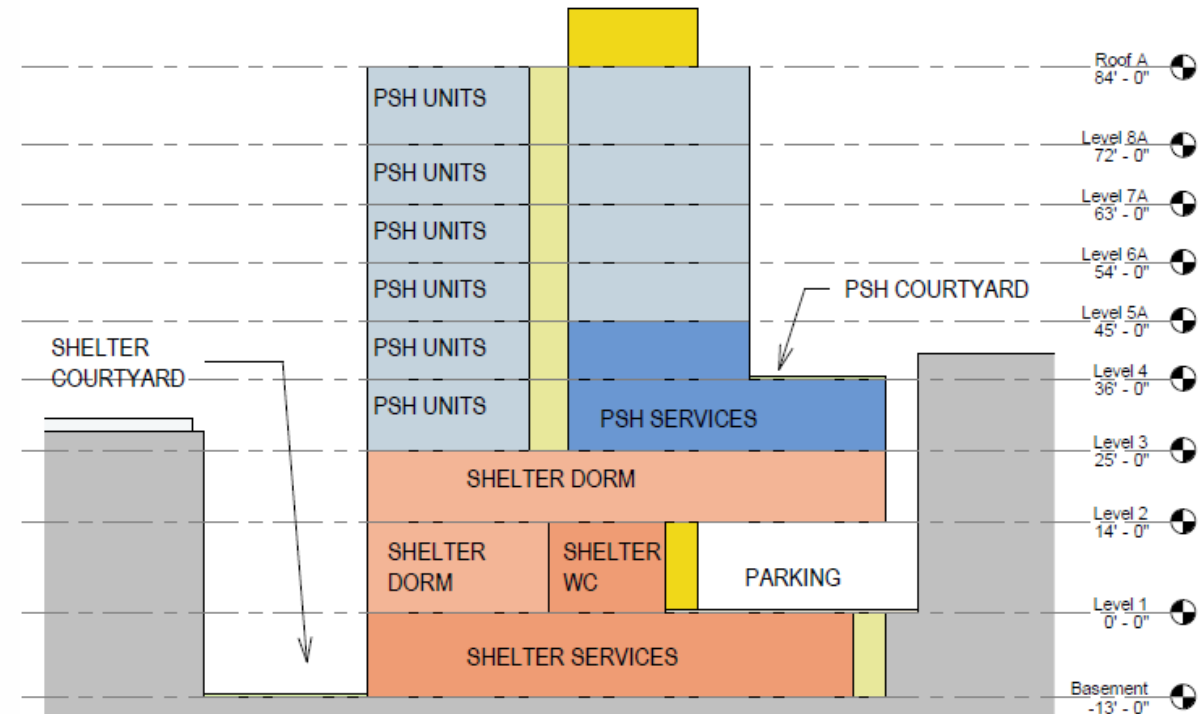


2024 GO Bond for Shelters

• 260 Golden Gate Avenue – Supportive Housing & Adult Shelter

- Replaces 200 adult shelter beds from 1001 Polk St.
- Relocates family shelter program outside of Tenderloin
- Separate entries and program spaces for supportive housing and shelter components
- Adds 120 new permanent supportive housing units for adults to system
- Provides more manageable bed capacity on site based on best practices and lessons learned from COVID-19

	1001 Polk	260 GG	Difference
Beds	334	200	-134



2024 GO Bond for Shelters

• 260 Golden Gate Avenue

- New opportunity to provide welcoming, trauma-informed, humanely designed spaces
- Provides outdoor space not available at 1001 Polk St.
- Takes advantage of development opportunity of City asset to create new housing

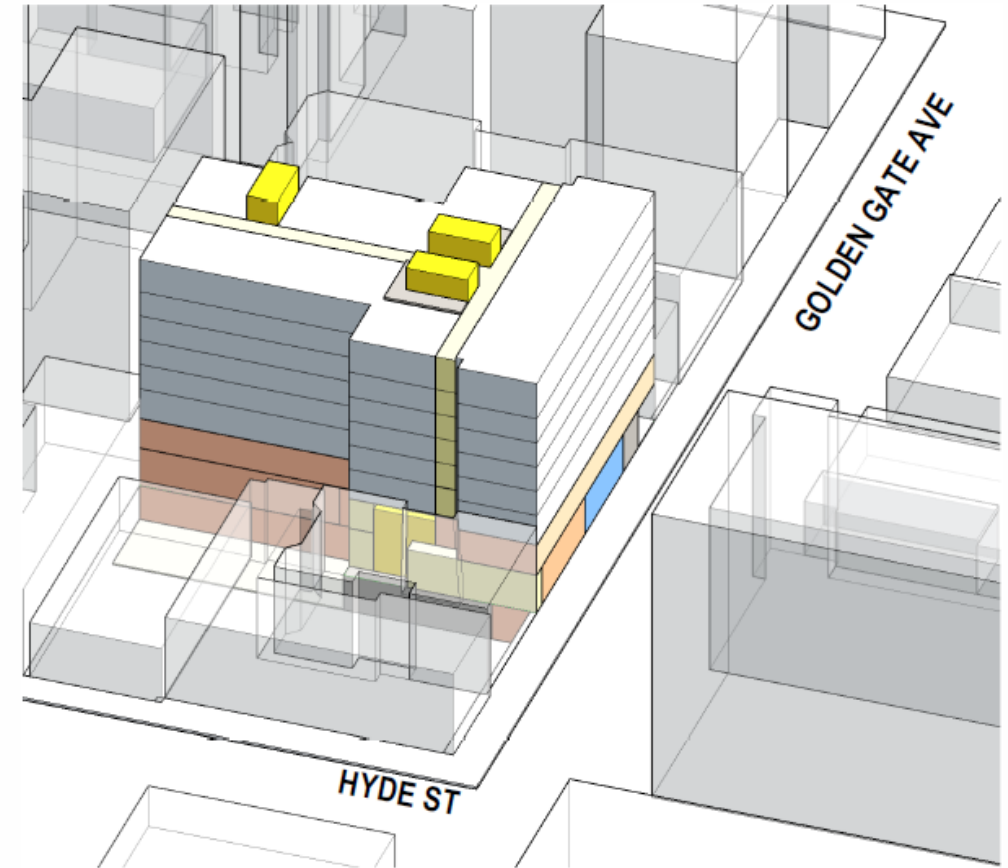


Congregate dorms at 1001 Polk St.

2024 GO Bond for Shelters

• 260 Golden Gate Ave. – BUDGET

- Seismic retrofit and renovation estimated at \$76M based on third-party cost estimate in 2022
- Partnership with MOHCD reduces project cost by \$36M



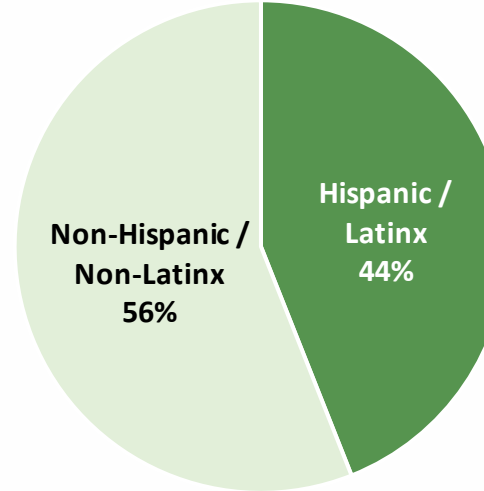
2024 GO Bond for Shelters: Equity and Climate Resilience

Equity: Families

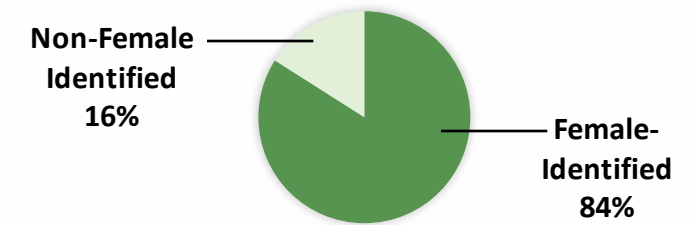
1001 Polk Family Shelter - VALUING THE LIVES OF BIPOC CHILDREN AND WOMEN

- Ensures **291 adults and children** experiencing homelessness are in a **seismically safer** building
- **47%** of families are Black, African American, or African
- **44%** of families are Hispanic/Latinx
- **84%** of families have female-identified heads of households

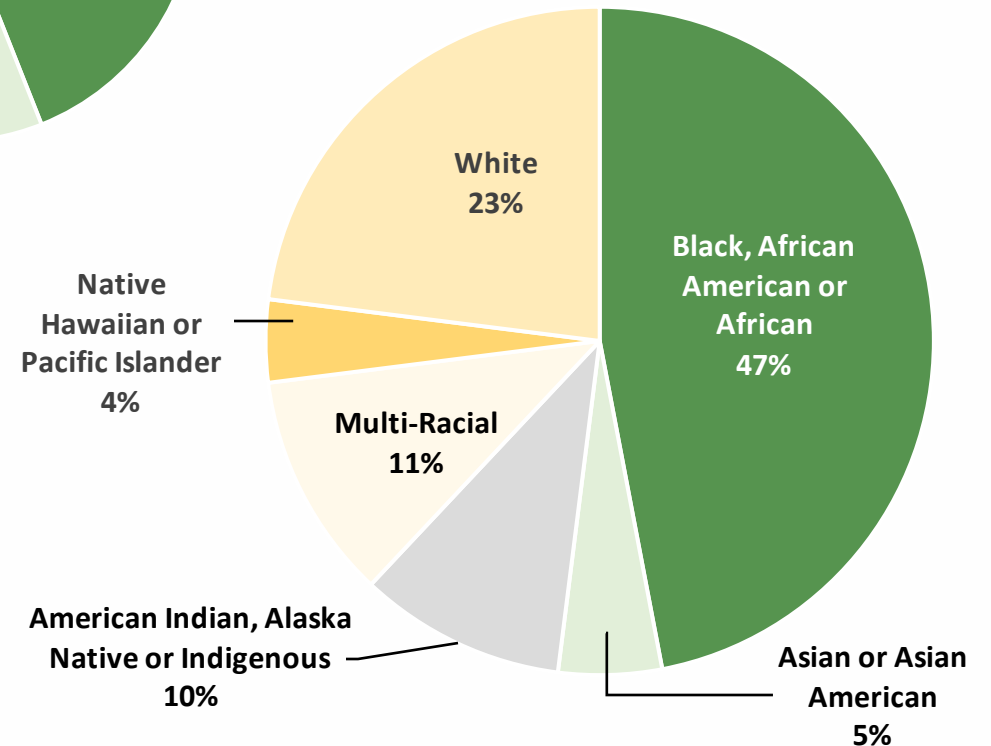
Percent by Ethnicity



Percent by Gender

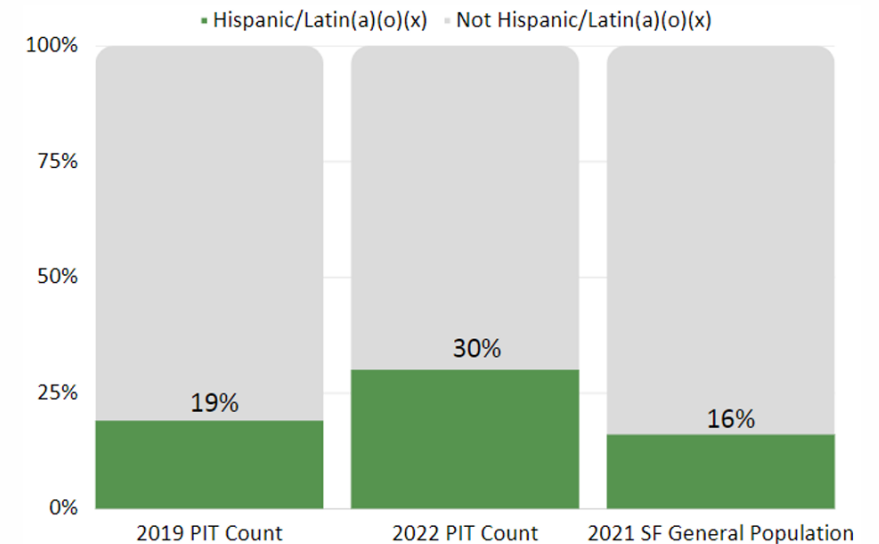
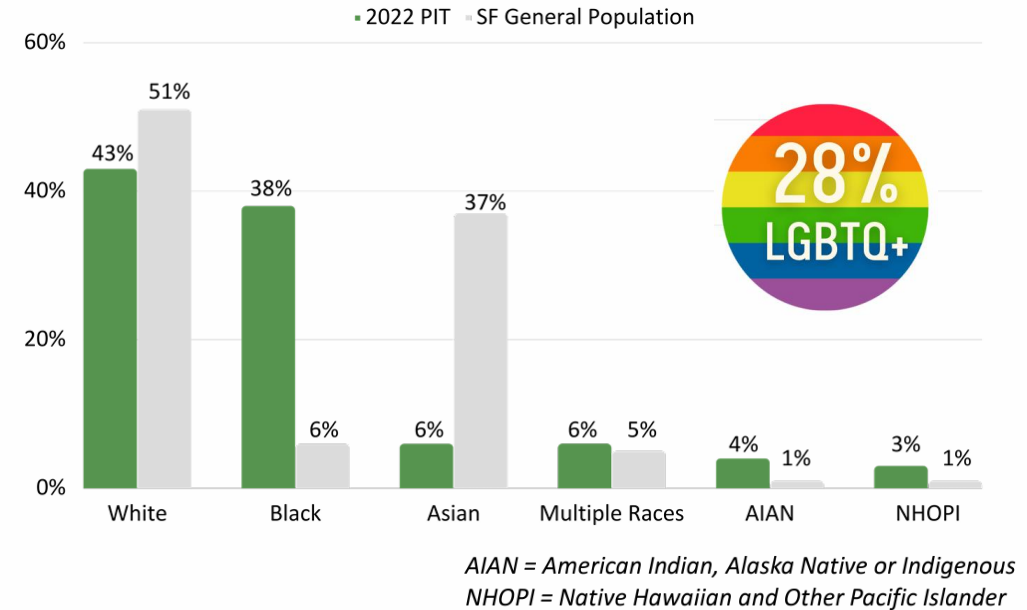


Percent by Race



Equity: Unhoused Adults

- **1001 Polk St. – VALUING THE LIVES OF UNHOUSED BIPOC AND LGBTQ+ ADULTS**
- Addresses racial and intersectional equity which is integral to ending homelessness
- Provides 200 beds in a modern, seismically safer building for adults experiencing homelessness.
- **Black, African American or African community is severely overrepresented.** The unhoused are 38% compared to 6% of the general population
- **The Hispanix/Latine community is overrepresented.** The unhoused are 30% compared to 16% of the general population
- **The LGBTQ+ community is overrepresented.** 28% of people experiencing homelessness are LGBTQ+



Climate Resilience

• Renewable Energy

- Solar panels and battery storage for emergency power during outages and reduction of energy consumption (up to 30%)

• Zero Carbon

- Replacement of all gas-powered equipment

• Air Quality

- New HVAC and air filtration system will mitigate effects of extreme heat days and wildfire events and transmission of air-borne pathogens

• Energy and Water Efficiency

- Reduced energy consumption with new building systems and equipment

• Response to Climate Change Disaster Events

- Flex emergency family dormitory space at 1001 Polk St.

• LEED Gold Certification



Rendering of 1001 Polk St. rooftop

POTENTIAL RISKS – LIFE SAFETY

• Future Seismic Activity

- Further delay of HSH projects endangers hundreds of lives
- A major seismic event at 260 Golden Gate Ave. could result in total collapse and catastrophic loss of life where 84% are female-identified heads of households and 77% are BIPOC-identified
- A major seismic event at 1001 Polk St. could result in total collapse and catastrophic loss of life where the majority of adult guests are BIPOC
- A minor seismic event could result in substantial damage to the buildings and significantly reduce the City's shelter system when needed most during a disaster



2023 Earthquake, Turkey

POTENTIAL CHALLENGES – COST & SCHEDULE

• Escalation

- Postponement and/or delays will increase total project costs.

• PG&E delivery schedule

- Application and design is averaging 30 months

• Supplemental funding

- Total project cost will not be determined until the projects are fully designed and awarded
- Bond funding does not include FF&E

POTENTIAL CHALLENGES – SWING SPACE

✦ **Displacement during construction**

- 260 Golden Gate Ave. to be vacated after completion of 1001 Polk St. to prevent temporary loss of family shelter beds
- 334 adult shelter beds at 1001 Polk St. to be temporarily relocated to various TBD sites to prevent loss of adult shelter beds (e.g. temporary lease of tourist hotel) until completion of 260 Golden Gate Ave.

✦ **Permanent replacement of adult shelter beds**

- Loss of 134 adult shelter beds to be permanently replaced by one or more future shelter sites given needed redevelopment of 525 5th Street

✦ **Success requires no temporary or permanent displacement of shelter beds, maintenance of existing shelter capacity, and fulfillment of HSH's goal of 1,075 new shelter beds as outlined in the 5-Year Strategic Plan (55% of goal achieved to date)**

2024 Bond Spend Down Schedule

1001 Polk Family Shelter

- Construction start: Q2 2027
- Completion: Q4 2029

1001 Polk St Seismic Renovation & Family Shelter	2025				2026				2027				2028				2029			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Bond funded																				
PG&E Design complete																				
PHASE 1 Des & Permit - Demo, Site & Structure																				
PHASE 1 - Bid & Award																				
PHASE 1 CON																				
PHASE 2 Des & Permit - Building																				
PHASE 2 Bid & Award																				
PHASE 2 CON																				
PROJ CONTROLS	\$ 1,401,000	\$ 1,401,000	\$ 1,401,000	\$ 1,401,000	\$ 1,401,000	\$ 1,401,000	\$ 1,401,000	\$ 1,401,000	\$ 1,401,000	\$ 1,401,000	\$ 1,401,000	\$ 1,401,000	\$ 1,401,000	\$ 1,401,000	\$ 1,401,000	\$ 1,401,000	\$ 1,401,000	\$ 1,401,000	\$ 1,401,000	\$ 1,401,000
CONSTRUCTION																				
TOTAL	\$ 1,401,000	\$ 1,401,000	\$ 1,401,000	\$ 1,401,000	\$ 1,401,000	\$ 1,401,000	\$ 1,401,000	\$ 1,401,000	\$ 1,401,000	\$ 9,310,089	\$ 9,310,089	\$ 9,310,089	\$ 9,310,089	\$ 9,310,089	\$ 9,310,089	\$ 9,310,089	\$ 9,310,089	\$ 9,310,089	\$ 9,310,089	\$ 9,310,089



DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

Q&A

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