



09. Health + Human Services

144	Overview
146	Renewal Program
147	Enhancement Projects
149	Deferred Projects
150	Emerging Projects

09. HEALTH + HUMAN SERVICES

DPH: Department of Public Health

HSA: Human Services Agency

HSH: Department of Homelessness and Supportive Housing

San Francisco's Health and Human Services programs are delivered at facilities throughout the city and reach many of San Francisco's most vulnerable residents, including individuals and families experiencing homelessness. Providing high quality and accessible health care and human services are critical to eliminating racial disparities in health and welfare that affect San Franciscans, including stress, nutrition, heart disease, maternal mortality, life expectancy and more. Our medical campuses, neighborhood clinics, children's resource centers, workforce and family support services offices, shelters, navigation centers, permanent supportive housing, and associated administrative space all play a part in providing these essential services.



Image Caption



Image Caption

Overview

San Francisco's health and human services agencies provide high-quality, culturally-sensitive services for residents in need of public care.

Public Health

The San Francisco Department of Public Health's (DPH) mission is to protect and promote the health of all San Franciscans, and the department's hospitals, clinics, and administrative offices all contribute to the success of that mission. DPH's organization falls into two divisions, the San Francisco Health Network, which provides direct health services to insured and uninsured residents, and the Population Health Division, which addresses public health concerns including consumer safety and health promotion. The department's central administrative functions support the work of both divisions and promote integration.

With the completion of the Zuckerberg San Francisco General Hospital and Trauma Center (ZSFG) in 2015, DPH is now focusing on the renovation of existing hospital campus buildings and community-based clinics, as well as the relocation of staff from the seismically vulnerable building at 101 Grove Street. The 2016 Public Health and Safety General Obligation (G.O.) funded the seismic strengthening of Building 5 at the ZSFG campus, as well as improvements at the Southeast, Castro-Mission, and Maxine Hall Health Centers. In 2016, DPH completed master planning efforts to move staff out of the building located at 101 Grove. The majority of this effort has been funded through the General Fund Debt Program, and the last piece is expected to come from the planned 2024 Public Health G.O. Bond, pending voter approval. The proposed solution involves relocating some staff to the ZSFG and Laguna Honda (LHH) campuses, and the rest to City-owned properties in and around Civic Center.

Human Services and Homelessness and Supportive Housing

San Francisco has two human services departments: The Human Services Agency (HSA) and the Department of Homelessness and Supportive Housing (HSH). Through assistance and supportive services programs, HSA promotes well-being and self-sufficiency among individuals, families, and communities. HSA is also responsible for three child-care center facilities.

HSH strives to make homelessness in San Francisco rare, brief, and one-time through the provision of coordinated, compassionate, and high-quality services. HSH operates three City-owned shelters and a growing portfolio of Navigation Centers that play a critical role in helping vulnerable populations permanently exit the streets. HSH also administers locally and federally funded supportive housing to provide long-term affordable housing with on-site

social services to people exiting chronic homelessness (Permanent Supportive Housing). San Francisco's Permanent Supportive Housing portfolio includes a variety of housing options, including renovated Single Room Occupancy hotels, newly constructed units and apartment buildings that operate under a master-lease between private property owners and the City.

Renewal Program

The overall renewal needs for the City's Health and Human Services facilities total \$380 million over the next 10 years. The Capital Plan recommended funding level for these needs is \$215 million as shown in Chart 9.1.

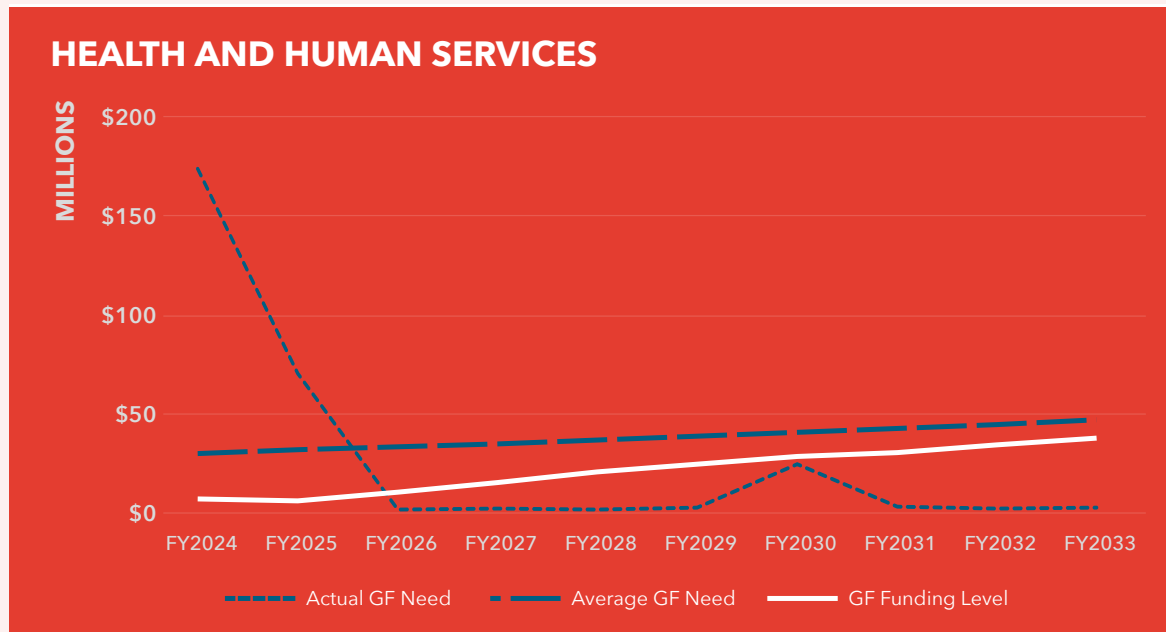


CHART 9.1

There are many outstanding needs for aging Public Health facilities, both at the Zuckerberg San Francisco General Hospital and Laguna Honda Hospital campuses, and also the neighborhood clinics. These renewal needs include water intrusion, outdated fire safety

systems, kitchen refrigeration issues, obsolete elevator components and deteriorating HVAC systems. Given the large scale of these projects, they are expected to receive some funding from the planned 2024 Public Health G.O. Bond, pending voter approval. There

are also several outstanding needs at the three City-owned shelters. While several life safety issues were addressed through the 2016 Public Health and Safety G.O. Bond, these facilities are seismically vulnerable and planning for future retrofits is in progress.

Enhancement Projects

Project Name	Description
DPH – Chinatown Public Health Center Seismic Retrofit	<p>Chinatown Public Health Center is one of DPH's most seismically vulnerable clinics with a Seismic Hazard Rating of 4. This project addresses seismic issues and makes a number of critical renovations to allow the co-location and integration of primary care medical and mental health services, along with dental, social services, and other ancillary services. In addition, DPH will relocate a specialty mental health program from leased space into this clinic. The project includes infrastructure improvements such as modernization of outdated equipment, upgrades and retrofits of building automation systems, and repairs to HVAC controls. Programming and schematic plans for seismic renovation and modernization of the clinic are complete, and 100% construction documents are expected by Summer 2023.</p> <p>The project budget is estimated at \$74.1 million, with \$5 million from the Mental Health Services Act and the rest funded by the 2024 Public Health G.O. Bond, pending voter approval.</p>
DPH – Silver Avenue Family Health Center Renovation	<p>Built in the early 1960s, the current Silver Avenue Family Health Center is not conducive to a state-of-the-art collaborative working environment. This renovation will continue DPH's efforts to modernize aging neighborhood health centers which began with the 2016 Public Health and Safety Bond, creating space for co-location and integration of primary care medical and mental health services, along with dental, social services, and other ancillary services.</p> <p>The project budget is estimated at \$33.3 million, planned to be funded by the 2024 Public Health G.O. Bond, pending voter approval.</p>
DPH – ZSFG Building 3 Retrofit and Renovation	<p>Building 3 on the ZSFG Campus is a 6-story building originally constructed in 1964 as a 3-story concrete building. The building was expanded in 1989 with three floors of steel framing. This retrofit and renovation project includes a seismic upgrade to the upper floors, ADA improvements, and new finishes for administrative functions relocating from 101 Grove Street and other seismically vulnerable brick buildings on the ZSFG Campus. This project will complete the relocation of all staff out of 101 Grove Street.</p> <p>The project budget is estimated at \$49 million, planned to be funded by the 2024 Public Health G.O. Bond, pending voter approval.</p>
DPH – City Clinic Relocation	<p>City Clinic is currently located at 356 7th Street in a functionally obsolete 2-story industrial building originally built in 1912. Originally utilized as a fire station, it was eventually converted into an outpatient facility for DPH. City Clinic is San Francisco's only categorical municipal STI clinic, serving approximately 85 patients per day, with more than 18,000 visits annually. The facility includes clinical laboratory facilities and medication storage. The current location is in poor condition, and a relocation would allow the department to modernize and streamline the operations of this vital service.</p> <p>The project budget is estimated at \$27.3 million, planned to be funded by the 2024 Public Health G.O. Bond, pending voter approval.</p>
DPH – Critical Infrastructure Repairs	<p>Both the LHH and ZSFG campuses continue to have several critical repair needs that are too large in scope for the City's Pay-As-You-Go Program. At ZSFG, several buildings are over 100 years old and campus needs include exterior building repairs, IT infrastructure upgrades, electrical improvements, elevator repairs, clinical equipment upgrades, and security enhancements. At LHH, the new hospital building is beginning to show unanticipated renewal needs. The broader LHH campus requires critical infrastructure enhancements to improve onsite efficiency and ensure safe and appropriate conditions in staff and patient care areas. Needs include fuel line leak repairs, security enhancements, HVAC replacements, IT infrastructure upgrades, elevator repairs, and exterior building repairs.</p> <p>These repair needs will receive \$31.4 million from the 2024 Public Health G.O. Bond, pending voter approval.</p>

Enhancement Projects

Project Name	Description
HSA – Relocation of HSA Headquarters	<p>Built in 1978, 170 Otis Street houses HSA executive offices and program administration. In July 2018, DPW completed an evaluation of the building which identified seismic deficiencies. As part of the current seismic mitigation plan, a permanent relocation of all staff – including major programs such as Family and Children's Services and CalWORKs, as well as HSA's Facilities/Operations Program and its Executive Offices – from 170 Otis Street is currently being explored. This effort also presents an opportunity for HSA to expand its presence and client facing service locations in the southeastern part of the City. Given the number of staff working at 170 Otis Street and the vulnerability of populations served there, this effort is a high priority.</p> <p>This project may be funded in part with revenues from the sale of 170 Otis. In addition, the City plans to issue \$70 million in FY2024 Certificates of Participation to support this relocation.</p>
HSH – 1001 Polk Street Shelter Rehabilitation	<p>The 1001 Polk Street shelter has a Seismic Hazard Rating of 4, and would suffer significant damage from a major earthquake. HSH is coordinating with Public Works to seismically retrofit the City-owned shelter at 1001 Polk Street, an architecturally significant historic resource, which will include redesigning and reprogramming the space to maximize its highest use as a shelter site without reducing the City's shelter bed capacity.</p> <p>This project has received \$1.9 million in pre-bond funding from the General Fund to develop concept plans and provide a cost estimate by Spring 2023. Planned funding for this project includes \$100 million from the 2024 Public Health G.O. Bond, pending voter approval.</p>
HSH – 260 Golden Gate Avenue Shelter Redevelopment	<p>The 260 Golden Gate Ave. shelter has a Seismic Hazard Rating of 4, which means it would suffer significant damage from a major earthquake. HSH supports approximately 113 family emergency shelter and transitional housing beds at 260 Golden Gate Avenue, original designed and operated as a fire station. This project would design a new building to meet programmatic requirements within a seismically safe and modern building without diminishing the number of shelter beds available. HSH is in the process of exploring options, including redeveloping the site as a mixed-use shelter and permanent supportive housing site to leverage other financing.</p> <p>Planned funding for this project includes \$40 million from the 2024 Affordable Housing G.O. Bond, pending voter approval.</p>

Deferred Projects

Project Name	Description
DPH – ZSFG Building 80/90 Renovation & Seismic Retrofit	Constructed in 1934, Building 80/90 is a seismically deficient red brick building at the ZSFG campus that houses several clinics, including an urgent care clinic. These clinics will move to Building 5 to make room for a major seismic renovation of this structure. The total project cost is estimated to be over \$200 million.
DPH – LHH C-Wing Renovation	Renovation of the third floor of the C-wing would allow for the consolidation of an on-site ambient training environment that provides mandatory trainings and workforce development trainings. Construction documents for this project have been completed. The estimated project cost is \$1.5 million.

Emerging Projects

Project Name	Description
DPH – ZSFG Childcare Center	ZSFG is required to construct and operate a new childcare center for employees as a result of a union arbitration award. The original total project cost was estimated to be \$5 million, of which \$2.5 million has already been funded by the General Fund. The initial location has been abandoned due to structural concerns, and there is ongoing coordination with stakeholders to select an appropriate site.
DPH – Treasure Island Residential Step-Down Facility	In collaboration with the Treasure Island Development Authority, the Mayor's Office on Housing and Community Development, and Mercy Housing, DPH is initiating development of a Substance Use Disorder (SUD) Residential Step-Down Facility to be located on Treasure Island. This facility will add at least 70 beds to provide care for a period of one to two years in the most appropriate and least restrictive setting after clients complete their initial 90-day SUD medically necessary residential treatment. The Treasure Island Residential Step-Down Facility will help ensure that clients have the necessary continuation of support for them to maintain and strengthen their recovery.
DPH – LHH Administration Campus Power Transformers	Additional Hetch Hetchy power transformers for the Administration building will provide additional power that will enable future growth, meet power and cooling requirements, and enable IT upgrades.
DPH – ZSFG Relocation of Pathology	This project would relocate anatomical pathology to the 2nd floor of Building 3 to accommodate staff relocating from 101 Grove Street.
DPH – ZSFG Campus Security Enhancements	The ZSFG campus has many public entrances and doorways that are either mechanically keyed or have a non-networked combination badge card reader. To improve safety and security, this project would include installation of door card readers that are connected to the campus security network program. This project would also add security enhancements, including loading dock security at Building 5, campus perimeter fence repairs, door alarm hardware replacement, campus security duress button installations, and an ambulance bay security gate.
DPH – Aging Infrastructure Projects	Outstanding DPH needs include seismically-deficient Buildings 1, 10, 20, 30, 40, and 100 at ZSFG; renovating remaining unoccupied buildings at LHH; addressing long outstanding needs at neighborhood clinics not covered by currently planned funding sources; and needs related to the Population Health Division City Clinic.
DPH – 101 Grove Retrofit	Once Department of Public Health staff exit the offices at 101 Grove Street, the City will have to decide how to activate the building. The monumental Beaux Arts 101 Grove is part of the Civic Center Historic District and not eligible for replacement. The City will evaluate whether a sale, public-private partnership, or City-driven retrofit project will make for the best use of the space and funds required. No preliminary costing for any of these scenarios has been developed.
HSA – 1235 Mission Street Seismic Improvements	HSA's 1235 Mission Street Facility is currently undergoing a seismic evaluation by DPW. The results of this evaluation will help inform decisions regarding City investments in major capital projects at this location. The 1235 Mission Street Facility is owned by the San Francisco Unified School District.
HSH – 525 5th Street Shelter	HSH is coordinating with Public Works to design and program an emergency adult shelter at 525 5th Street to replace the existing shelter and maximize the footprint of the site. Rather than retrofitting the existing building, which would require ongoing rehabilitation at a substantial cost, a new seismically safe and modern building would be designed to meet program requirements and maintain the number of shelter beds currently available to people experiencing homelessness in San Francisco.
HSH – Shelter Accessibility and Barrier Removal	The Mayor's Office of Disability (MOD) has identified several accessibility and barrier removal needs at the City's emergency shelters. A significant number of residents with disabilities require more accessible and functional sites. Over the past five years, MOD has identified accessibility deficiencies in the City's legacy congregate emergency shelter system. The most common issues are aging elevators, code-compliant electrical outlets, accessible restroom features, better front door access, and difficulty with caregiver access to the shelters. MOD provided \$84,000 for an accessibility and barrier removal project to conduct Certified Access Specialist (CAsp) assessments of the City's emergency shelters. These assessments are complete and will provide HSH with a roadmap for removing barriers and enhancing accessibility at the City's shelters.

TABLE 9.1 - HEALTH AND HUMAN SERVICES FINANCIAL SUMMARY

PROGRAMS/PROJECTS (Dollars in Thousands)	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
State of good repair renewal - Need	30,268	31,781	33,370	35,039	36,791	213,457	380,707	
SPENDING PLAN								
								DEFERRED
State of good repair renewal - Proposed Uses	7,070	6,205	10,711	15,504	20,682	155,784	215,956	182,956
Enhancements	385,000	40,000	-	-	-	250,000	675,000	328,385
TOTAL	392,070	46,205	10,711	15,504	20,682	405,784	890,956	511,341
REVENUES								
General Fund	7,070	6,205	10,711	15,504	20,682	155,784	215,956	
Public Health Bond 2024	310,000	-	-	-	-	-	310,000	
Affordable Housing Bond 2024	-	40,000	-	-	-	-	40,000	
Public Health Bond 2030	-	-	-	-	-	250,000	250,000	
Certificates of Participation	70,000	-	-	-	-	-	70,000	
State	5,000	-	-	-	-	-	5,000	
TOTAL	392,070	46,205	10,711	15,504	20,682	405,784	890,956	
Total San Francisco Jobs/Year	1,648	194	45	65	87	1,706	3,745	

