

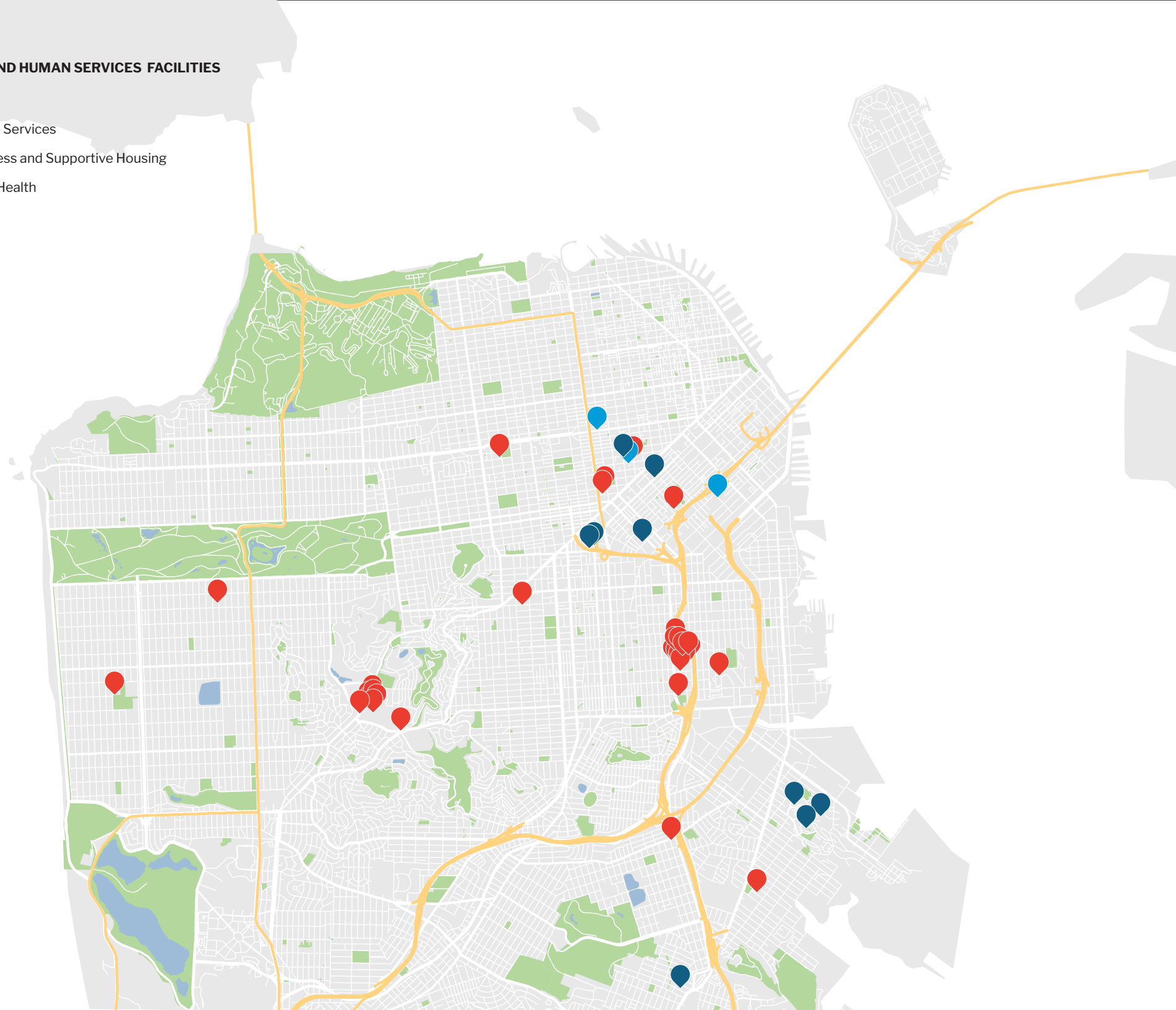


## 09. Health + Human Services

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HEALTH AND HUMAN SERVICES FACILITIES

- Human Services
- Homeless and Supportive Housing
- Public Health



## 09. HEALTH + HUMAN SERVICES

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DPH: Department of Public Health

HSA: Human Services Agency

HSH: Department of Homelessness and Supportive Housing

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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 major 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. With the COVID-19 crisis, demand for these services has increased and the City has adapted buildings to new, temporary uses during the pandemic, but these are permanent functions for the City, and the need to plan for their long-term future remains.





Construction at South East Health Center



Embarcadero SAFE Navigation Center

## Overview

San Francisco's health and human services agencies provide high-quality, culturally sensitive services for residents in need of public care. The projects for this service area are estimated to create over 3,700 jobs over the next 10 years.

## Public Health

The San Francisco Department of Public Health's 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 G.O. Bond 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 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 2023 Public Health G.O. Bond, pending voter approval. The proposed solution involves relocating some staff to the ZSFG campus, others to finger buildings on the Laguna Honda Campus, and the rest to City-owned properties in and around Civic Center.

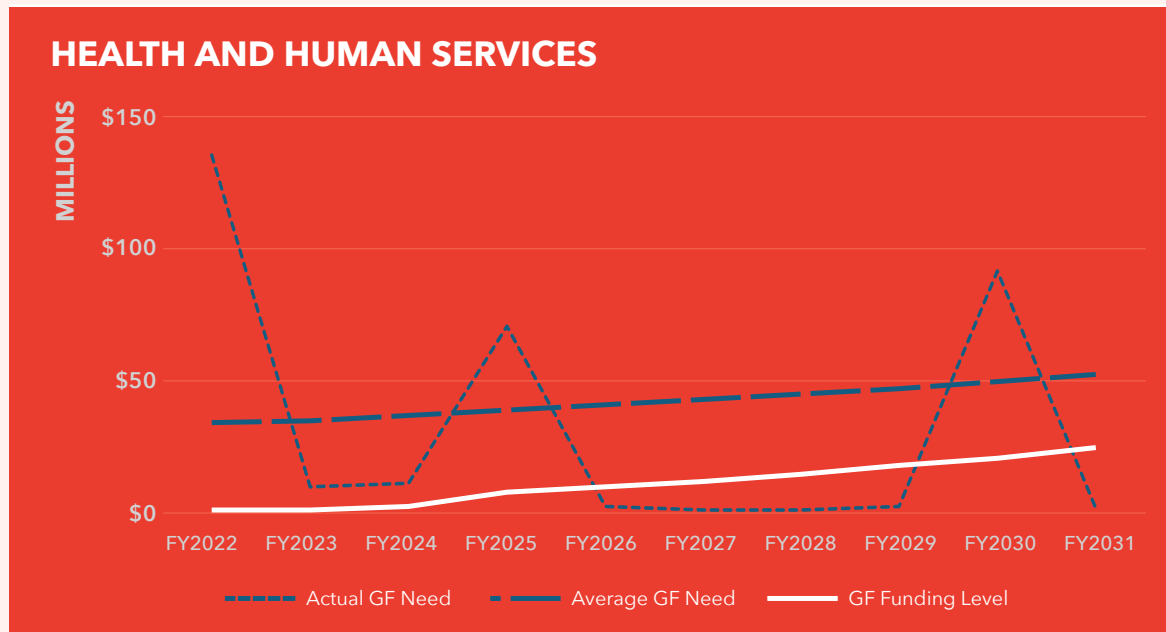
## Human Services and Homelessness and Supportive Housing

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 for San Francisco residents. 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 \$427 million over the next 10 years. The Capital Plan recommended funding level for these needs is \$119 million as shown in Chart 9.1. Given anticipated funding constraints due to the COVID-19 crisis, sufficient General Fund to meet this recommendation may not be available.



There are also several outstanding needs at the three City-owned shelters. While several life safety renewals were addressed through the 2016 Public Health and Safety Bond, a lot more work remains to bring these facilities to a state-of-good-repair.

**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 2023 Public Health G.O. Bond, pending voter approval.

# Enhancement Projects

Project Name	Description
<b>DPH &amp; HSH – Mental Health SF Facilities, , Permanent Supportive Housing &amp; Homeless Services Projects</b>	<p>This program will acquire or improve real property, including the construction, acquisition, development, improvement, expansion, rehabilitation, and preservation of priority behavioral health investments such as permanent and transitional supportive housing units, shelters, locked acute and sub-acute treatment facilities, psychiatric skilled nursing facilities, residential treatment facilities, residential stepdown facilities, behavioral health respite facilities, detox and sobering facilities, a new centralized Behavioral Health Access Center, existing community health facilities that deliver behavioral health services to vulnerable populations, and facilities for long-term placements such as board and care and other residential care.</p> <p><b>This program will receive \$207 million from the 2020 Health and Recovery G.O. Bond, with significant investments in permanent supportive housing and mental health and substance abuse disorder treatment facilities.</b></p>
<b>DPH – Chinatown Public Health Center Seismic Retrofit</b>	<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.</p> <p><b>The project budget is estimated at \$56 million, planned to be funded by the 2023 Public Health G.O. Bond, pending voter approval.</b></p>
<b>DPH – Silver Avenue Family Health Center Renovation</b>	<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><b>The project budget is estimated at \$30.5 million, planned to be funded by the 2023 Public Health G.O. Bond, pending voter approval.</b></p>
<b>DPH – ZSFG Building 3 Retrofit and Renovation</b>	<p>Building 3 on the ZSFG Campus is a 6-story building originally constructed in 1964 as a three-story concrete building which was expanded in 1989 with three floors of steel framing. This 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><b>The project budget is estimated at \$45 million, planned to be funded by the 2023 Public Health G.O. Bond, pending voter approval.</b></p>
<b>DPH – City Clinic Relocation</b>	<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 STD 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><b>The project budget is estimated at \$25 million, planned to be funded by the 2023 Public Health G.O. Bond, pending voter approval.</b></p>

## Enhancement Projects

Project Name	Description
<b>DPH – Critical Infrastructure Repairs</b>	<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, the fire alarm system is obsolete and replacement parts are difficult to find; the terra cotta roofs, exterior walls, and windows at the old brick buildings need repairs; and the wastewater plumbing throughout Building 5 needs replacement. At LHH, expansion of the emergency power system is the highest priority; there are water intrusion issues at the old patient wings; and the new hospital building has several unanticipated needs including HVAC equipment and exterior repairs.</p> <p><b>These repairs are estimated to cost \$30 million, planned to be funded by the 2023 Public Health G.O. Bond, pending voter approval.</b></p>
<b>DPH – ZSFG New Childcare Center</b>	<p>ZSFG is required to construct and operate a new child care center for employees as a result of a recent union arbitration award.</p> <p><b>The total project cost is estimated to be \$5 million, of which \$2.5 million has already been funded by the General Fund.</b></p>
<b>DPH – UCSF Research Facility at the ZSFG Campus</b>	<p>The University of California at San Francisco (UCSF) is building a contemporary research facility at the ZSFG campus. The facility will be five stories high, with an area of approximately 175,000 square feet, and provide space for 800 researchers and technical staff.</p> <p><b>The estimated project cost is \$250 million and will be funded by UCSF. The City is required to offset costs for planning, legal, and real estate services, which will be funded by the General Fund.</b></p>
<b>HSA – Relocation of HSA Headquarters</b>	<p>Built in 1978, 170 Otis Street houses HSA executive offices and program administration. In July 2018, DPW completed a seismic evaluation of the building and it was determined to have a seismic hazard rating of SHR4. 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 are currently being explored. Given the number of staff in the building and the vulnerability of populations served there, this effort is a high priority.</p> <p><b>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 FY2023 Certificates of Participation to support this relocation.</b></p>
<b>HSH – Shelter Rehabilitation</b>	<p>HSH oversees three City-owned shelters that serve people experiencing homeless. The two shelters at 1001 Polk Street and 525 5th Street are the largest shelters in the adult shelter system and between them represent 57 percent of the current capacity of the City's emergency shelter system (pre COVID-19). Adult shelters provide safety, shelter, and food to adults experiencing homelessness in San Francisco and facilitate connections to medical, mental health and substance abuse services, income maintenance, disability benefits, employment and housing programs. The family shelter at 260 Golden Gate Avenue offers up to six months of shelter while providing comprehensive support services that includes parenting skills groups, employment and housing workshops, housing search and placement assistance, and budget counseling. This shelter rehabilitation project will provide much-needed health and safety system repairs and other improvements to keep the shelters fully functional.</p> <p><b>While this rehabilitation project received \$7 million from the 2016 Public Health and Safety Bond to address urgent needs, additional funding sources are required.</b></p>



# Deferred Projects

Project Name	Description
<b>DPH – ZSFG Building 80/90 Renovation &amp; Seismic Retrofit</b>	<p>Constructed in 1934, Building 80/90 is a seismically deficient red brick building at the ZSFG campus that houses the urgent care clinic and several other clinics. These clinics will move to Building 5 to make room for a major seismic renovation of this structure.</p> <p><b>The total project cost is estimated to be \$200 million.</b></p>
<b>DPH – ZSFG Building 5 IT IDF Migration</b>	<p>This project will migrate IT systems from old non-compliant closets into new Intermediate Distribution Frame (IDF) closets in Building 5. These systems include emergency and normal power needs and building mechanical infrastructure to provide cooling and ventilation. This infrastructure will support all technology and equipment that has a network/data component, security systems and patient/staff safety, telephone systems, and medical and lab equipment.</p> <p><b>The migration will be a multi-year effort, and is expected to cost \$1 million per year.</b></p>
<b>DPH – ZSFG New Electrical Feed</b>	<p>There is currently an ongoing project to replace chillers and cooling towers serving ambulatory care buildings on the ZSFG campus. While that project includes power distribution from the main electrical switchgear to the new electrical chillers, it requires power in excess of what is currently available from the PG&amp;E substation. The hospital will need a new substation feed to the campus in order to provide enough power.</p> <p><b>The estimated project cost is \$2.75 million.</b></p>
<b>DPH – LHH Emergency Power</b>	<p>This project will add emergency power to LHH, which was built to minimum code requirements. The current emergency electrical power is not sufficient for the needs of the hospital, a facility with an elderly, non-ambulatory, and immune-compromised patient population.</p> <p><b>The estimated project cost is \$5 million.</b></p>
<b>DPH – LHH Cooling Center</b>	<p>During Fall of 2017 a heat wave maxed out the hospital's air conditioning system, creating a health hazard for patients with compromised health. This project would provide air conditioning to a large gathering space that would allow moving all patients to a cool space where they could be monitored.</p> <p><b>The estimated project cost is \$1 million.</b></p>
<b>DPH – LHH C-Wing Renovation</b>	<p>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.</p> <p><b>The estimated project cost is \$1.5 million.</b></p>

# Emerging Projects

Project Name	Description
<b>DPH – ZSFG Campus Security Enhancements</b>	The ZSFG campus has many public entrances and doorways that are either mechanically keyed or have a non-networked combination badge card reader. In order 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.
<b>DPH – Aging Infrastructure Projects</b>	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.
<b>DPH – 101 Grove Retrofit</b>	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 contributory to 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.
<b>HSH – Accessibility and Barrier Removal</b>	MOD has identified several accessibility and barrier removal needs at the City's homeless shelters. A significant number of residents with disabilities need to access these systems, especially when elevators and restroom facilities are unusable because of accessibility barriers. Over the past five years, MOD has received several complaints related to accessibility deficiencies in the shelter system. The most common complaints cited lack of a functioning elevator, need for code compliant electrical outlets, accessible restroom features, better front door access (e.g., request for power operators), and difficulty with caregiver access to the shelters.
<b>HSH – New Family Shelter</b>	This project will provide a replacement emergency shelter for families experiencing homelessness in a permanent site with full shelter amenities. The City's existing family shelter in the Western Addition site was closed due to COVID-19. While the facility accommodated up to 30 families, it lacked showers and other basic amenities. HSH will need to conduct a site search and feasibility assessment with assistance from the Department of Real Estate and Public Works in order to secure a site.
<b>HSH – Shelter Seismic Retrofits</b>	San Francisco continually reviews and assesses the seismic risks throughout our portfolio of public facilities. Similar to Chinatown Health Clinic mentioned above, all three of the city-owned shelters have a Seismic Hazard Rating of 4, which means suffer significant damage in a large earthquake and will likely be red-tagged or taken out of operation in a smaller earthquake. As such, developing plans and identifying funds to retrofit these shelters is a high priority. HSH is coordinating with Real Estate, Public Works, and the Office of Resilience and Capital Planning to develop a master plan to address seismic deficiencies at the shelters, without diminishing the number of shelter beds available to people experiencing homelessness in San Francisco.

TABLE 9.1 - HEALTH AND HUMAN SERVICES FINANCIAL SUMMARY

PROGRAMS/PROJECTS (Dollars in Thousands)	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
State of good repair renewal - Need	34,422	35,627	37,409	39,279	41,243	239,288	427,269	
<b>SPENDING PLAN</b>								
								DEFERRED
State of good repair renewal - Proposed Uses	1,723	1,946	2,904	8,524	10,445	93,362	118,903	321,125
Mental Health SF, Permanent Supportive Housing & Homeless Services	207,000	-	-	-	-	-	207,000	
Enhancements	250,000	256,500	-	-	-	-	506,500	340,128
<b>TOTAL</b>	<b>458,723</b>	<b>258,446</b>	<b>2,904</b>	<b>8,524</b>	<b>10,445</b>	<b>93,362</b>	<b>832,403</b>	<b>661,253</b>
<b>REVENUES</b>								
General Fund	1,723	1,946	2,904	8,524	10,445	93,362	118,903	
Public Health Bond 2023	-	186,500	-	-	-	-	186,500	
Health and Recovery Bond 2020	207,000	-	-	-	-	-	207,000	
Certificates of Participation	-	70,000	-	-	-	-	70,000	
Developer Funded	250,000	-	-	-	-	-	250,000	
<b>TOTAL</b>	<b>458,723</b>	<b>258,446</b>	<b>2,904</b>	<b>8,524</b>	<b>10,445</b>	<b>93,362</b>	<b>832,403</b>	
<i>Total San Francisco Jobs/Year</i>	<i>2,055</i>	<i>1,158</i>	<i>13</i>	<i>38</i>	<i>47</i>	<i>418</i>	<i>3,728</i>	

