

8

BUILDINGS ACQUIRED

for permanent supportive housing

8

**NAVIGATION
CENTERS**

in Operation



DPH

2

Medical Campuses



HSH

3

Homeless Shelters

20

DPH

UCSF Research Centers

10

DPH

Primary
Health Clinics



DPH

1

Level One Trauma Center

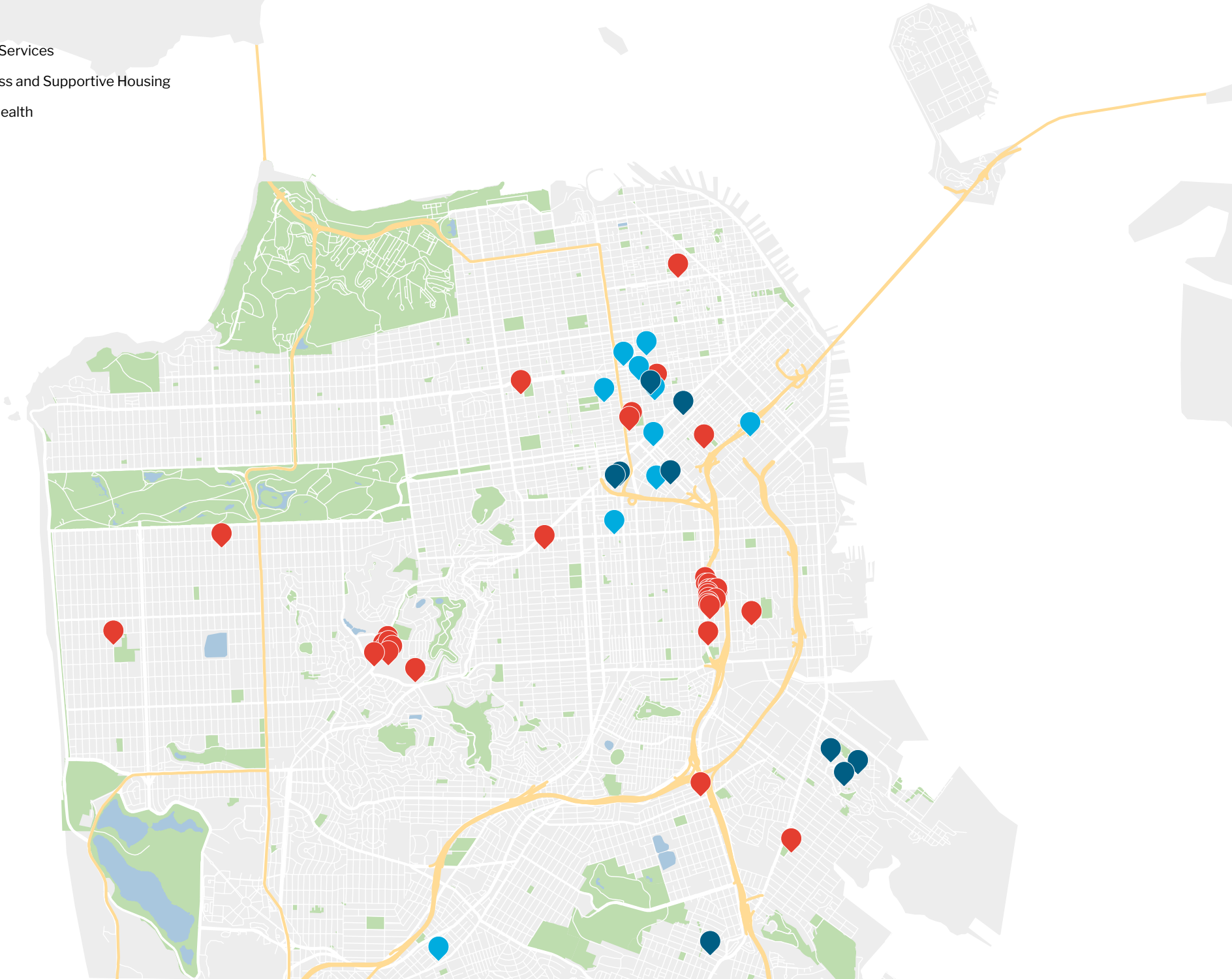


09. Health + Human Services

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HEALTH AND HUMAN SERVICES FACILITIES

- Human Services
- Homeless and Supportive Housing
- Public Health



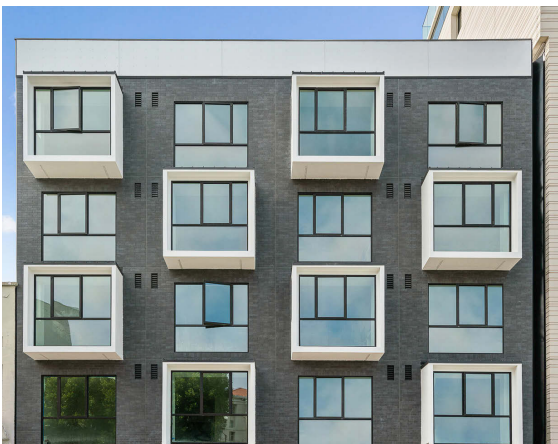
09. HEALTH + HUMAN SERVICES

DPH: Department of Public Health

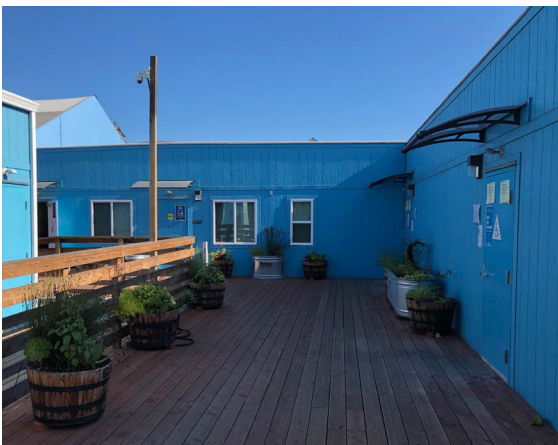
HSA: Human Services Agency

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 is 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.



Permanent Supportive Housing at 42 Otis St



Division Circle Navigation Center

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 will come from the 2024 Healthy, Safe and Vibrant San Francisco G.O. Bond. 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. HSH strives to make homelessness in San Francisco rare, brief, and one-time through the provision of coordinated, compassionate, and high-quality services. HSH's capital portfolio includes four City-owned shelters and a growing portfolio of Navigation Centers and other low-barrier temporary shelter sites that play a critical role in helping people experiencing homelessness 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, known as Permanent Supportive Housing (PSH) and other housing options for PSH tenants who no longer require intensive case management services. HSH's capital portfolio includes a variety of housing options, including renovated Single Room Occupancy hotels, newly constructed units operated by nonprofit organizations, and sites operating under a master-lease between private property owners and the City or City-funded nonprofit organization. HSH's capital projects also encompass its administrative headquarters, a street outreach operations center, and a forthcoming health and wellness center for Transitional Age Youth experiencing homelessness.

Renewal Program

The overall renewal needs for the City’s Health and Human Services facilities total \$411 million over the next 10 years. The Capital Plan recommended funding level for these needs is \$276 million as shown in Chart 9.1.

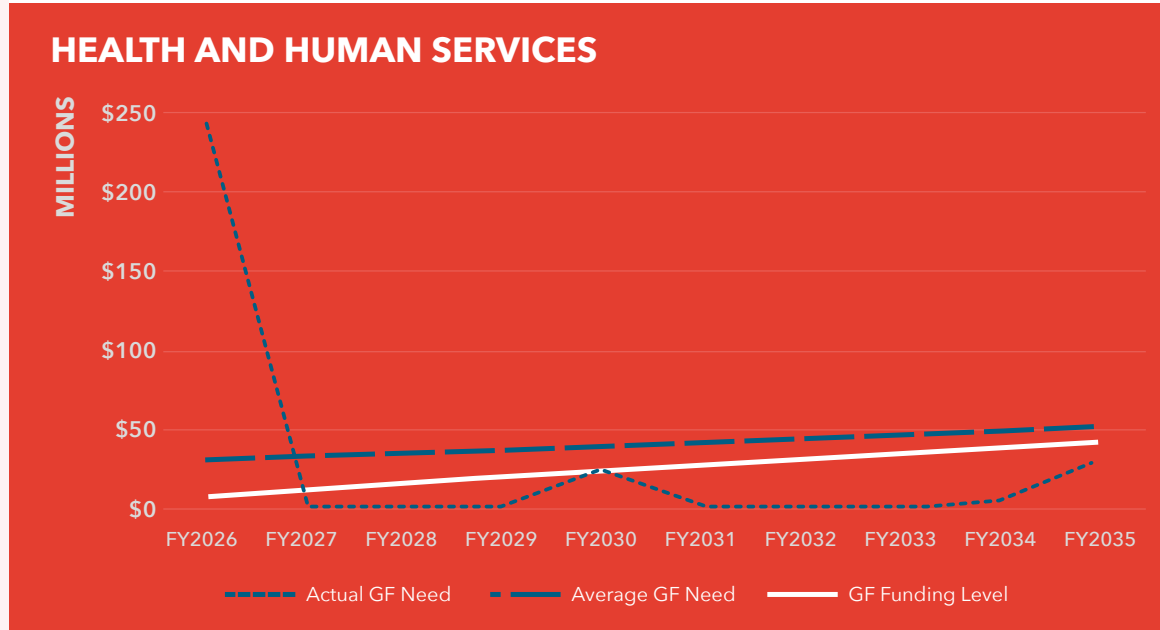


CHART 9.1

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. Given the large scale of the

projects at ZSFG and LHH, they will receive funding from the 2024 Healthy, Safe and Vibrant San Francisco G.O. Bond. 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
<p>DPH – Chinatown Public Health Center Seismic Retrofit</p>	<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. Construction documents for seismic renovation and modernization of the clinic are complete.</p> <p>The project budget is estimated at \$76.1 million, with \$5 million from the Mental Health Services Act and the rest funded by the 2024 Healthy, Safe and Vibrant San Francisco G.O. Bond.</p>
<p>DPH – ZSFG Building 3 Retrofit and Renovation</p>	<p>Building 3 on the ZSFG Campus is an aging and seismically deficient 6-story building originally constructed in 1964. 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.</p> <p>The project budget is estimated at \$40 million and will be funded by the 2024 Healthy, Safe and Vibrant San Francisco G.O. Bond.</p>
<p>DPH – City Clinic Relocation</p>	<p>City Clinic is a vital sexual health resource for all San Franciscans, providing low barrier access to rapid HIV testing, HIV pre- and post-exposure prophylaxis, as well as sexually transmitted infections (STI) screening and treatment. The clinic also serves a central role in connecting patients to outside services.</p> <p>City Clinic currently operates out of a nearly 100-year-old three-story converted firehouse that is not suited to clinic and patient needs. It is not conducive to optimal patient care, is unsafe, and is not fully accessible for employees and patients. The building has insufficient space for City Clinic’s lab, consultation rooms are non-ADA compliant, and the building lacks air conditioning meaning the clinic reaches unsafe temperatures during heat waves. Once the City Clinic relocation is completed, the City will evaluate whether a sale, public-private partnership, or City-driven retrofit project will make for the best use of the current space at 356 7th Street and funds required.</p> <p>The project budget is estimated at \$28 million and will be funded by the 2024 Healthy, Safe and Vibrant San Francisco G.O. Bond.</p>
<p>DPH – Critical Infrastructure Repairs</p>	<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 \$66 million from the 2024 Healthy, Safe and Vibrant San Francisco G.O. Bond.</p>
<p>DPH – Silver Avenue Family Health Center Renovation</p>	<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 over \$100 million, planned to be funded by the 2030 Public Health G.O. Bond, pending voter approval.</p>

Enhancement Projects

Project Name	Description
<p>DPH – Treasure Island Residential Step-Down Facility</p>	<p>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. Construction documents for this project are complete and construction is expected to begin in mid-2026.</p> <p>The project budget is estimated at \$72 million, funded by Treasure Island developer fees, Prop C (Our City Our Home), and the 2020 Health & Recovery G.O. Bond.</p>
<p>HSA – Relocation of HSA Headquarters</p>	<p>Built in 1978 and home to a wide range of HSA programs, administrative and executive staff - as well as a public-facing service center - 170 Otis Street was deemed seismically deficient by DPW in 2018. Since that time, HSA has, in collaboration with a variety of City partners, pursued the acquisition of a new building in the southeast of the City, where a significant portion of its clients reside. DPW is performing a seismic evaluation on a space in the Bayview district which appears suitable for HSA. The site would provide space for both back-office and service center operations, as well as parking. The agency foresees placing staff there to serve the following programs/divisions: Medi-Cal and CalFresh eligibility, County Adult Assistance Program (CAAP), Family and Children’s Services, Workforce Development, Economic Support and Self-Sufficiency and Disability and Aging Services. The remaining administrative functions and executive offices at 170 Otis would be co-located with other HSA administrative functions moving to leased space at 1455 Market.</p> <p>This project may be funded in part with revenues from the sale of 170 Otis. In addition, the City plans to issue \$55 million in FY2026 Certificates of Participation to support the purchase of a new building and tenant improvement costs.</p>
<p>HSB – 2024 Bond Project</p>	<p>Measure B on the November 2024 ballot includes funding to “acquire, construct, finance or improve shelter or interim housing sites to reduce unsheltered homelessness, particularly for families.” Potential projects could include 1) expansion of existing shelter sites to add bed capacity to the City’s homelessness response system, 2) acquisition and build out of one or more existing, structurally-improved buildings to add bed capacity and/or vacate one or more City-owned shelters with an SHR 4 ; 3) co-development and co-location of a shelter within a supportive housing project to leverage affordable housing financing and tax credits; and 4) a combination thereof to maximize bond proceeds and add shelter bed capacity.</p> <p>These projects will receive \$50 million from the 2024 Healthy, Safe and Vibrant San Francisco G.O. Bond.</p>

Deferred Projects

Project Name	Description
DPH – ZSFG Building 80/90 Renovation & Seismic Retrofit	<p>Constructed in 1934, Buildings 80/90 are seismically deficient red brick buildings at the ZSFG campus that house HIV, Behavioral Health and Substance Abuse clinics, staffed by both UCSF and DPH providers. These buildings do not meet UC seismic requirements for UC staff occupancy and must be upgraded by 2030 or UC staff will not be allowed to continue to occupy. Retrofitting Buildings 80/90 would allow DPH to relocate both DPH and UC staff into seismically safer buildings.</p> <p>The total project cost is estimated to be over \$200 million.</p>
HSH – 1001 Polk Replacement Shelter	<p>HSH is coordinating with Public Works to design and program an emergency adult shelter at 1001 Polk Street to replace the existing shelter and maximize the footprint of the site. Prior to the development of Measure B on the November 2024 ballot, HSH was planning to demolish the existing adult shelter at 1001 Polk, rebuild the site as a family shelter, and vacate the existing family shelter at 260 Golden Gate (a City-owned building with an SHR 4). The project was designed to include wrap-around services and provide a clinic, day care and afterschool programs, outdoor playground, community and meeting spaces, and flex dormitory space for emergency use.</p> <p>The total project cost as scoped was estimated to be \$115 million.</p>



170 Otis St



ZSFG Bldgs 80 90



City Gardens

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. DPW has completed 100% schematic drawings for a potential site.
DPH – LHH C3 and C4-Wing Renovation	Further renovation of the C-Wing would allow relocation and consolidation of staff. Design documents are complete, and permits have been secured. Final cost estimate is pending.
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 – LHH NPC 4 & 5 Regulatory Upgrades	DPH must comply with new state Non-Structural Compliance regulations by 2030. Failure to comply puts Laguna Honda Hospital at risk of non-compliance with state regulators. LHH must build capacity to hold 72 hours worth of sewage in the event of an emergency.
DPH – LHH Hospital Balcony Safety Improvements	LHH has multiple balconies currently not in use due to safety concerns and past incidents. The facility needs to install safety barriers to allow for resident access to the spaces for programming and events.
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 – Occupational Health Safety (OHS) Clinic Relocation	The OHS clinic is currently located on the first floor of Building 9 and serves all City staff. The existing space is circa 1950 and does not provide adequate space and privacy to appropriately serve the increasing number of patients. Relocation to the recently vacated UCSF OTI Clinic on the 3rd floor will allow the clinic to support the increased patient volume.
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 Street	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.
HSH – 260 Golden Gate Avenue Replacement Family Shelter	The 260 Golden Gate Family Shelter has been assessed with a Seismic Hazard Rating of 4 and would suffer significant damage from a major earthquake. HSH supports approximately 132 family emergency shelter and transitional housing beds at 260 Golden Gate Avenue, which was originally designed and operated as a fire station. Prior to the development of Prop B on the November 2024 ballot, HSH was planning to demolish the existing family shelter at 260 Golden Gate and rebuild the site to replace the existing adult shelter program at 1001 Polk St.

Project Name	Description
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 – 685 Ellis Street Adult Shelter Replacement Project	HSH acquired 685 Ellis, a 74-room, 6-story single room occupancy tourist hotel, in December 2022 and has been operating the building as a temporary adult shelter to eventually convert to supportive housing. In November 2023, the City was awarded an HCD Project Homekey Grant for the acquisition as well as the operation of the interim shelter and supportive housing conversion. The building was constructed circa 1927 and will require extensive rehabilitation, including a seismic retrofit, before transitioning to supportive housing.

TABLE 9.1 - HEALTH AND HUMAN SERVICES FINANCIAL SUMMARY

PROGRAMS/PROJECTS (Dollars in Thousands)	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031 - 2035	Plan Total	
State of good repair renewal - Need	32,700	34,335	36,052	37,855	39,747	230,610	411,300	
SPENDING PLAN								DEFERRED
State of good repair renewal - Proposed Uses	9,329	14,046	18,714	22,967	26,582	184,707	276,345	127,780
Enhancements	315,100	-	-	-	-	250,000	565,100	513,102
TOTAL	324,429	14,046	18,714	22,967	26,582	434,707	841,445	640,882
REVENUES								
General Fund	9,329	14,046	18,714	22,967	26,582	184,707	276,345	
Healthy, Safe and Vibrant SF 2024 G.O. Bond	255,100	-	-	-	-	-	255,100	
Public Health Bond 2030	-	-	-	-	-	250,000	250,000	
Certificates of Participation	55,000	-	-	-	-	-	55,000	
State	5,000	-	-	-	-	-	5,000	
TOTAL	324,429	14,046	18,714	22,967	26,582	434,707	841,445	
<i>Total San Francisco Jobs/Year</i>	<i>1,317</i>	<i>57</i>	<i>76</i>	<i>93</i>	<i>108</i>	<i>1,764</i>	<i>3,415</i>	

