



SAN FRANCISCO GENERAL HOSPITAL & TRAUMA CENTER

Institutional Master Plan

update

Original Submission date: **March 10, 2008**

Full IMP: **October 1, 2025**



City and County of San Francisco
Department of Public Health

Table of Contents

Section 1	Introduction - Purpose of the IMP - Accomplishments Since March 2008 - New Acute Care Hospital & Trauma Center Level 1 - Upgraded Emergency Generator in Service Building 2 - New UCSF Research and Academic Building
Section 2	Institutional Overview - Statement of Institutional Goals and Objectives - Services Provided - Ambulatory Services - Emergency Services - Diagnostic Services & Ancillary Services - Academics & Research - Population Characteristics - Patients - Employees - Covid-19 Response & Recovery
Section 3	Facilities Overview - Campus Description - History - Campus Buildings Surrounding - Land Use Transportation - Conditions - Traffic - Parking - Transit - Pedestrian Conditions - Bicycle Conditions
Section 4	Development Plans On-Going Plans 2016 November General Obligation Bond Measure - Building 5 Seismic Upgrade - New Childcare Center on or near ZSFG Campus 2024 November General Obligation Bond Measure - Building 3 Critical Repairs Future Plans - Implement Seismic Retrofit of Building 3 – All Interior Work - Implement Critical Fire, Life, Safety Infrastructure - Replacement of Equipment - Develop a Plan for a new G.O. Bond in 2028 (In Discussion)
Section 5	General Plan Conformity - Plan Development Conformity with General Plan Elements - Description of General Plan Elements - Plan Development Conformity with Eight Priority Policies - Project Description - New Acute Care Hospital - Seismic Upgrade of Main Hospital, Building 5 - New UCSF Research and Academic Building

Projects under the 2024 G.O. Bond
ZSFG Seismic upgrade of Building 3
Critical Infrastructure Repair
New Childcare Center Near ZSFG Campus

Section 6

Environmental Conditions

Anticipated Impacts on the Surrounding Neighborhoods

2016 ZSFG Bond Project - Building 5 Seismic Upgrade

No impact to surrounding neighborhoods

2024 ZSFG Bond Project - Building 3 Seismic Upgrade

No impact to surrounding neighborhoods

Critical Fire/Life Safety Improvements

No impact to surrounding neighborhoods

Section 7

References

Section 1 Introduction



The Zuckerberg San Francisco General & Trauma Center (ZSFG&TC) submits this Institutional Master Plan (IMP) to update the March 2008 update currently on file with the Planning Department.

Since 1987, there have been several modest developments on the ZSFG&TC campus; these are described in sections 2 and 3 of this IMP Update. The remaining sections will present summary information regarding the following future plan developments:

2024 General Obligation Bond

- Seismic Upgrade of ZSFG and Building 3
- Fire Life Safety Campus Improvements at ZSFG Campus

ZSFG&TC, under the mandate of Senate Bill 1953, is obligated to insure its acute care building meets established seismic standards by 2013. As a result of detailed planning analysis performed in 2004, it has been determined that retrofitting the existing acute care building would be intrusive, challenging for the hospital to remain in operation during construction, reduces available space, and that construction of a new acute care hospital facility is required; planning for which is still in development.

This full 2025 IMP update reflects all proposed plan developments and their impacts.

The hospital would also like to continue the dialogue and participation with the neighboring communities and the City and County of San Francisco regarding future measures and programs for the development and growth of ZSFG&TC.

PURPOSE OF THE INSTITUTIONAL MASTER PLAN

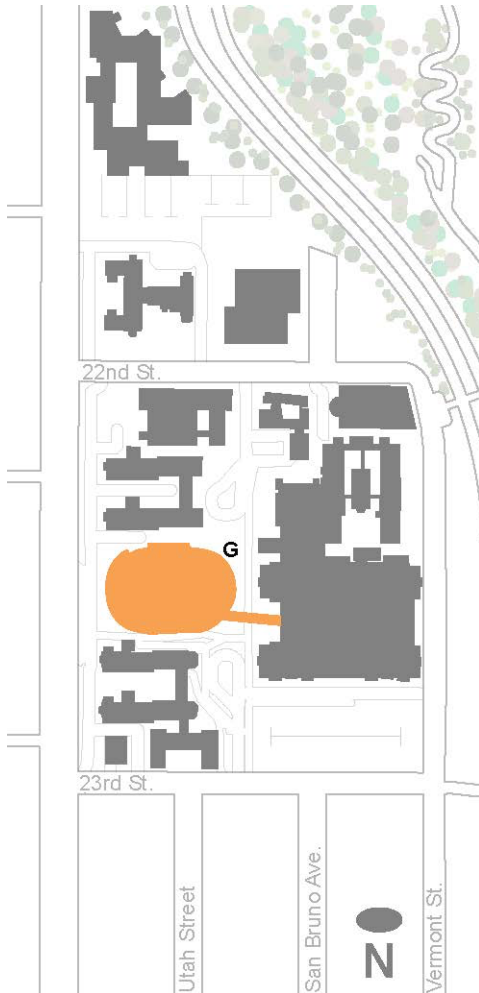
The 2025 IMP serves to advise the Planning Commission and the public of long-range development projects proposed by ZSFG&TC; according to the three principal purposes set in Section 304.5 of the San Francisco Planning Code:

- A** “To provide notice and information to the Planning Commission, community and neighborhood organizations, other public and private agencies and the general public as to the plans of each affected institution at an early stage, and to give an opportunity for early and meaningful involvement of these groups in such plans prior to substantial investment in property acquisition or building design by the institution.”
- B** “To enable the institution to make modifications to its master plan in response to comments made in public hearings prior to its more detailed planning and prior to any request for authorization by the City of new development proposed in the master plan.”
- C** “To provide the Planning Commission, community and neighborhood organizations, other public and private agencies, the general public, and other institutions with information that may help guide their decisions with regard to use of, and investment in, land in the vicinity of the institution, provision of public services, and particularly the planning of similar institutions in order to insure that costly duplication of facilities does not occur.

Furthermore, its purpose is to identify the impacts of these developments to the City’s Master Plan and to the adjacent neighborhood(s); and also to identify alternative development.¹

ACCOMPLISHMENTS SINCE MARCH 2008

1. New Acute Care Hospital & Trauma Center, completed 2015.



Potrero Campus Site Plan, 2023



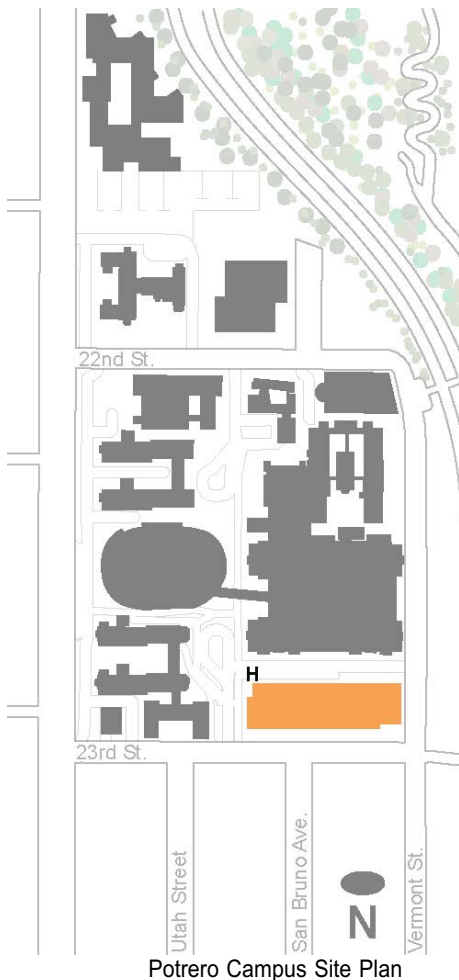
The Zuckerberg San Francisco General Rebuild Program consists of new facility construction consisting of a 284 bed acute care facility, Service Building modifications, site utilities relocation & site improvements that is in full compliance with Senate Bill (SB) 1953 & OSHPD standards/ requirements. The majority of the beds are single rooms. The building was constructed on base isolators to withstand a major seismic event. The new facility resides within the existing campus. The building gross size is 453,495 square feet. The building is a total of 9 levels with 2 levels below grade. The Project meets Gold LEED certification.

The Project was funded by Proposition A General Obligation Bonds for \$887.4 million and was approved on November 4, 2008, with 84% approval.

2. Seismic upgrade of Service Building, Building 2, with 3 new emergency generators, completed 2015.



3. New UCSF Research and Academic Building, completed 2023.



UC Pride Hall Highlights
175,000 gross square feet, with 140,000 assignable square feet
18 conference rooms, 19 huddle/collaboration rooms, wet labs and dry labs, simulation and surgical training facilities, and the UCSF Community and Clinical Research Center.
LEED Gold certification (pending), photovoltaic solar panels to produce 248,000 kilowatts of power annually or 10% of the energy for the building, UCSF Green Lab standards.

Pride Hall, UC San Francisco's new research and academic building at Zuckerberg San Francisco General and Trauma Center (ZSFG), celebrates the 150-year partnership of the two medical institutions and provides scientists and educators with state-of-the-art facilities for research and teaching.

UCSF Pride Hall, which celebrated its opening on Wednesday, Sept. 13, 2023, will house more than 800 UCSF employees, including about 200 physician-scientists and clinicians.

"Our faculty, trainees and staff at ZSFG are leading the way in many critical areas of public health, from infectious diseases to diabetes to trauma, and I am so proud of the investment UCSF has made," said UCSF Chancellor Sam Hawgood, MBBS. "We look with excitement to their future work, as we mark the 150th anniversary of our partnership with the City."

UCSF Pride Hall is the only UCSF-owned building on the ZSFG campus. With a 99-year ground lease from the City, UCSF is paying the entire \$275 million cost of construction. Pride Hall is adjacent to the hospital and supports the research that enables ZSFG to maintain its designation as San Francisco's sole level-one trauma center.

Section 2 **Institutional Overview**



Fig. 2-1
Aerial View of ZSFG&TC

Overview Zuckerberg San Francisco General Hospital and Trauma Center (ZSFG), one component of the San Francisco Health Network (SFHN), is a licensed general acute care hospital, operated by the City and County of San Francisco's Department of Public Health (DPH). ZSFG provides a full complement of inpatient, outpatient, emergency, skilled nursing, diagnostic, mental health, and rehabilitation services for adults and children. It is the largest acute inpatient hospital for psychiatric patients in the city. Additionally, it is the only acute hospital in San Francisco that provides 24-hour psychiatric emergency services and the only Level 1 Trauma Center in San Francisco. In 2022, ZSFG&TC served 100,385 patients, and serves as a safety net for the uninsured and the homeless. Less than 3% of SFGH&TC's patients have commercial insurance coverage, over 7% were homeless, or on the street at the time of service. Approximately 92% of the patient population either receives health care services subsidized by government programs such as Medicare or Medi-Cal or are uninsured.



Fig. 2-2

View of Zuckerberg San Francisco General Campus from the southwest.

STATEMENTS OF INSTITUTIONAL GOALS AND OBJECTIVES

ZSFG&TC Mission: To provide quality healthcare and trauma service with compassion and respect and to deliver humanistic, cost-effective, and culturally competent health services as an integral part of the Department of Public Health for the City and County of San Francisco by:

- Providing access to all residents by eliminating financial, linguistic, physical and operational barriers;
- Providing quality services that treat illness, promoting and sustaining wellness, and preventing the spread of disease, injury and disability;
- Participating in and supporting training and research; and
- Serving the healthcare needs of the community.

Vision Statement: Rebuild ZSFG&TC so we can continue to provide healthcare and trauma services for people in need. “To be the Best Public Hospital in the Country.”

Value Statement: To promote access to services, quality of care, patient safety, customer satisfaction, staff morale, resource management, effective partnerships, and academic excellence.

- Patient and staff safety
- Quality healthcare
- Disease prevention
- Staff retention and recruitment
- Culturally responsive care
- Efficient resource management
- Academic excellence in training and research

Goals 2025-2030:

- Promote patient and staff safety
- Promote organizational and staff cultural responsiveness
- Promote staff retention & recruitment
- Improve critical hospital infrastructure
- Complete seismic retrofits to campus buildings (Bldg 5, Bldg 3) that are part of the 2016, 2022, and 2024 G.O. Bond programs
- Plan for a 2028 (Place Holder) G.O. Bond to seismically retrofit Buildings 80/90 and upgrade critical fire, life, safety systems on campus
- Comply with all regulatory standards and performance improvement initiatives

SERVICES PROVIDED

Since its inception, ZSFG&TC has served as a community hospital with its primary goal to provide all San Franciscans with quality medical services. ZSFG&TC is a licensed 539 bed general acute care hospital, providing a full complement of inpatient, outpatient, emergency, skilled nursing, diagnostic, behavioral health and rehabilitation services for adults and children. This includes 403 acute care beds, 106 psychiatric beds, and 30 skilled nursing level beds.

Clinical Service Groups at ZSFG&TC :

- | | |
|---------------------------------|---------------------------|
| - Anesthesiology | - Neurology |
| - Cardiology | - Neurosurgery |
| - Dermatology | - Normal Newborns |
| - Emergency Medicine | - Obstetrics |
| - Family Medicine | - Oncology |
| - Gastroenterology | - Ophthalmology |
| - General Surgery | - Orthopedic |
| - Gynecology | - Otolaryngology |
| - Hematology | - Pediatrics |
| - HIV Infection | - Psychiatry |
| - Internal Medicine | - Pulmonary |
| - Interventional Radiology | - Rehabilitation Medicine |
| - Laboratory Medicine | - Substance Abuse |
| - Maxilo-Facial/Plastic Surgery | - Trauma |
| - Neonatology | - Urology |



Fig. 2-3

Fiscal Year 2023-2024, there were 12,978 acute admissions, of which 567 were acute psychiatric.

- Nephrology
- Vascular Surgery

The services provided at ZSFG&TC are grouped into the following major categories:

- Diagnostic Services
- Inpatient Services
- Ambulatory Services (Primary & Specialty Care)
- Emergency Services
- Trauma Services

Within each of these categories is a broad range of services, which define the complex level of care provided at the Hospital.

INPATIENT SERVICES

In Fiscal Year 2023-2024, there were 12,978 acute admissions, of which 567 were acute psychiatric. The most frequently occurring acute inpatient diagnoses were:

Newborn Delivery
 Psychosis
 Schizophrenia-Affective
 Pneumonia
 Congestive Heart Failure
 Depressive Disorder

San Francisco Behavioral Health Center In addition, ZSFG&TC is home to the San Francisco Behavioral Health Center (SFBHC). SFBHC serves the sub-acute psychiatric population of the City and County of San Francisco, providing diagnostic evaluation and treatment services, with a rehabilitation focus that promotes improved independence and enables residents to achieve their highest level of functioning, for residents with severe and persistent mental illness. The SFBHC is designed to help residents move along the continuum of care and to transition to the most appropriate community setting.

SFBHC has three level of care:

- Mental Health Rehabilitation: licensed by the California Department of Mental Health (DMH), the Mental Health

**Fig. 2-4**

Fiscal Year 2023-2024, over 290,000 people were treated in the hospital's clinics.

Rehabilitation Program has 47 beds and focuses on psychosocial rehabilitation of clients with severe and persistent mental illness.

- **Skilled Nursing Facility:** licensed by the Department of Health Services (DHS), the Skilled Nursing Facility has 59 beds and provides for continued care of psychiatric patients with medically complex needs.
- **Adult Residential Care Facility:** licensed under the California Department of Social Services' (DSS) Community Care Licensing Division, the Adult Residential Care Facility has 41 beds and helps clients transition back into their community.

AMBULATORY SERVICES

In Fiscal Year 2023-2024, over 290,000 people were treated in the hospital's clinics. Ambulatory clinic services are organized and provided under 6 major centers:

Adult Medical Center The Adult Medical Center provides comprehensive primary care services through its General Medicine Clinic and specialty services to persons over 18 years of age. Specialties services include:

- | | |
|--------------------|----------------|
| • Chest | • Cardiac |
| • Diabetes | • Dermatology |
| • Oncology | • Renal |
| • Endocrinology | • Rheumatology |
| • Gastrointestinal | • Hematology |
| • Hepatomegaly | • Hypertension |

Adult Surgery Center The Adult Surgery Center provides a full-range of ambulatory surgical specialties, where comprehensive consultation, surgical procedures and recovery are provided in the hospital setting. Surgical Specialty Services includes:

- | | |
|--------------------------|------------------|
| • Trauma | • Orthopedic |
| • General Surgery | • Otolaryngology |
| • Vascular | • Ophthalmology |
| • Proctology | • Neurology |
| • Plastic/Maxillo-Facial | • Neurosurgery |
| • Hand | • Optometry |
| • Foot | • Urology |
| • Breast | • Oral Surgery |

Children’s Health Center The Children’s Health Center provides culturally competent and sensitive medical services to children and young people up to the age of 21. It serves children requiring evaluation of health status, diagnosis and treatment of acute illness. In addition to primary and specialty care services, off-hours pediatric urgent care services are available for patients of the Community Health Network and its affiliated partners.

Specialty services include:

- Asthma
- Dermatology
- Cardiac
- Urology
- Hematology
- Renal
- Neurology
- Nutrition

Women’s Health Center The Women’s Health Center provides general obstetrical and primary women’s health care for women of adolescent to geriatric age.

Specialty services include:

- Infertility treatment
- Prenatal education and exercise programs
- Teen obstetrics programs

Extensive family planning services, including therapeutic abortions, and counseling services are provided within the Family Planning Clinic.

Family Health Center The Family Health Center provides comprehensive primary care to all family members of all ages, including culturally competent care for the diverse population of the community served by ZSFG&TC. Using a Family Practice model, staff incorporates patient education, counseling, diagnostic, screening and therapeutic services in the patients’ care and emphasis is on prevention, health maintenance and early diagnosis and treatment of illness.

Services include:

- Prenatal care
- Perinatal case management
- Well child care
- Pharmacist consultation
- Mental health services
- Nutritional assessment and education
- Substance abuse counseling
- Family therapy
- HIV family clinic
- Social services
- Minor surgery
- Health education
- Diabetes education and case management

**Fig. 2-5**

Approximately 20% of all ambulance traffic in San Francisco is received by the ZSFG&TC Emergency and Trauma Center

Positive Health Program The Positive Health Program is a multi-disciplinary service that provides specialized care to HIV-infected patients. The program delivers compassionate care with a focus on continuity and quality provided by an enabled, committed, expert staff. Research is focused to improve care, and maintain adequate resources for meeting the care demands of its service population.

Services include:

- Primary Care
- Dermatology
- Pulmonary
- Endocrinology
- Neurology
- Mental health services
- Lymphoma
- Women's Health
- Oncology
- Health education

EMERGENCY SERVICES

The ZSFG&TC Emergency Department (ED) is a 24-hour, 7-day a week service licensed by the State of California for comprehensive emergency services. The ED provides resuscitation care for the Trauma Center (Level 1) and is the primary receiving facility for mass casualties' events. In Fiscal Year 2023-2024, over 65,000 Emergency Room visits occurred, of which 24% resulted in an admission.

ZSFG offers the city's only 24/7 psychiatric emergency service. In 23-24, ZSFG had 4,143 PES visits.

Psychiatry Emergency Services (PES) provides 24-hour, 7-day a week emergency assessment, stabilization and disposition for acute psychiatric patients. Last year, over 7,700 people were treated, of which 25% were admitted.

Trauma Program The ZSFG&TC Trauma Center was one of the first programs organized in the United States to combat death and disability due to injury. It has also been designated as the Level I Trauma Center for both adults and children by the Emergency Medical Service Agency [EMSA] of both San Francisco and San Mateo Counties.

A designated Trauma Center (Level 1) is defined as a specialized hospital facility that has an adequate depth of personnel, resources, services, equipment and supplies to provide care for the injured patient throughout all phases of the patient's care from resuscitation through discharge. This continuum of care includes the Emergency Department, Radiology/Imaging Services, Laboratory and Blood Bank, Operating Room, Intensive Care Nursing, Medical-Surgical Nursing, Physical Therapy, Social Services and psychological support for the patient and family. This level of comprehensive care is immediately available 24 hours/day every day of the year.



Fig. 2-6

Every year approximately 2,500,000 doses of medication are dispensed

As San Francisco's only Trauma Center ZSFG&TC provides resuscitation, diagnosis, treatment and rehabilitation for complex injuries affecting all areas of the human body. Approximately 3,300 adults and children are treated each year for injuries requiring activation of a multi-disciplinary team of surgeons, nurses, technicians and therapists.

Poison Control Center ZSFG&TC is the home for the Poison Control Center in northern California, where information about poisonings and treatment is provided around the clock to healthcare providers and the general public over a telephone network.

Urgent Care The Adult Urgent Care Service provides evaluation and treatment to patients with non-emergent conditions, who, in the past, were diagnosed and treated in the Emergency Department. The clinic is open 7 days per week including holidays for 80 hours of service coverage.

DIAGNOSTIC SERVICES & ANCILLARY SERVICES



Fig. 2-7

Approximately 200 clinical nursing placements for students from California State University System, community colleges, private universities and colleges are offered each year.

- Clinical Laboratories
- Food and Nutrition
- Infection Control
- Nursing
- Pastoral Care
- Rehabilitation
- Respiratory Therapy
- Pharmaceutical
- Medical/Psychiatric Social
- Radiology
- Interpreter
- Material Management
- Messengers
- Medical Staff Office
- Parking
- Patient/Visitor Center
- Utilization Management
- Admitting
- Biomedical Engineering
- Business
- Education and Training
- Environmental
- Facilities Management
- Human Resources
- Health and Safety
- Hospital Administration
- Health Information System
- Information System
- Quality Management
- Risk Management
- Security
- Telecommunications
- Volunteers

ACADEMICS AND RESEARCH

The UCSF Dean's Office is confirming the number of principal investigators conducting research on the hospital campus. Through its long-standing affiliation with the University of California, San Francisco (UCSF), ZSFG&TC serves as a major teaching hospital for Medicine, Nursing, Pharmacy and Dentistry. All of the physicians at

**Fig. 2-8**

Over 160 UCSF principal investigators conduct research through programs based at ZSFGMC

ZSFG&TC are UCSF faculty. Approximately 1,500 UCSF physicians, specialty nurses, health care professionals and other professionals work side-by-side with 3,000 City employees at ZSFG&TC. The City and County Of San Francisco pays UCSF for the patient care services through an affiliation agreement. Each year, over 350 third or fourth year medical students, 800 residents and 60 clinical fellows are trained at ZSFG&TC. Thirty-two percent of all the UCSF interns training, in 17 academic departments, and 35% of all UCSF medical students' clinical training are conducted at ZSFG&TC.

In addition ZSFG&TC provides approximately 200 clinical nursing placements at the Associate, Baccalaureate and Masters level for students from UCSF, the California State University System, community colleges, and Bay Area private universities and colleges each year.

The hospital is also home to more than over 20 research centers and major laboratories. Approximately 160 principal investigators conduct research through programs based at the hospital campus.

Research work and studies in the following areas are currently being carried out at the ZSFG&TC :

Trauma related research:

- Rapid response improvement
- Emergency Department Management
- Violence Prevention
- Surgical techniques and Wound Care
- Brain Spinal Cord Injury Management
- Bone regeneration.

Bioterrorism and Mass Casualty:

- Development of Treatment for Botulism Toxin
- Decontamination methods for exposures
- Drug and Antibody Delivery Systems
- Predictive models of needed resources.

AIDS related research:

- Treatment to the homeless
- Adherence to treatment
- Outcomes in the urban poor
- Treatment and prevention of Drug Resistant HIV
- Immunology of AIDS
- Drug Trials
- Management of Illness to preserve productivity
- Reducing sexual risk behavior
- Post exposure prophylaxis (needle stick, prenatal, sexual, etc.)

Cancer related research:

- Treatment of Mesothelioma
- Medical Marijuana use
- Breast cancer treatment and preventions
- Ovarian Cancer Drug Delivery System
- Prevention of Basal Cell Carcinomas

Cardiovascular related research:

- Heart attack prevention and treatment
- Stroke prevention and treatment
- Vascular malformations and aneurysms prevention and treatment

Pulmonary related research:

- Asthma-treatment, prevention, and genetics
- Interstitial lung disease-management and causes
- Chronic Lung Disease-pathology and preventions
- TB-prevention, control, and treatment
- Pneumonia-genetic risk factors, treatment.

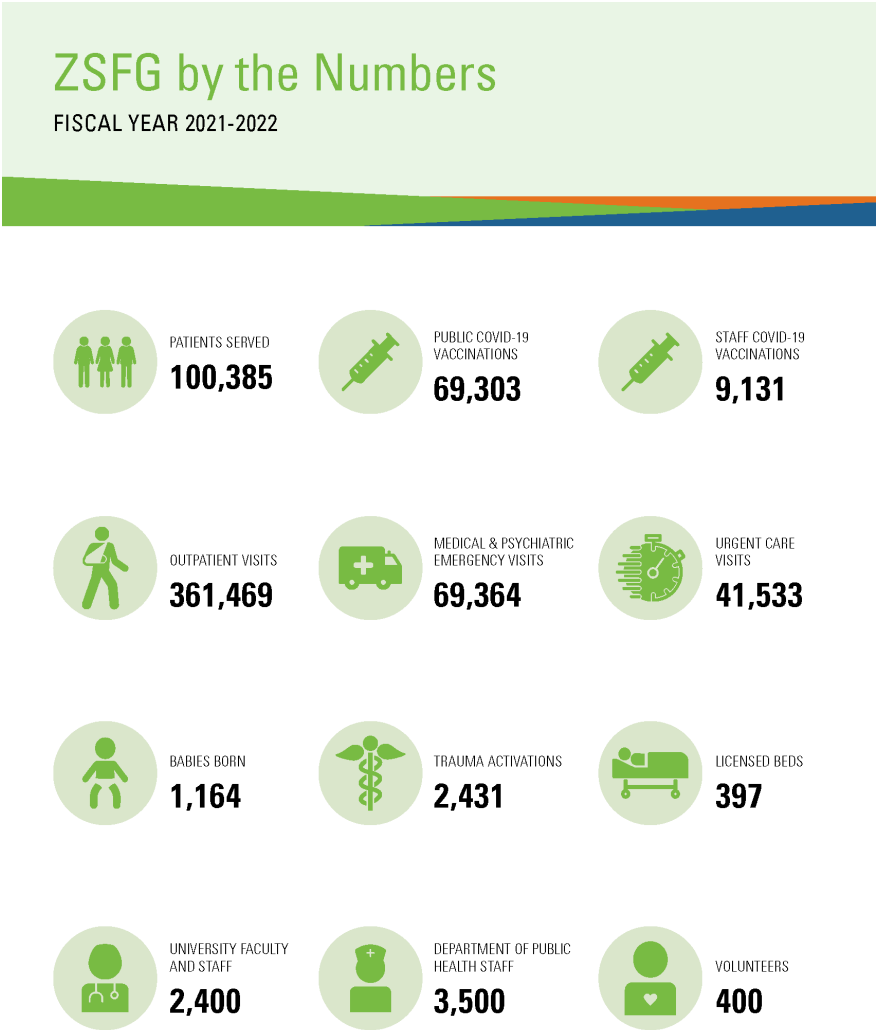
Health Disparities:

- Racial and Ethnic Disparities in adults, children and newborns
- Genetic Differences
- Health Care Delivery Systems, Literacy and Cultural Effects
- Comparisons of the ZSFG&TC system to other systems.

POPULATION CHARACTERISTICS

The following tables and maps show the population characteristics for the fiscal year 2021 – 2022 in comparison with figures available for recent years.

PATIENTS



ZSFG by the Numbers

FISCAL YEAR 2021-2022

Gender*

	FY 20-21	FY 21-22
Male	52%	51%
Female	48%	49%

Race/Ethnicity

	FY 20-21	FY 21-22
African American	14%	13%
Asian	21%	21%
Native Hawaiian or Pacific Islander	1%	1%
Native American	0.45%	0.43%
Hispanics	37%	41%
White	17%	16%
Other	6%	6%

Age

	FY 20-21	FY 21-22
Under 18	11%	13%
18-24	7%	8%
25-44	31%	31%
45-64	33%	31%
Over 64	18%	18%

4A Skilled Nursing Care

	FY 20-21	FY 21-22
Average Length of Stay	31	33

Behavioral Health Center**

	FY 20-21	FY 21-22
Mental Health Rehabilitation Center Admissions	57	60
Mental Health Rehabilitation Center Days	13,359	13,597

*ZSFG is committed to improving sex and gender identity, equity and inclusion reporting. There is a workgroup currently dedicated to developing standard work to collect it uniformly.
 **Adult Residential Facility and Residential Care Facility for the Elderly data is unavailable in Epic.

Adult Urgent Care

	FY 20-21	FY 21-22
Patient Visits (excl. Pediatric Urgent Care)	25,056	32,164

Acute Care Services

	FY 20-21	FY 21-22
Acute Admissions	15,526	15,322
Acute Psychiatric Admissions	842	778
Acute Patient Days	79,554	81,515
Acute Psychiatric Days	16,871	16,523
Medical/Surgical Services Average Daily Census	218	223
Acute Psychiatry Average Daily Census	46	45

Ambulatory Visits

	FY 20-21	FY 21-22
Total Ambulatory Visits	334,603	361,468
Primary Care In-Person Visits	60,641	78,437
Primary Care Telehealth Visits	37,221	22,134
Specialty Care In-Person Visits	124,998	146,435
Specialty Care Telehealth Visits	39,973	29,377
Non-Admit Emergency Encounters (excludes inpatient admits)	41,559	43,553
Urgent Care (includes Pediatric Urgent Care)	30,211	41,533

Diagnostic and Other Services

	FY 20-21	FY 21-22
Total Diagnostic & Other Services	238,108	252,594

Other services include outpatient procedures such as endoscopy or cystoscopy

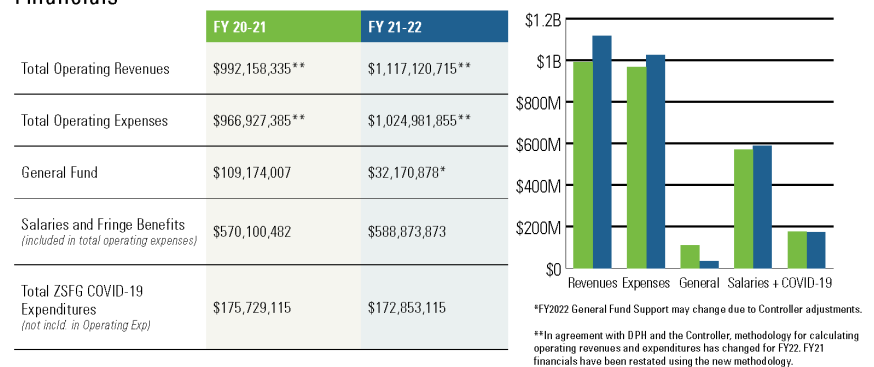
Emergency Services

	FY 20-21	FY 21-22
Emergency Visits (includes inpatient admits)	53,409	54,856
Psych Emergency Visits (includes inpatient admits)	4,665	3,893

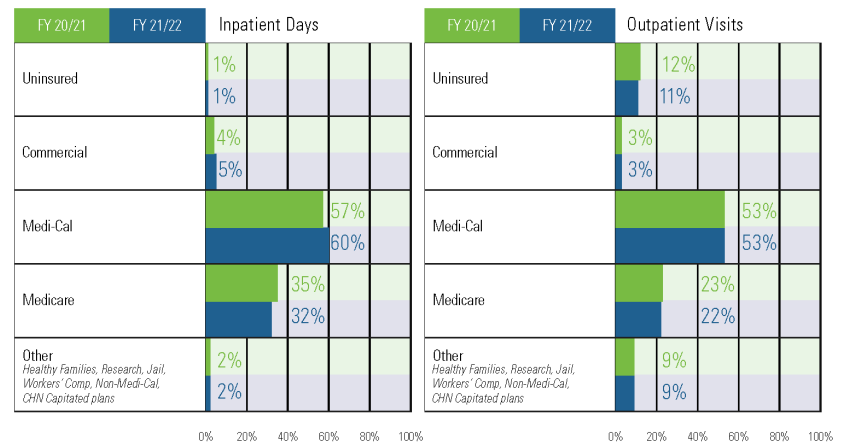
ZSFG by the Numbers

FISCAL YEAR 2021-2022

Financials



Payor Sources



Sources of Patient Revenue The following table shows the current activities by payer type for fiscal year FY 2023-2024.

Payer Sources	Inpatient days	Outpatient Encounters
Uninsured	1%	11%
Commercial	4%	3%
Medi-Cal	59%	60%
Medicare	33%	23%
Other	2%	8%

Utilization Statistics The following summary describes the hospital activity during the recent fiscal year of 2023-2024.

Inpatient Services

- The number of acute patient days for the fiscal year of 2023-2024 was 91,247
- 12,978 acute admissions, of which 12% were to acute psychiatry
- There was a total of 43,222 skilled nursing days, 84% were at the SFBHC

In Surgery:

- 6,612 surgical procedures were performed in 10 operating rooms, of which 50% were emergent.
- 41,089,390 surgical minutes were performed

In Obstetric/Gynecology:

- Approximately 1,200 babies were born at ZSFG&TC
- Over 2,300 women received prenatal care, of which 30% were high-risk cases

Outpatient Services

- 291,361 individuals were seen
- Total of 506,150 clinic visits; of which 25% were primary care, 28% were specialty care, 4% were Urgent care visits and 20% were diagnostic

Emergency Services

- Over 65,000 Emergency Department visits
- Over 6,000 Psychiatry Emergency encounters
- 30% of all ambulance traffic in San Francisco was received by ZSFG&TC.

Trauma Center

- 2,203 adults and children are treated for injuries requiring activation of the trauma team

EMPLOYEES

ZSFG&TC has approximately 2,800 City and County of San Francisco (CCSF) fulltime equivalent positions and approximately 1,100 University of California, San Francisco (UCSF) full-time equivalent positions including physicians and house staff and totals approximately 3510 persons. Not all positions are filled at any given time.

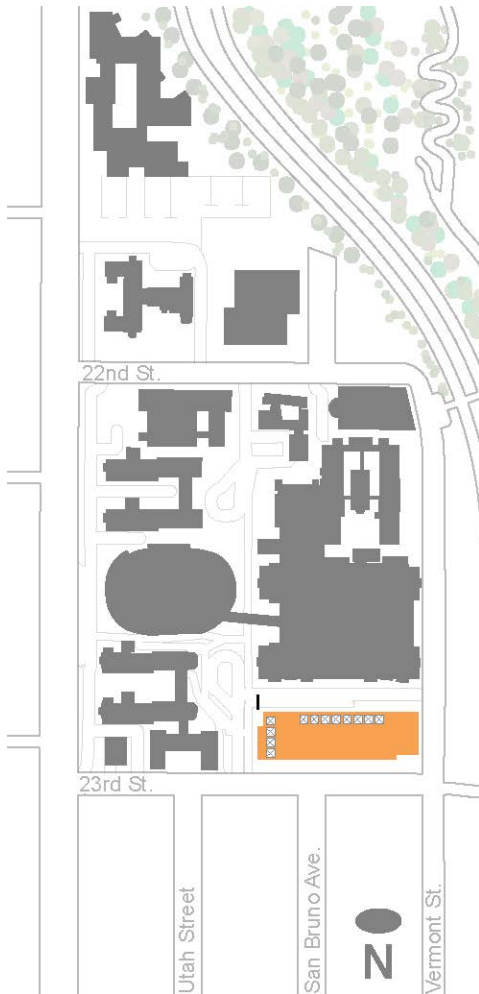
The following table shows a comparison of employee figures in the year of 2007 and 2021.

Number of fulltime equivalent employees (FTE)	FY 2007	FY 2021
CCSF	2,828	3,000
UCSF	1,010	2,100
Total	3,838	5,100

Number UCSF staff	
Medical Students	Over 375
Residents	800
Clinical Fellows	60
Clinical Nurses	250

The ZSFG&TC is formally affiliated with UCSF by contract to provide medical care, medical student and resident for teaching and research. There are over 437 active (over 50% time) and 514 courtesy (under 50% time) members of Medical Staff and approximately 951 interns, residents and fellows each year.

Additionally, ZSFG&TC employs advanced practice nurses, nurse practitioners and physician assistants to provide care in the inpatient and clinic settings, as part of the overall healthcare delivery team.

COVID-19 RESPONSE & RECOVERY

Staging areas for COVID-19 testing on campus

ZSFG, like hospitals throughout the country and world, responded to the rapidly changing COVID-19 pandemic and adapted policies and procedures to quickly meet the needs of patients and staff.

As the fiscal year began in July 2021, San Francisco entered its fourth surge of the pandemic due to the more infectious Delta variant, the first of three surges during the fiscal year, driven by new variants. Fortunately, in July 2021, 77% of eligible San Franciscans were fully vaccinated and by the end of the fiscal year, 85% were fully vaccinated¹ and 67% boosted².

Specifically, due to the Omicron variant, ZSFG activated surge level orange in January 2022, once again responding to a new and unparalleled challenge. ZSFG simultaneously cared for patients while also managing the extensive number of staff who were unable to work either because they had COVID-19 or had a high-risk exposure.

As the fiscal year ended on June 30, 2022 and after more than 15 months of activation, ZSFG officially demobilized its Hospital Incident Command System for its COVID-19 response. COVID-19 updates transitioned to daily clinical leadership huddles and other established venues.

By October 1, 2021, all ZSFG staff were required to be vaccinated to come to work on campus. This decision was made by the San Francisco Health Officer to ensure the safety of San Francisco, especially in high-risk areas such as hospitals. Following implementation of the vaccine mandate, 99% of the DPH ZSFG workforce completed their vaccination series by the end of the fiscal year.



The Omicron surge, which began in December 2021, provided an unprecedented challenge due to increased staff call volume to OHS and a concomitant 10-fold increase in testing need, as well as critical staff shortages due to staff quarantine and isolation.

San Francisco experienced three surges during the fiscal year, the first due to the Delta variant in July 2021. From December 2021 forward, the Omicron variant and then several sub-variants caused most COVID-19 cases in San Francisco and across California and the U.S. The second surge of the fiscal year peaked in January 2022 and resulted in the largest number of hospitalized patients and staff absences of the pandemic. The third surge due to Omicron sub-variants was long and broad, beginning in May 2022, with case numbers finally declining in August 2022. In response, ZSFG activated surge level orange in January 2022 with 27% of the ZSFG inpatients having COVID-19. At the time, the hospital was not only concerned about caring for patients but also managing the staff exposure and risk.



Throughout each surge, staff stepped up in ways that are truly remarkable: care teams, environmental services workers, finance teams, occupational health staff, laboratory teams, and testing and vaccination teams to name just a few. On December 14, 2021, San Francisco reached a mile stone of fully vaccinating 80% of its population, one of the highest rates in the nation. ZSFG and the outstanding vaccine team were essential in achieving this milestone; between staff and patients more than a quarter of 1 million vaccine doses have been provided on campus since the beginning of the pandemic through June 20, 2022.

¹ Kaplan-McLaughlin-Diaz / Gordon H. Chong & Associates, Institutional Master Plan (November 1987), p. 2.21

² Kaplan-McLaughlin-Diaz / Gordon H. Chong & Associates, Institutional Master Plan (November 1987),), p. 2.22-2.29 (parts of the text were shortened)

³ UCSF, Campus News (September 2023), p. ADD PAGE #

Section 3 Facilities Overview

Zuckerberg San Francisco General & Trauma Center is located in the southeast quadrant of San Francisco, where the Mission and Potrero Hill Districts meet.

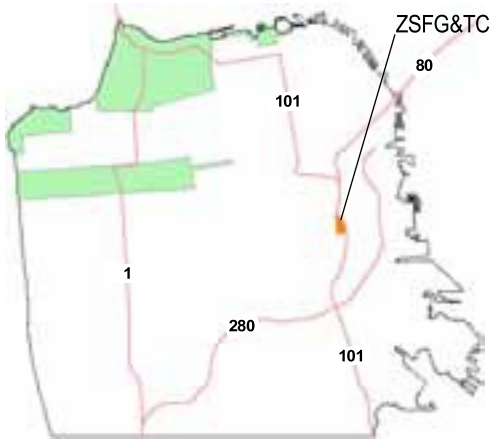


Fig. 3-1
Map of San Francisco



Fig. 3-2
Enlarged Map of San Francisco

CAMPUS DESCRIPTION

The hospital campus occupies an area of approximately 24 acres defined on the west by Potrero Avenue, on the south by 23rd Street, and on the east and north by U.S. Highway 101 and Vermont Street.

Dept. of Public Health (Built after 1987) ■
 Dept. of Public Health (Built before 1987) ■
 Dept. of Parking and Traffic ■

Behavioral Health Rehabilitation **A**
 Building 80 **B**
 Building 90 **C**
 Service Building **D**
 Building 1 **E**
 Avon Center (Building 4) **F**
 Building 3 **G**
 Buildings 10/20 **H**
 Building 5 (Main Hospital Building) **I**
 Building 100 **J**
 Buildings 30/40 **K**
 Building 9 **L**
 Parking Structure **M**
 New Acute Care Trauma Center **N**
 UCSF Research & Academic Facility **O**

N

Fig. 3-3
 Campus Plan

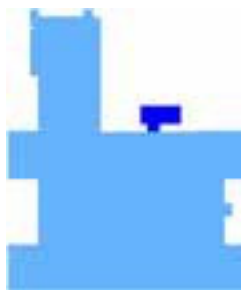
On its north-south axis the campus is approximately 1700 feet long, and from the east to west about 750 feet wide. Moving east from Potrero Avenue, the terrain slopes upward by approximately 20 feet over street level, while the portion of the site occupied by the main hospital building is relatively level. Approaching the northeast, the campus continues to slope upwards, gaining another 25 feet in elevation as it reaches the freeway.

HISTORY

The seventeen buildings, including a parking structure, and UCSF Research & Academic Building (RAB) that constitute the campus were constructed throughout the last century. The first hospital buildings at the present site, built to replace the crude City Hospital facilities of the 1850s, were completed in 1872 and remained in operation until an infestation of vermin forced their destruction in 1908. New land was acquired for a more modern hospital complex, and in 1915, the new County Hospital opened as one of the most advanced facilities of its time in the United States. A subsequent land purchase in 1932 gave the campus its modern-day shape. In addition to the construction of new research and service facilities, various improvements and renovation projects were undertaken to keep pace with the city's growth. The large new Hospital that is the main building of the current facility was completed in 1976. To provide much-needed parking for the hospital, a parking structure was built in 1995 on the south side of 23rd Street.

CAMPUS BUILDINGS

At the present day, the following buildings make up the physical plant of Zuckerberg San Francisco General & Trauma Center.



Building 5 (Main Hospital Building)

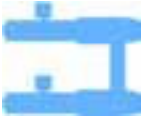
<i>Present Use</i>	Acute/Ambulatory Care
<i>Architect</i>	Stone, Marraccini & Patterson
<i>Date Completed</i>	1976
<i>Construction Type</i>	Poured-in-place concrete with post-tensioned stressed steel cables
<i>Style</i>	"New Brutalist"/Modern
<i>Special Features</i>	Terraces
<i>Shape</i>	"L"-shaped
<i>Height</i>	7 stories + basement
<i>Gross Square Feet</i>	658,342 sq. ft.
<i>Designated GSF</i>	491,864 sq. ft.
<i>Licensed Beds</i>	403 acute care
	106 acute psychiatric
	30 skilled nursing



Building 100

<i>Present Use</i>	Ancillary
<i>Architect</i>	Newton J. Tharp, City Architect
<i>Date Completed</i>	1915

	<i>Construction Type</i>	Exterior walls: Unreinforced brick masonry Floors and roofs: Steel frame with reinforced concrete Roofing: Clay tile
	<i>Style</i>	Neo-Italian Renaissance
	<i>Special Features</i>	Central courtyard building
	<i>Shape</i>	"E"-shaped
	<i>Height</i>	3 stories (1 story central building)
	<i>Gross Square Feet</i>	91,192 sq. ft.
	<i>Designated GSF</i>	44,336 sq. ft.
	Building 3	
	<i>Present Use</i>	Research/Pathology
	<i>Architect</i>	Maher & Martens, Architects
	<i>Date Completed</i>	1965
	<i>Construction Type</i>	Poured-in-place concrete with ceramic veneer
	<i>Major Alterations</i>	2-story addition, 1989, Fong & Chan Architects
	<i>Style</i>	Modern
	<i>Shape</i>	Rectangular
	<i>Height</i>	5 stories
	<i>Gross Square Feet</i>	63,783 sq. ft.
	<i>Designated GSF</i>	42,739 sq. ft.
	Service Building	
	<i>Present Use</i>	Central Utility Plant
	<i>Architect</i>	Stone, Marraccini & Patterson
	<i>Date Completed</i>	1971
	<i>Construction Type</i>	Poured-in-place concrete with both reinforced concrete and post-tensioned members
	<i>Style</i>	Modern
	<i>Shape</i>	Rectangular
	<i>Height</i>	2 stories + parking deck
	<i>Gross Square Feet</i>	39,800 sq. ft.
	<i>Designated GSF</i>	34,880 sq. ft.
	Behavioral Health Rehabilitation	
	<i>Present Use</i>	Behavioral Health Rehabilitation
	<i>Architect</i>	Kaplan McLaughlin Diaz
	<i>Date Completed</i>	1995
	<i>Construction Type</i>	Type I
	<i>Height</i>	3 stories
	<i>Gross Square Feet</i>	98,000 sq. ft.
	<i>Designated GSF</i>	91,402 sq. ft.
	Building 80	
	<i>Present Use</i>	Ambulatory Care
	<i>Architect</i>	Martin Rist, Architect
	<i>Date Completed</i>	1932

	<i>Construction Type</i> <i>Major Alterations</i> <i>Style</i> <i>Shape</i> <i>Height</i> <i>Gross Square Feet</i> <i>Designated GSF</i>	Exterior walls: Unreinforced brick masonry Floors and roofs: Steel frame with reinforced concrete Roofing: Clay tile Exterior fire stairs added, 1954 Art Deco "U"-shaped 6 stories, plus partial 7th floor 71,849 sq. ft. 43,976 sq. ft.
	Building 90 <i>Present Use</i> <i>Architect</i> <i>Date Completed</i> <i>Construction Type</i>	Ambulatory Care Martin Rist, Architect 1932
	<i>Major Alterations</i> <i>Style</i> <i>Shape</i> <i>Height</i> <i>Gross Square Feet</i> <i>Designated GSF</i>	Exterior walls: Unreinforced brick masonry Floors and roofs: Steel frame with reinforced concrete Roofing: Clay tile Exterior fire stairs added, 1954 Art Deco "T"-shaped 5 stories 36,137 sq. ft. 27,343 sq. ft.
	Building 1 <i>Present Use</i> <i>Architect</i> <i>Date Completed</i> <i>Construction Type</i>	Research Newton J. Tharp, City Architect 1916
	<i>Style</i> <i>Shape</i> <i>Height</i> <i>Gross Square Feet</i> <i>Designated GSF</i>	Exterior walls: Unreinforced brick masonry Floors and roofs: Steel frame with reinforced concrete Roofing: Clay tile Neo-Italian Renaissance "B"-shaped 5 stories 70,159 sq. ft. 45,216 sq. ft.
	Buildings 10 and 20 <i>Present Use</i> <i>Architect</i> <i>Date Completed</i> <i>Construction Type</i>	Research/Administration Newton J. Tharp, City Architect 1915
	<i>Major Alterations</i> <i>Style</i> <i>Shape</i>	Exterior walls: Unreinforced brick masonry Floors and roofs: Steel frame with reinforced concrete Roofing: Clay tile Fifth floor added, 1928 Neo-Italian Renaissance "U"-shaped

	<i>Height</i>	5 stories
	<i>Gross Square Feet</i>	110,609 sq. ft.
	<i>Designated GSF</i>	67,997 sq. ft.
	Buildings 30 and 40	
	<i>Present Use</i>	Research/Administration
	<i>Architect</i>	Newton J. Tharp, City Architect
	<i>Date Completed</i>	1915
	<i>Construction Type</i>	Exterior walls: Unreinforced brick masonry Floors and roofs: Steel frame with reinforced concrete Roofing: Clay tile
	<i>Major Alterations</i>	Fifth floor added, 1928
	<i>Style</i>	Neo-Italian Renaissance
	<i>Shape</i>	“U”-shaped
	<i>Height</i>	5 stories
	<i>Gross Square Feet</i>	104,460 sq. ft.
	<i>Designated GSF</i>	63,490 sq. ft.
	Building 9	
	<i>Present Use</i>	Administration/Clinic
	<i>Architect</i>	Newton J. Tharp, City Architect
	<i>Date Completed</i>	1915
	<i>Construction Type</i>	Exterior walls: Unreinforced brick masonry Floors and roofs: Steel frame with reinforced concrete Roofing: Clay tile
	<i>Style</i>	Neo-Italian Renaissance
	<i>Shape</i>	“U”-shaped
	<i>Height</i>	3 stories
	<i>Gross Square Feet</i>	35,704 sq. ft.
	<i>Designated GSF</i>	26,246 sq. ft.
	Parking Structure	
	<i>Present Use</i>	Parking
	<i>Architect</i>	Fong & Chan Architects
	<i>Date Completed</i>	1995
	<i>Construction Type</i>	Concrete
	<i>Style</i>	Modern
	<i>Shape</i>	Rectangular
	<i>Height</i>	3 stories (plus roof deck)
	<i>Gross Square Feet</i>	163,388 sq. ft.
	Avon Center (Building 4)	
	<i>Present Use</i>	Ambulatory Care
	<i>Architect</i>	Tsang Architecture
	<i>Date Completed</i>	2004
	<i>Construction Type</i>	Modular building construction Single-ply membrane
	<i>Style</i>	Modern
	<i>Shape</i>	Rectangular

<i>Height</i>	1 story
<i>Gross Square Feet</i>	5,597 sq. ft.
<i>Designated GSF</i>	4,580 sq. ft.



Acute Care Trauma Center (Building 25)

<i>Present Use</i>	Acute/Ambulatory Care
<i>Architect</i>	Fong & Chan Architects
<i>Date Completed</i>	2016
<i>Construction Type</i>	Steel construction
<i>Shape</i>	Rectangular
<i>Height</i>	7 stories
<i>Gross Square Feet</i>	484,000 sq. ft.
<i>Designated GSF</i>	363,000 sq. ft.



UCSF Research & Academic Building

<i>Present Use</i>	Research and education
<i>Architect</i>	Design-Build
<i>Date Completed</i>	2023
<i>Construction Type</i>	Steel construction
<i>Shape</i>	Rectangular
<i>Height</i>	5 stories
<i>Gross Square Feet</i>	175,000 sq. ft.
<i>Designated GSF</i>	140,000 sq. ft.

Green spaces on the ZSFG&TC campus The plan below indicates the distribution and extents of major green spaces on the ZSFG&TC campus. The largest open, planted areas are concentrated in the western portion in front of the Hospital Tower.

Accessible to Public 
Limited Access 



Fig. 3-4
Green Spaces within the
ZSFG Campus

The green spaces shown in Figure 3-4 occupy a total area of approximately 2.9 acres, or somewhat over 10% of the total area of the campus. Although access to some of these spaces is limited, over 85% of their combined area is open to the public.

Height and bulk requirements Buildings on the ZSFG&TC campus conform to height and bulk limits imposed by the municipal planning code.

	Max. Height	Max. Plan Length	
40-X	40'	N/A*	
50-X	50'	N/A*	
65-A/B	65'	110' (125' Diag.)	
80-B	80'	110' (125')	
105-E	105'	110' (140')	
OS	Open Space		

* Limits based on lot slope

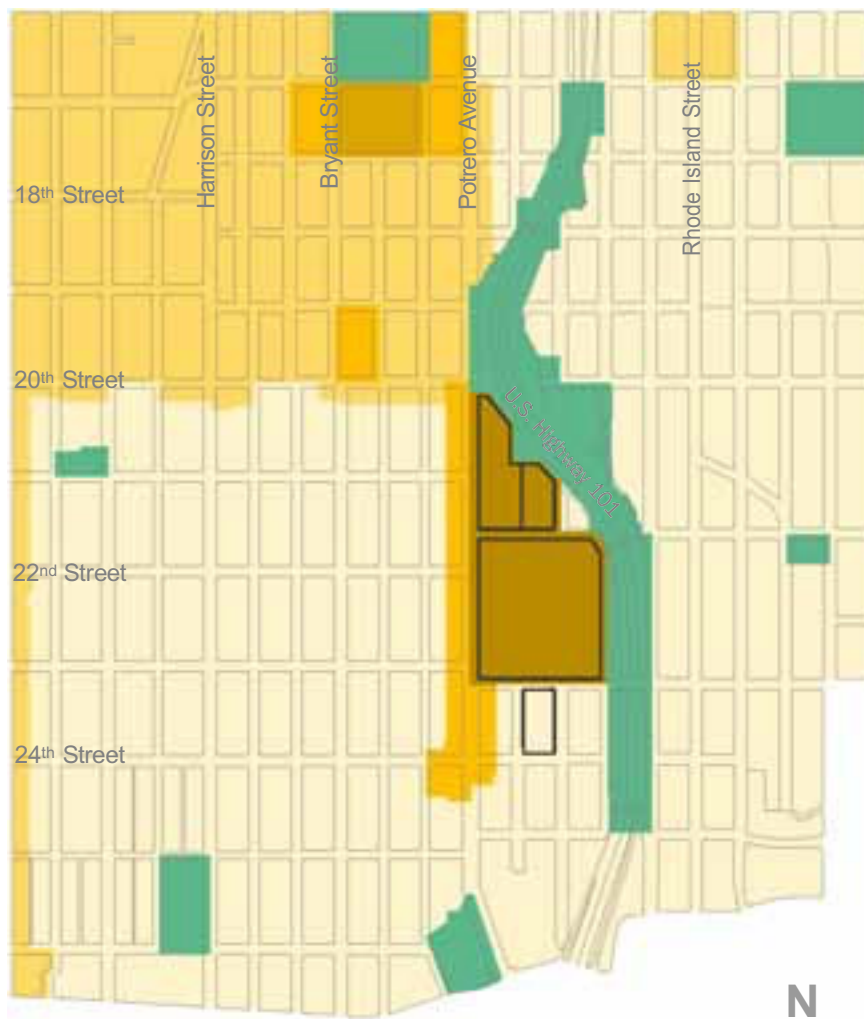


Fig. 3-5
Height and Bulk Districts

The height limit on the campus is 105 feet. Within the parameters established by the planning code, the following exemptions apply to this limit:

- Mechanical equipment and appurtenances necessary to the operation of the building itself, together with visual screening, limited to the top 16 feet of any such features
- Elevator, stair, and mechanical penthouses, fire towers, and skylights, limited to the top 16 feet of such features. Further

exemptions for elevator penthouses may be granted if necessary to meet state or federal laws or regulation

- Railings, parapets, and catwalks, with a maximum height of 4 feet
- Unroofed recreation facilities with open fencing, including tennis and basketball courts at roof level, swimming pools with a maximum height of four feet and play equipment with a maximum height of 10 feet
- Unenclosed seating areas limited to tables, chairs and benches, and related windscreens, lattices and sunshades with a maximum height of 10 feet
- Landscaping, with a maximum height of four feet for all features other than plant materials

The ZSFG&TC campus is zoned as a bulk district E. Within such districts, the following requirements apply:¹

- Maximum plan length (for buildings higher than 65 feet): 110 feet
- Maximum diagonal dimension: 140 feet

Exemptions from the bulk requirements may be granted under the following conditions:

- Achievement of a distinctly better design, in both a public and a private sense, than would be possible with strict adherence to the bulk limits, avoiding an unnecessary prescription of building form while carrying out the intent of the bulk limits and the principles and policies of the Master Plan
- Development of a building or structure with widespread public service benefits and significance to the community at large, where compelling functional requirements of the specific building or structure make necessary such a deviation²

Adjacent to the western edge of the ZSFG&TC campus, the height limit is 65 feet. However, this narrow district includes only the half-blocks facing Potrero Ave. Beyond this district and on the southern end of the campus, the height limit is 40 feet. The northern and eastern sides of the campus, occupied by the U.S. Highway 101 corridor, are zoned for open space, in which:

the height and bulk of buildings and structures shall be determined in accordance with the objectives, principles and policies of the Master Plan, and no building or structure or addition thereto shall be permitted unless in conformity with the Master Plan.³

Height conditions The west façade of the Main Hospital Building measures 99 feet to the top of the roof parapet. Including its highest point, which is the top of the elevator penthouse roof, the Main Hospital has a total height (measured from the base of the west façade) of 121'6".

Buildings in the adjacent residential neighborhoods are typically one, two, or three stories. In addition, they are at a lower elevation than the ZSFG&TC campus, giving the hospital buildings a distinct height advantage over their surroundings.

SURROUNDING LAND USE

Urban context The area surrounding ZSFG&TC is largely residential, interspersed with some light industrial and manufacturing facilities. Residential buildings in the surrounding blocks are typically single- and multiple-family homes. Commercial activity in the neighborhood is centered primarily on 24th Street to the south, where a variety of markets, restaurants, and shops serve a diverse community.

City zoning, as shown in the following map, provides a key to the organization of housing, commerce, and public facilities.

- RH-1** Residential, House: One-Family
- RH-2** Two-Family
- RH-3** Three-Family
- RM-1** Residential, Mixed: Low Density
- RM-2** Moderate Density
- RM-3** Medium Density
- RC-1** Residential-Commercial: Low Density
- C-M** Heavy Commercial
- M-1** Light Industrial
- M-2** Heavy Industrial
- P** Public Use
- NC-1** Neighborhood Commercial District
- NC-2** Small-Scale NCD
- NC-3** Moderate-Scale NCD
- NCD** 24th St.-Mission NCD

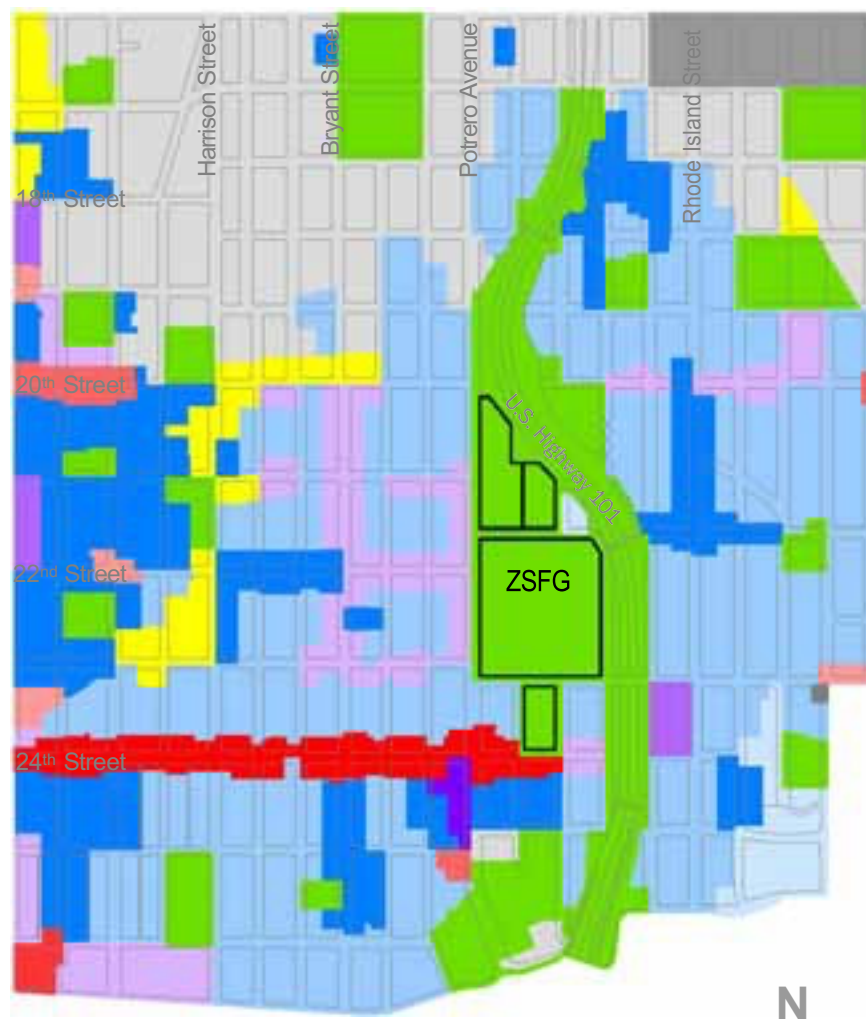


Fig. 3-6
Zoning map

P Districts: Public Principal uses permitted in P Districts: Public structures and uses of the City and County of San Francisco, and of other governmental agencies that are subject to regulation by this Code, including accessory nonpublic uses, when in conformity with the Master Plan and the provisions of other applicable codes, laws, ordinances and regulations.⁴

Neighborhoods encircling the hospital campus are primarily zoned RH-2 and RH-3.

RH-2 Districts: Two-Family These districts are devoted to one-family and two-family houses, with the latter commonly consisting of two large flats, one occupied by the owner and the other available for rental. Structures are finely scaled and usually do not exceed 25 feet in width or 40 feet in height. Building styles are often more varied than in single-family areas, but certain streets and tracts are quite uniform. Considerable ground-level open space is available, and it frequently is private for each unit. The districts have easy access to shopping facilities and transit lines. In some cases, group housing and institutions are found in these areas. Non-residential uses tend to be quite limited.

RH-3 Districts: Three-Family These districts have many similarities to RH-2 Districts, but structures with three units are common in addition to one-family and two-family houses. The predominant form is large flats rather than apartments, with lots 25 feet wide, a fine or moderate scale and separate entrances for each unit. Building styles tend to be varied but complementary to one another. Outdoor space is available at ground level and also on decks and balconies for individual units. Non-residential uses are more common in these areas than in RH-2 Districts, and are typically on the ground floor.

RM-1 Districts: Low Density These districts contain a mixture of the dwelling types found in RH Districts, but in addition have a significant number of apartment buildings that broaden the range of unit sizes and the variety of structures. The pattern of 25-foot to 35-foot building widths is retained, however, and structures rarely exceed 40 feet in height. The overall density of units remains low, buildings are moderately scaled and segmented, and units or groups of units have separate entrances. Outdoor space tends to be available at ground and upper levels regardless of the age and form of structures. Shopping facilities and transit lines may be found within a short distance of these districts. Non-residential uses are often present to provide for the needs of residents, and are typically on the ground floor.

The 24th St.—Mission Neighborhood Commercial District is situated in the Inner Mission District on 24th Street between Bartlett Street and San Bruno Avenue. This mixed-use district provides convenience goods to its immediate neighborhood as well as comparison shopping goods and services to a wider trade area. The street has a great number of Latin American restaurants, grocery stores, and bakeries

as well as gift and secondhand stores. Most commercial businesses are open during the day while the district's bars, restaurants, and movie theater are active in the evening. Dwelling units are frequently located above the ground-story commercial uses.⁵

Demographics of surrounding neighborhoods Population density is greatest in the area immediately to the west of the hospital campus. Moving north of ZSFG&TC, the population decreases as residential neighborhoods give way to industrial areas. Demographically, the neighborhoods adjacent to ZSFG&TC are composed mostly of young families and unmarried individuals.

Total number of individuals

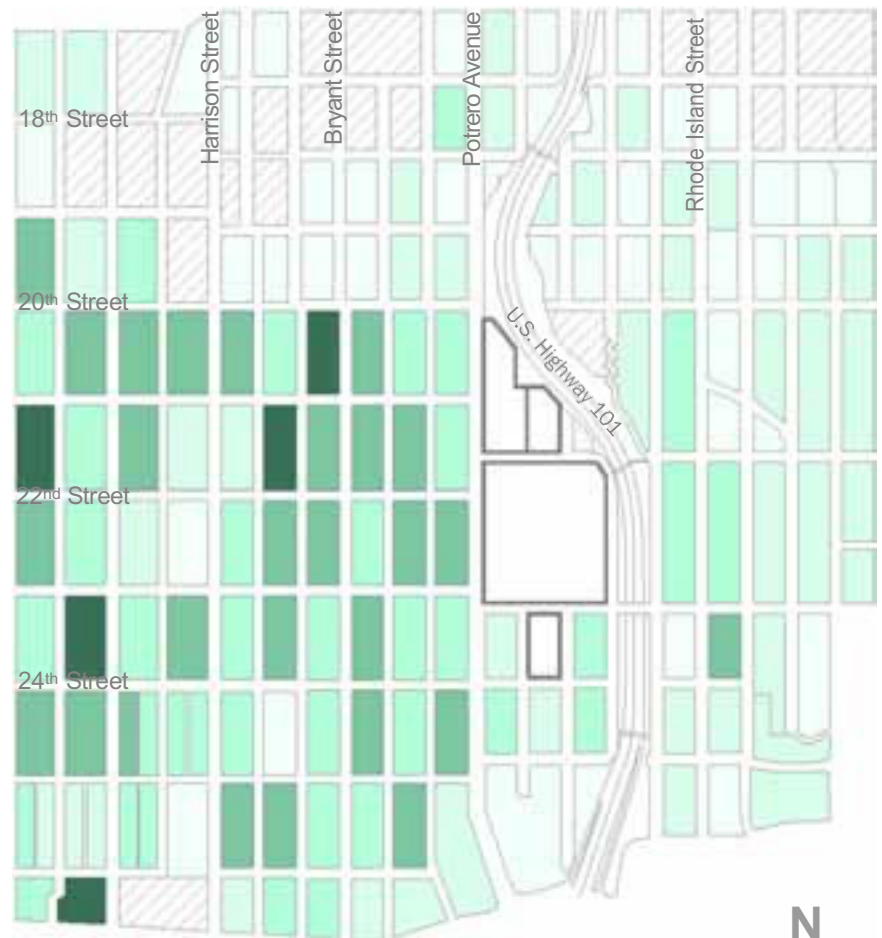
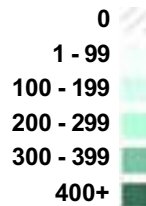


Fig. 3-7
Total Population: Census 2000

In the areas immediately east and west of the hospital campus, slightly more than half of the population resides in family households, and slightly less than half in nonfamily households. The population of the Mission District is generally younger than that of Potrero Hill. The majority of residents to the west of ZSFG&TC are between the ages of 20 and 44, while to the east the majority of residents are between the ages of 25 and 54.

Housing stock The housing stock in the neighborhoods surrounding ZSFG&TC is varied. Among the occupied units in the vicinity of the campus, there are numerous single-unit buildings and two- to four-unit buildings, with a smaller number of structures having between five and ten units, and very few having more than ten. Much of the housing in this area is old. In the part of the Mission District adjacent to ZSFG&TC, 64 percent of occupied housing units were built in 1939 or earlier. In Potrero Hill, 46 percent of the housing was built before 1940, and another 24 percent was built between 1940 and 1959.⁶

The following table indicates the number of housing units in each block in the neighborhoods near ZSFG&TC.

Neighborhood	Estimated Housing Units	Notable Developments
Mission District	~25,000 units	High density of multi-family buildings; ongoing infill projects and ADU additions.
Potrero Hill	~10,000 units	Mix of single-family homes and new condominiums; recent developments increasing density.
Bernal Heights	~8,000 units	Predominantly single-family homes; limited new construction due to zoning restrictions.
Bayview-Hunters Point	~12,000 units	Significant redevelopment projects, including affordable housing initiatives.
Visitacion Valley	~7,500 units	Ongoing redevelopment of Sunnydale housing project adding 1,700 new units.

TRANSPORTATION CONDITIONS

Overview ZSFG has a formal Transportation Demand Management Program (TDM). ZSFG has adopted a variety of strategies designed to discourage travel by single occupant automobiles and promote other modes of transportation. These strategies include; charging employees and patients parking fees, providing free car pool parking & ride share services, providing free bicycle cages, lockers, and racks, providing & promoting the use of free shuttle services to and from UCSF campuses, BART and Caltrain stations, and providing Pretax commuter benefits for public transit. ZSFG also participated in the development of a residential permit parking program, in essence to ensure the effectiveness of the above strategies and to afford residents with reasonable access to parking spaces near their residences.

**Fig. 3-9**

Bus Stop at Main Campus Gate

Patients, visitors, and staff at ZSFG use a wide variety of modes of transportation to arrive at the hospital campus. In addition to private automobiles, transportation options range from regional systems, such as Caltrain and BART, to local systems like Muni, free shuttles and a growing network of bicycle routes. Transportation challenges include; Congestion on adjacent streets, Limited availability of both on-campus parking and street parking in the neighborhoods surrounding ZSFG, Facilitating alternative modes of transportation, Managing transportation demand at ZSFG is an especially critical project in the face of growing geographic dispersion of employees, combined with the need to minimize reliance on private automobiles.

There are approximately 6,300 UCSF & DPH employees at ZSFG. Of these approximately 3,800 employee, 2,000 patients, and 3,000 visitors occupy the campus daily. The Transportation Demand Program works to identify problems and implement solutions to complex parking and transportation challenges at ZSFG.

TRAFFIC

Streets bordering the ZSFG&TC campus The street network surrounding ZSFG is limited by its location adjacent to U. S. Highway 101. Potrero Ave. and 23rd St. border the campus on the west and south, respectively. Two streets, 22"d St. and Vermont St., handle traffic within the campus.

	Orientation	Lanes	Lane Type
Potrero Ave.	N-S	3/3	Marked
Vermont St.	N-S	1/1	Unmarked
22nd St.	E-W	1/1	Unmarked
23rd St.	E-W	1/1	Marked

Surrounding street traffic Street traffic in the immediate vicinity of the ZSFG campus is centered primarily on the major north-south thoroughfare of Potrero Avenue, which runs along the western edge of the campus. Potrero Avenue is a high-volume artery connected U.S. Highway 101 in both the northbound and southbound directions via the Cesar Chavez Street exit. There are two vehicular accesses to the campus from Potrero Avenue, located at the intersections of Potrero and 21st Street, and of Potrero and 23rd Street. In the east-west direction, 23rd Street provides the only means, via an overpass, of crossing Highway 101 between Cesar Chavez and 17th Streets. There is a campus access point on 23rd St. directly across from the parking structure. West of Potrero Avenue, 24th Street provides access to the Mission District and Noe Valley. It is the main locus of commercial activity in the area surrounding ZSFG.

Observed traffic volumes on thoroughfares intersecting at the ZSFG&TC campus are shown in the following table.⁸



LOS Categories

- A** Free flow with no delays. Users are virtually unaffected by others in the traffic stream.
- B** Stable traffic. Traffic flows smoothly with few delays.
- C** Stable flow but the operation of individual users becomes affected by other vehicles. Modest delays.
- D** Delay becomes more noticeable.
- E** Traffic volumes are at or close to capacity, resulting in significant delays and average speeds which are no more than about one-third the uncongested speed.
- F** Traffic demand exceeds available capacity with very slow speeds, long delays and standing queues at signalized intersections.

Potrero Ave.	Cross St.	Dir.	Date	Volume	AM/PM Peak
	22 nd St.	N	8/12/03	13514	1525/1125
	22 nd St.	N	3/4/03	12074	1536/827
	22 nd St.	S	3/4/03	16704	1563/1487
	20 th St.	N	10/9/02	15561	1849/1394

23 rd St.	Cross St.	Dir.	Date	Volume
	San Bruno	W	10/8/96	3028
	San Bruno	E	10/8/96	3174

24 th St.	Cross St.	Dir.	Date	Volume	AM/PM Peak
	Potrero	W	6/2/05	2685	158/284
	Potrero	E	6/2/05	2865	277/195
	Potrero	W	6/1/05	2559	173/218
	Potrero	E	6/1/05	4317	342/306

Level of service (LOS) monitoring conducted under the auspices of the San Francisco County Transportation Authority provides congestion data for city streets. For the segment of Potrero Avenue adjacent to the ZSFG&TC campus, the most recent LOS monitoring results, from 1999, are shown below.⁹

Potrero Ave.	Segment	Dir.	Hour	Avg. Speed	LOS
	21 st St./C. Chavez	S	AM	13.5 mph	C
	C. Chavez/21 st St.	N	AM	15.5 mph	C
	21 st St./C. Chavez	S	PM	19.1 mph	B
	C. Chavez/21 st St.	N	PM	14.5 mph	C

Previous data from 1993 indicate a decline in overall LOS for this portion of Potrero Avenue over the course of the last decade.

Circulation Traffic circulation on the ZSFG&TC campus is shown on the plan below. In general, public vehicle access is from Potrero Ave. and 23rd St., while 22nd St. and Vermont St. are typically used by staff and service vehicles.

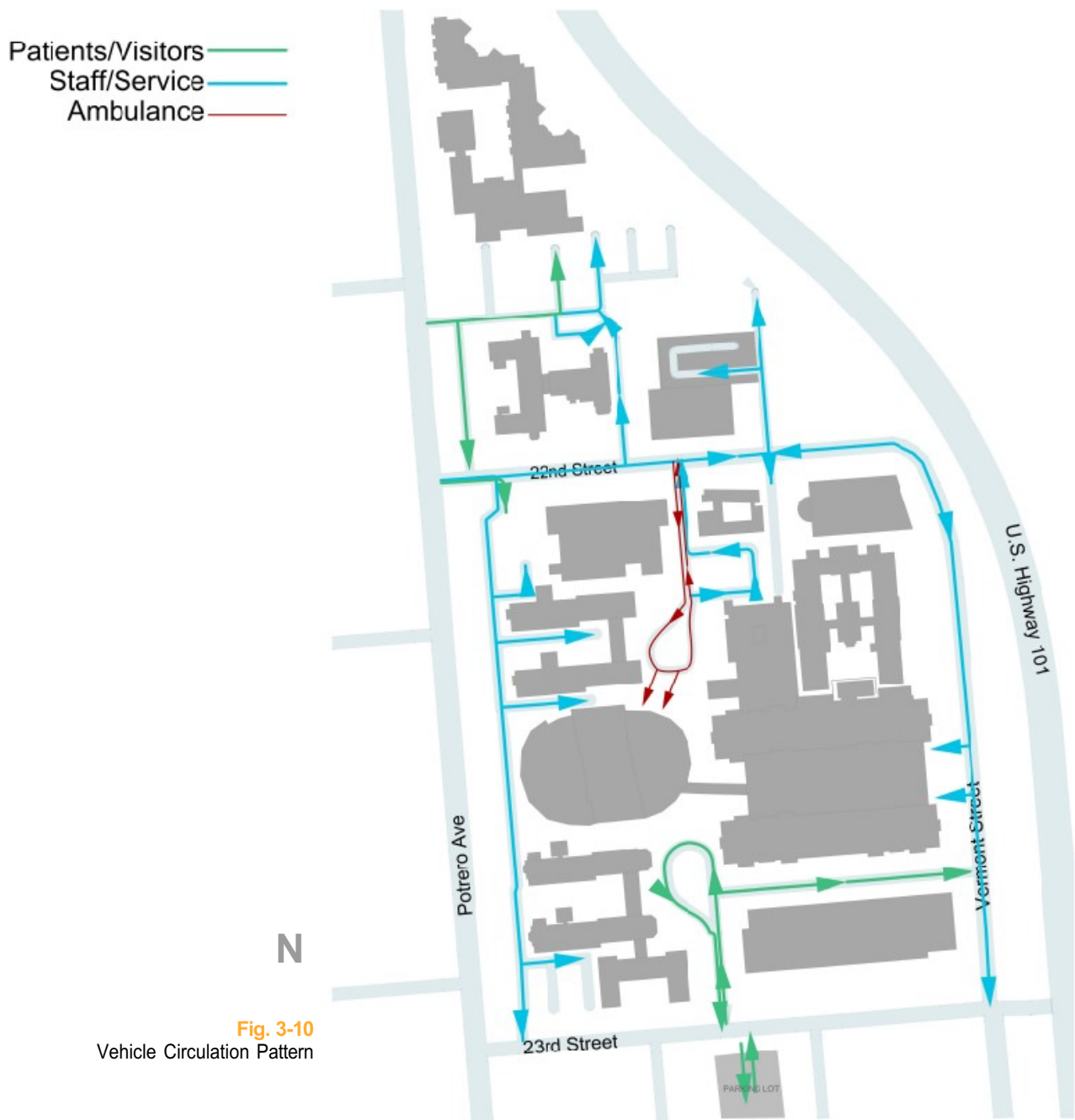


Fig. 3-10
Vehicle Circulation Pattern

Parking The following map shows the locations and counts of patient, visitor, staff, and utility parking at ZSFG.

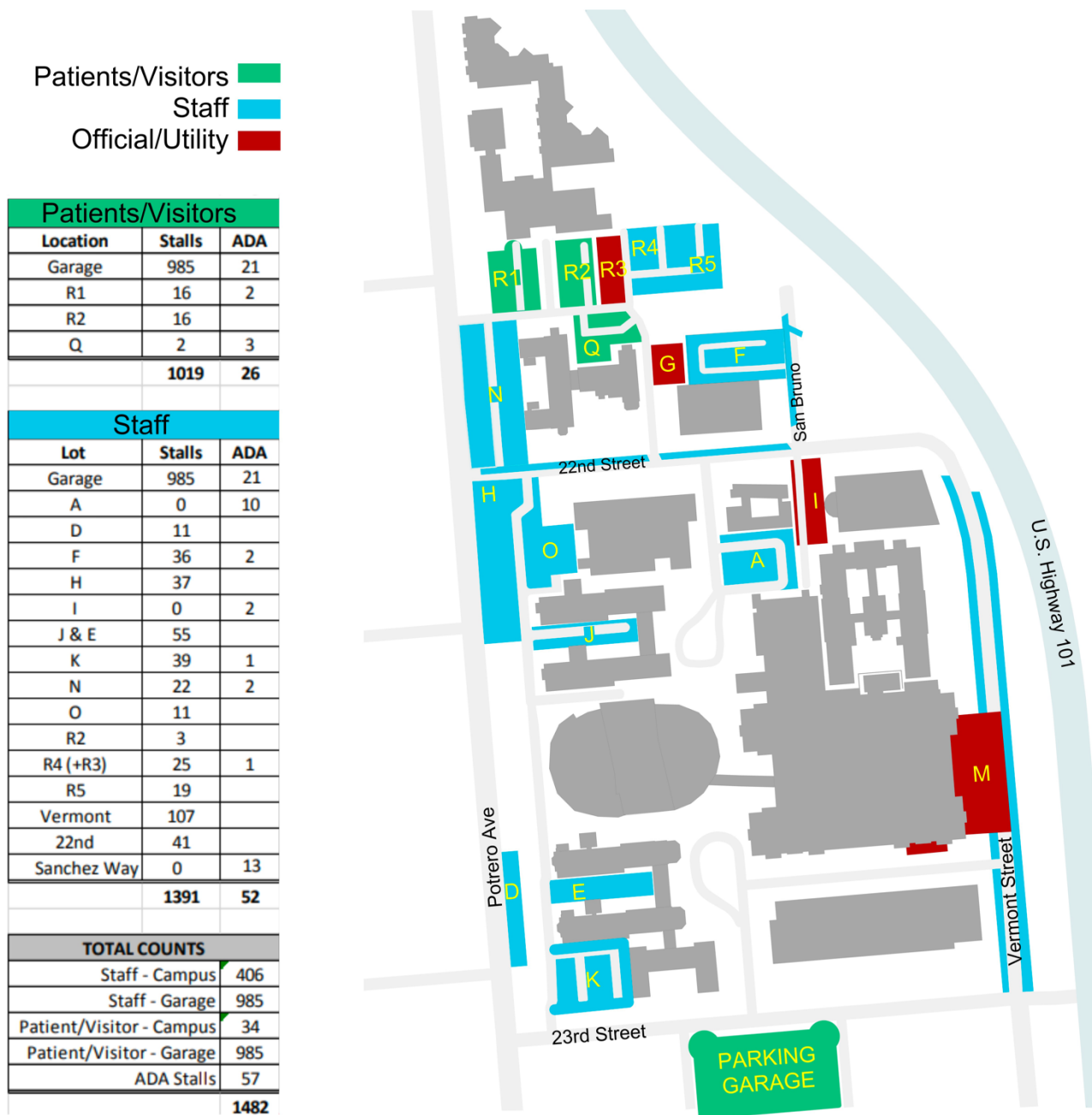


Fig. 3-11
Campus Parking

Hourly parking fees in Lot R and in the parking structure are shown in the table below.

Rate Tables (2024)**Price Per Hour**

0 - 1 Hr.	\$5.00
1 -2 Hrs.	\$8.00
2-3 Hrs.	\$11.00
3 -4 Hrs.	\$14.50
4-5 Hrs.	\$18.00
5-6 Hrs.	\$21.50
6 -7 Hrs.	\$25.00
7 - 24 Hrs.	\$29.00

Flat Rates

	RATE
Daily Maximum / Lost Ticket Per Day	\$29.00

Monthly Rate

	RATE
Regular (waiting list)	\$170.00
Restricted Evenings Only	\$120.00
Carpool / Car share	\$95.00
SEIU / RN	\$108.00

Motorcycle

	RATE
Monthly	\$90.00

Rates for other Lots/Perimeter - ZSF General Hospital and Trauma Center

RATE	
Regular Campus Permit	\$190.00
Restricted Campus Permit Evenings Only	\$120.00

Off-street parking spaces required by law Zoning requirements governing the number of parking spaces available at the ZSFG&TC campus are as follows, according to the San Francisco Planning Code, Section 151, amended November 2005:

- Hospital or other inpatient medical institution: One for every 16 guest excluding bassinets or for every 2,400 square feet of gross floor area devoted to sleeping rooms, whichever results in the greater requirement.
- Medical/Dental Office and Ambulatory Care Clinic: One space for every 300 SF of occupied floor area, where the occupied floor area exceeds 5,000 SF.
- Mental Hospital: One space for every 16 beds or for every 2,400 GSF devoted to sleeping rooms, whichever is greater.
- Office Building: One space for every 500 square feet of occupied floor area, where the occupied floor area exceeds 5,000 square feet.
- Service Building: One space for every 1,000 square feet of occupied floor area, where the occupied floor area exceeds 5,000 square feet.

Disabled parking For every 25 off-street parking spaces provided, one space shall be designed and designated for disabled persons.

Analysis of required parking spaces The total number of licensed beds at ZSFG&TC is 639, including 403 general acute care beds, 106 acute psychiatric, and 130 skilled nursing. This yields a minimum parking requirement, based on number of beds, of 40 spaces.

Clinical and ambulatory care facilities, excluding the main hospital building, have an estimated occupied floor area of 105,000 square feet, and require 350 parking spaces.

The total occupied floor area of office buildings is approximately 460,000 square feet, requiring 920 parking spaces. The total estimated number of spaces required by code is therefore 1,310. Given a current total of 1,482 off-street parking spaces, ZSFG&TC complies with these requirements.

Residential Permit Parking In an effort to preserve the integrity of neighborhoods in San Francisco and to encourage use of public transportation in place of private automobiles, DPT established a preferential residential parking system in 1976. The program's chief goal is "to provide more parking spaces for residents by discouraging long-term parking by people who do not live in the area."¹¹

The following map indicates the boundaries of residential permit parking zones around ZSFG&TC. The hospital does not make residential parking permits available to its faculty and staff.

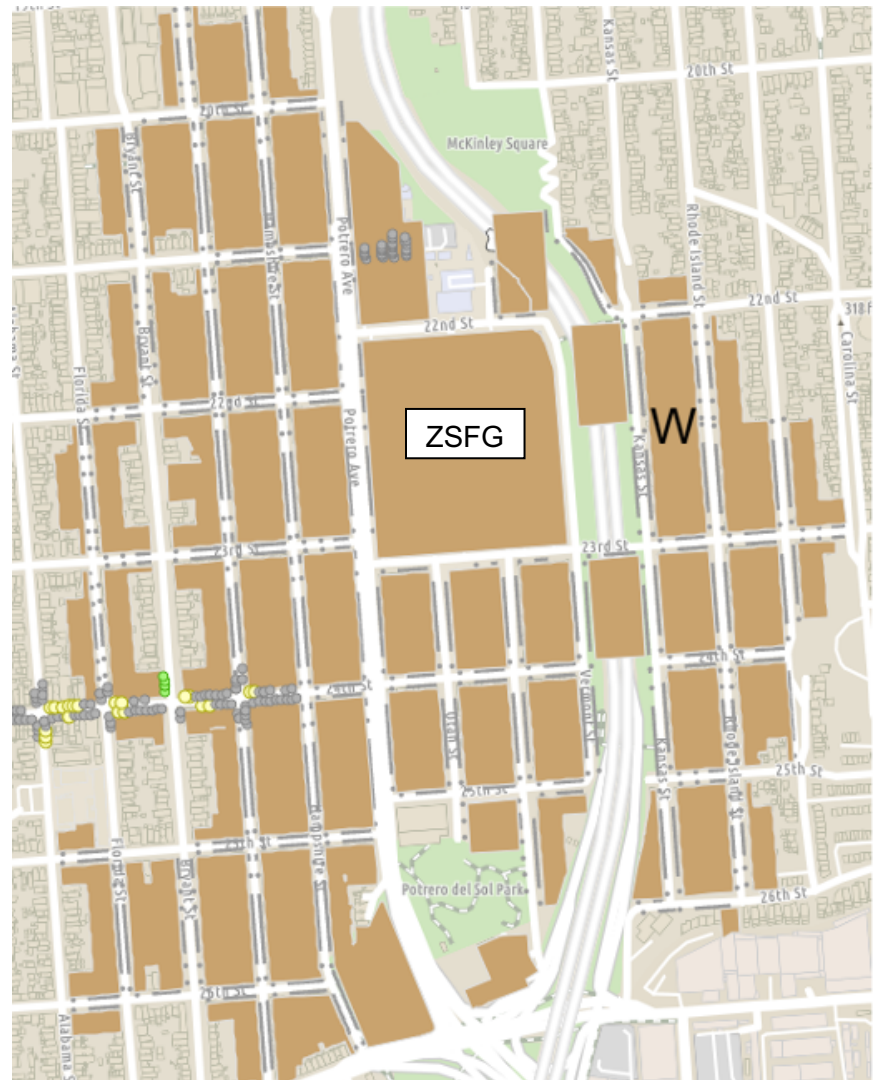


Fig. 3-12
Residential Parking Permit
Zones

TRANSIT

Systems serving ZSFG&TC Public transportation provides various means of access to ZSFG&TC on an interurban as well as a local scale. The San Francisco Municipal Railway (Muni) is the chief transit service provider via bus. San Mateo County Transit (SamTrans) provides service via buses running between downtown San Francisco and the Peninsula. The Bay Area Rapid Transit District (BART) provides service via light rail on its Daly City-bound line beneath Mission Street. Finally, the UC San Francisco shuttle bus service links ZSFG&TC with the UCSF campus in Parnassus Heights.

Muni Six Muni bus transit lines pass within a four-block radius of the ZSFG&TC campus.

9 San Bruno This is a downtown route that serves Downtown, the Mission, SOMA, and Southeast San Francisco, originating at the junction of Sunnysdale Avenue and Santos Street in Visitacion Valley. Its downtown terminal is located at Mission Street and Main Street. On weekdays its frequency is 10 minutes during the day and 8 minutes during the evening commute. On weekends its frequency is 12 minutes. This line is wheelchair accessible and equipped with bicycle racks. In recent years the 9 San Bruno line has faced reductions in frequency of weekday trips. These reductions were rejected due to the use of this line for trips to ZSFG.

33 Stanyan This crosstown trolley bus route serves Northwest and Central San Francisco, the Mission, and SOMA. It runs from California Pacific Medical Center at Arguello Blvd. and California St. to Potrero Ave. and 25th St. It runs at 15-minute intervals throughout the day on weekdays, and at 20-minute intervals on weekends. The line is accessible and has bicycle racks.

48 Quintara-24th Street This is a crosstown bus route that originates on weekday mornings and afternoons at Ulloa St. and West Portal Ave., and on weekends at Great Highway and Rivera St. in the Sunset District. It terminates at 20 St. and Illinois St. Frequency is 12 minutes on weekdays, and 15 to 20 minutes on weekends. Buses on this line are accessible and have bicycle racks.

27 Bryant Serving Northern San Francisco, downtown, SOMA, and the Mission District, this line begins at Mission St. and Cesar Chavez St., and ends at the intersection of Jackson St. and Van Ness Ave. in the Polk Gulch/Russian Hill area, passing through downtown via 5th St. and the Tenderloin District. It runs at intervals of 12 minutes throughout the day except weekends, when the time between buses is 15 to 20 minutes. It is an accessible route with bicycle racks on vehicles.

19 Polk During commute hours, this crosstown bus line originates at Manseau St. and Hussy St. in Hunter's Point, and terminates in front of the National Maritime Museum at Beach St. and Polk St. The southern terminus of the route on weekends and during weekday evenings is the U.S. Post Office on Evans Ave. The frequency of service during commute hours is 10 minutes. Vehicles on this route are accessible and equipped with bicycle racks.

53 Southern Heights This is a community service bus line serving Potrero Hill, the Mission District, and SOMA that originates at Connecticut St. at 18th St., and terminates at 16th St. and Mission St. Since it is not a commuter route, its frequency is 30 minutes during weekdays and 20 minutes during the day on weekends, and there is no evening service. It provides access to ZSFG&TC via the pedestrian bridge at 22nd St.

BART The BART system provides access to the ZSFG&TC campus via underground rail beneath Mission St. Both northbound and southbound trains run frequently throughout the day. The BART station nearest to ZSFG&TC is located at 24th St. and Mission St. This station is

accessible to the disabled via two elevators.

SamTrans The SamTrans bus system links ZSFG&TC with the Peninsula via its Route 292, serving San Mateo, Burlingame, San Francisco International Airport, South San Francisco, Brisbane, and San Francisco. This line runs daily at approximately half-hour intervals.

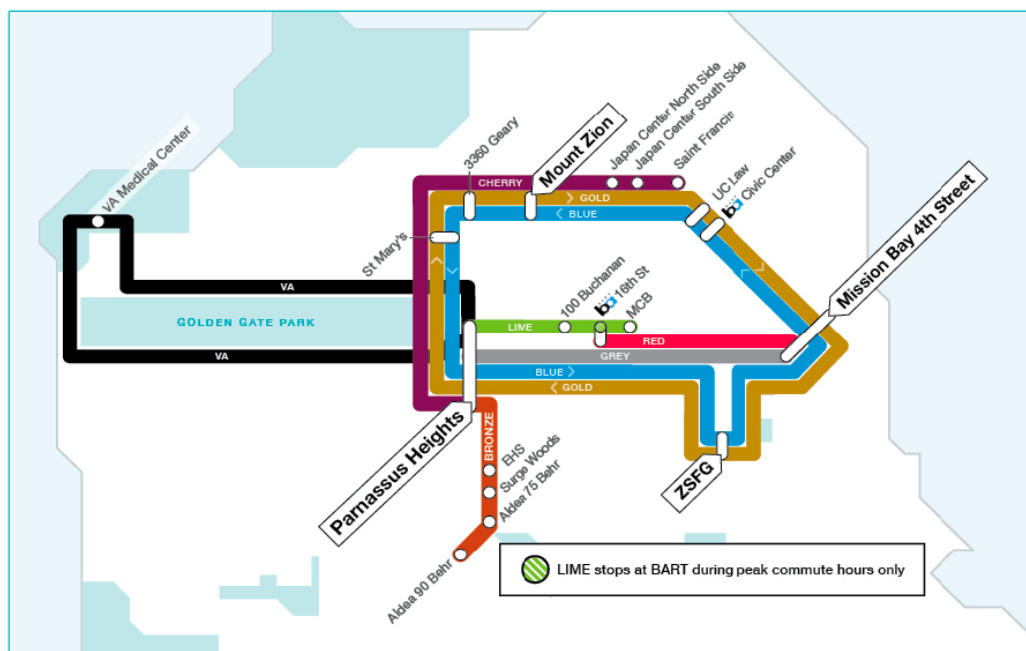
Caltrain Rail service provided by Caltrain connects San Francisco with the Peninsula and South Bay regions. The 22nd Street station, located at the intersection of 22nd St. and Pennsylvania Ave., is eleven blocks from the ZSFG&TC campus.

UCSF Shuttle Bus The UCSF shuttle bus service connects the Parnassus, Mission Bay and Mt. Zion campuses of the University with ZSFG via the Gold and Blue lines. UCSF Shuttle ridership is available to ZSFG faculty and staff UCSF shuttle buses are equipped with front bicycle racks..

In May 2006, the UCSF shuttle bus routing system was revised to better serve the major campuses of UCSF and ZSFG&TC. These are the endpoints of 80 percent of trips taken on the shuttle bus system, which serves about 2 million passengers annually.

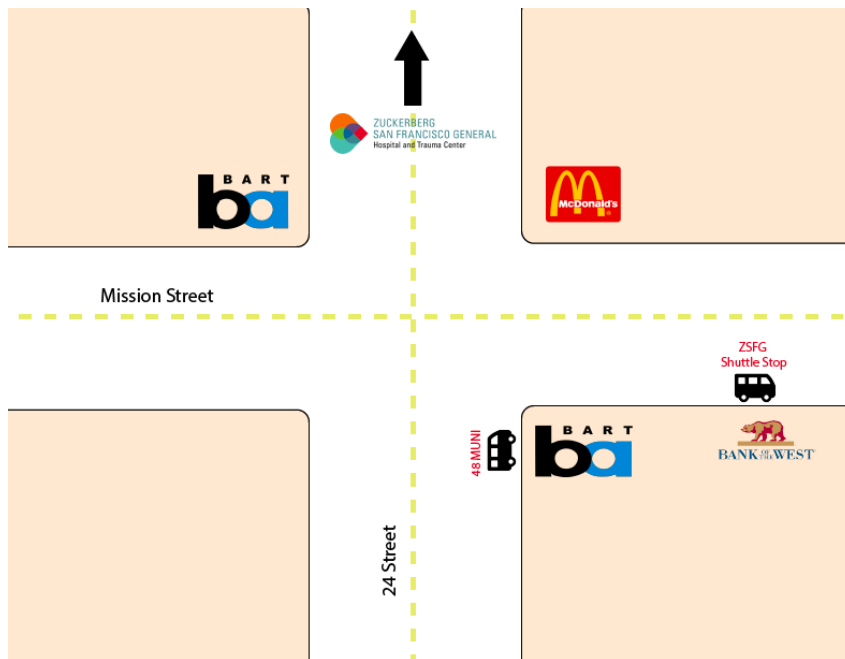
ZSFG scheduled shuttle busses run Monday through Friday between 7:00 am and 8:00 pm. The BART shuttle to ZSFG&TC runs on a morning and afternoon schedule. Shuttles depart from the 24th St. station every 15 minutes from 6:00 am to 9:20 am, and depart from the ZSFG Outpatient Entrance every 20 minutes from 2:40 pm to 7:10 pm.

Blue/Gold line stops:



ZSFG Shuttle Bus (2024)

ZSFG offers shuttle service to the 24th St. Mission BART station during peak commute times. This service is free to patients, visitors and staff.



New Schedule			
<u>AM</u>		<u>PM</u>	
24 th BART to ZSFG		ZSFG to 24 th BART	
5:30	5:45	4:15	4:30
6:00	6:15	4:45	5:00
6:30	6:50	5:15	5:30
7:05	7:20	5:45	6:00
7:35	7:50	6:15	6:30
8:05	8:20		
8:35	8:45		

PEDESTRIAN CONDITIONS

- Pedestrian Route
- 33 Stanyan
- 9 San Bruno
- 48 Quintara- 24th St
- Bus Shelter
- UCSF Shuttle Stop

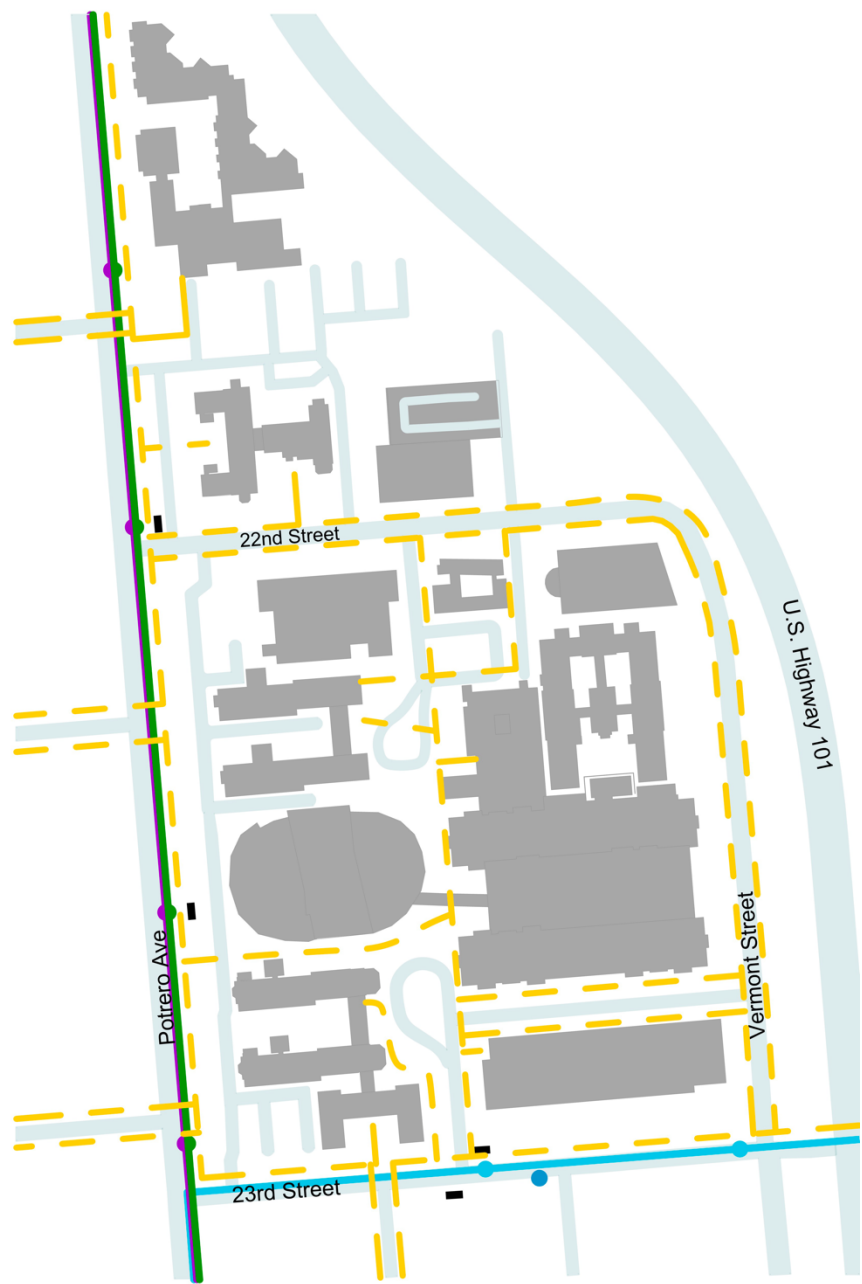


Fig. 3-14
Pedestrian Routes
Bus Stops

**Fig. 3-15**

Midblock crossing on Potrero Avenue

Pedestrian access Pedestrians have a variety of options entering the ZSFG campus. In addition to the vehicular access points, there are pedestrian gates along Potrero Avenue, and access points with sidewalks on 22nd and 23rd Streets. There is also an overpass with sidewalks crossing Highway 101 at 22nd Street and a pedestrian walkway over Highway 101 between 22nd Street and 23rd Street. Crosswalks at 21st and 22nd Streets and a midblock crossing immediately to the south of the main gate allow pedestrians to safely cross Potrero Avenue. Signals at intersections and a dedicated pedestrian signal at the midblock crossing allows 27 seconds for crossing. These signals feature 20-second visual countdown timers as well as auditory alerts. The midblock crossing has three pedestrian buttons, including one in the center island along with the crossings at each intersection. Typical wait time at all crossings of Potrero Avenue is one minute.

Planning for pedestrians The San Francisco Municipal Transportation Agency Planning Division has executed a Pedestrian Master Plan for the City. Its goal was to:

- Provide a framework for improving the walking environment
- Consider the needs of all pedestrians, especially children, seniors, and people with disabilities
- Focus and attract funding for physical improvements, education, outreach and enforcement efforts
- Incorporate San Francisco's "Transit First" policy, considering the needs of all travel modes
- Coordinate all city agencies that work in the pedestrian realm

By working closely with the MTA Planning Division, ZSFG can ensure that pedestrian travel to and from its campus has become an increasingly viable and attractive option.

Potrero Avenue is one locus of the Livable Streets Corridor Project initiated by DPT in 2004. This project included numerous enhancements to Potrero Avenue for pedestrians, cyclists, and public transportation users. Among them are:

- Raised median islands
- 5'-wide bicycle lanes in both directions
- Longer Muni bus stops
- Bulb out bus stop in front of ZSFG campus
- Midblock pedestrian crossing to ZSFG between 22nd and 23'd Streets
- Left turn prohibitions to improve traffic flow and pedestrian safety

BICYCLE CONDITIONS

A growing network of bicycle lanes on San Francisco streets provides greater safety for cyclists, pedestrians, and drivers, and facilitates an increase in cycling as a means of commuting. The map below shows bicycle lanes linked to the ZSFG&TC campus.

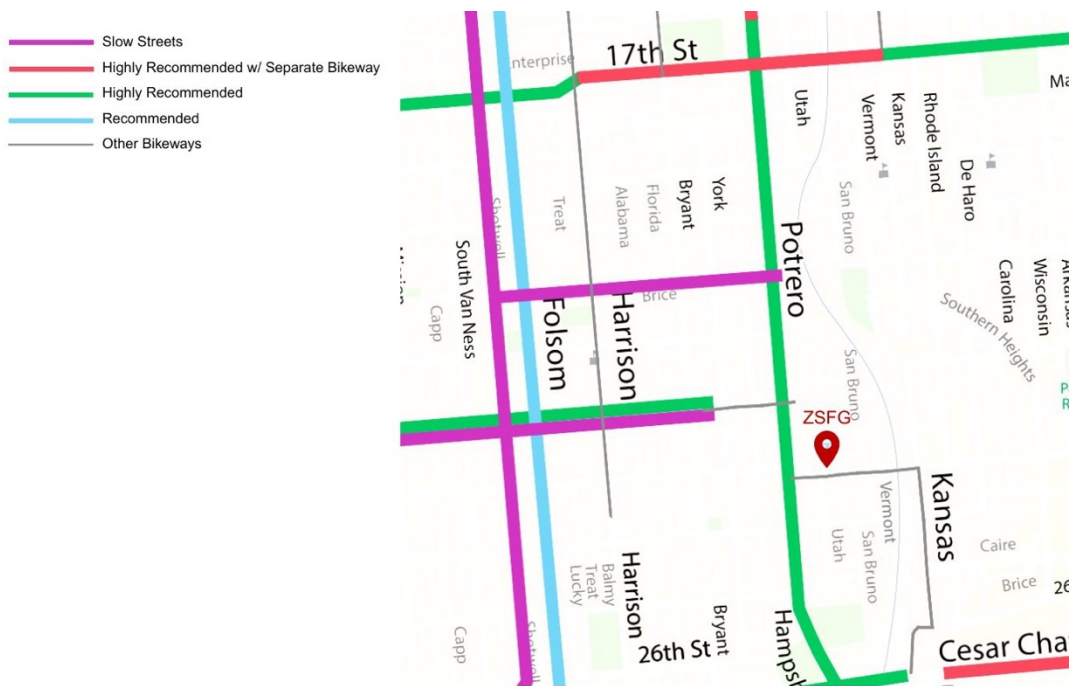


Fig. 3-16

Bicycle Route Map

Bicycle parking requirements Per zoning requirements, one bicycle parking space must be provided for every 20 off-street automobile parking spaces.

The estimated total number of required off-street automobile parking spaces at ZSFG&TC is 1,310. A total of 65 bicycle parking spaces are thus necessary to comply with the planning code.

Bicycles and Transit First The City's Transit First policy states that "bicycling shall be promoted by encouraging safe streets for riding, convenient access to transit, bicycle lanes, and secure bicycle parking." ZSFG&TC works to support this policy by encouraging staff to commute by bicycle, improving signage and traffic markings for cyclists on the campus, and upgrading bicycle parking facilities.

Bicycle parking All ZSFG Employees may use one of two secure on-site bicycle cages, which have a total of **91 Class I spaces**. In addition, there are **34 bike lockers** spread between three locations on the campus site, and the 23rd Street garage has **127 Class I spaces** in three areas. Bicycle racks are available on Potrero Avenue between 22nd and 23rd Streets, on 22nd Street, east of Potrero Avenue and near the main hospital entrance. There are **20 Class 2 spaces** in the 23rd Street garage. There are also 3 Bay Wheels e-bike docking stations within two blocks of the ZSFG campus with up to 50 bikes available. Staff commuter showers are also available on the ground floor of Building 5.

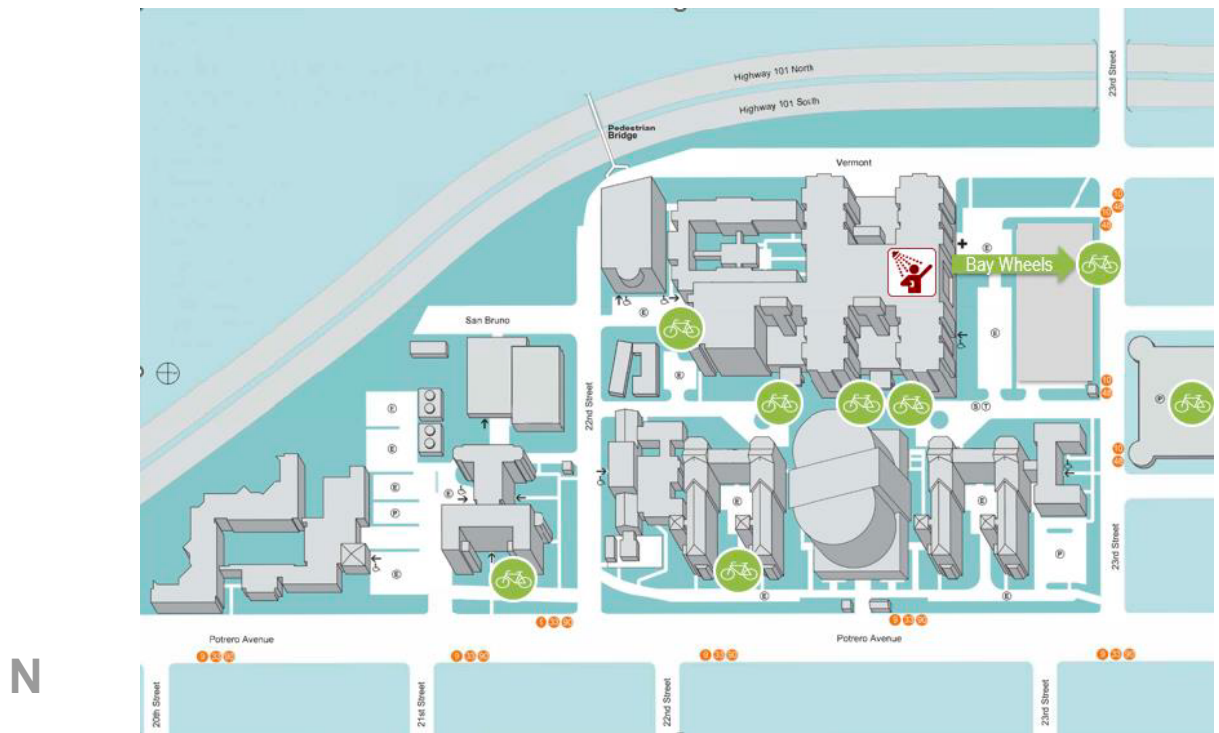


Fig. 3-17
Bicycle Parking

¹ San Francisco Planning Code Section 270.a

² Planning Code Section 271.a.1-2

³ Planning Code Section 290

⁴ Planning Code Section 231.1.b

⁵ Planning Code Section 727.1

⁶ 2000 U.S. Census

⁷ United States Department of Agriculture, *Assessing Urban Forest Effects and Values: San Francisco's Urban Forest*, 2004

⁸ SF Municipal Transportation Agency/Department of Parking & Traffic

⁹ San Francisco County Transportation Authority, *Congestion Management Program: Spring 2004 Level of Service Monitoring Final Report*, 2004

¹⁰ SF City Charter, Section 16.102

¹¹ SF Department of Parking & Traffic

Section 4 **Development Objectives**



Overview Zuckerberg San Francisco General & Trauma Center (ZSFG&TC) does not foresee the need for future land acquisitions or to expand the Potrero Campus beyond its current boundaries. ZSFG&TC does have plans, however to enhance the emergency generator power capacity and remodel the existing Main Hospital building.

The development of on-going plans are The 2016 November \$222M Bond Program–Seismic Upgrade of the Existing Hospital, Building 5. Included in the scope of the bond is backfilling of space in Building 5 with critical services. Approximately 142,855 dgsf is available for reuse in the Main Hospital. The vacated space in the Main Hospital is backfilled by expanded existing uses and the relocation of other uses on Campus by approximately 2026. This decompression of existing uses creates more space for these uses but would generally not increase services provided or staffing. Uses that were expanded in the Main Hospital include: Inpatient Services (Psychiatric-Forensic), Diagnostic and Treatment Services (Clinical Laboratory), and Outpatient Services (Dental Clinic). Relocated uses from other Campus buildings to the Main Hospital would include: Clinical Labs from Building 100, Family Practice from Building 90 and Outpatient Services (Adult Medicine, Family Medicine and AIDS Services) from Building 80. Approximately 30,000 square feet of the Main Hospital space has required small to moderate size interior remodels that would be completed as funding is identified.



Existing Main Hospital, Building 5
at the Potrero Campus

2016 Core Projects in the existing Main Hospital

1. Urgent Care Clinic (Status - Completed)

- Scope includes renovating a portion of the former emergency department (1st Floor) to allow for the Urgent Care Clinic to be relocated from Building 80 to Building 5, 1st Floor
- Substantial Completion was achieved in April 2018. Office of Statewide Health Planning and Development (OSHPD) issued Certificate of Occupancy on March 27, 2018.
- Project is currently in the close-out phase.



2. 6H Surge Space (Status – Construction; NTP March 12, 2018; K LW Construction)

- Scope includes the demolition and build-out of Ward 6H to create office and staff support surge space that will be used for temporary hoteling workstations during the construction of various bond projects.

Construction Progress Photos:



New office space in Ward 6H



3. Rehabilitation Department Relocation

(Status – In construction; NTP June 18, 2018; Build Group)

- Scope includes the renovation of the space on the 3rd Floor to allow for the relocation of the rehabilitation department from the ground level to the 3rd Floor. The previous space vacated by the rehabilitation department on the basement level will be repurposed for the Public Health Laboratory Relocation Project.

Construction Progress Photos:



New Rehabilitation Workspace

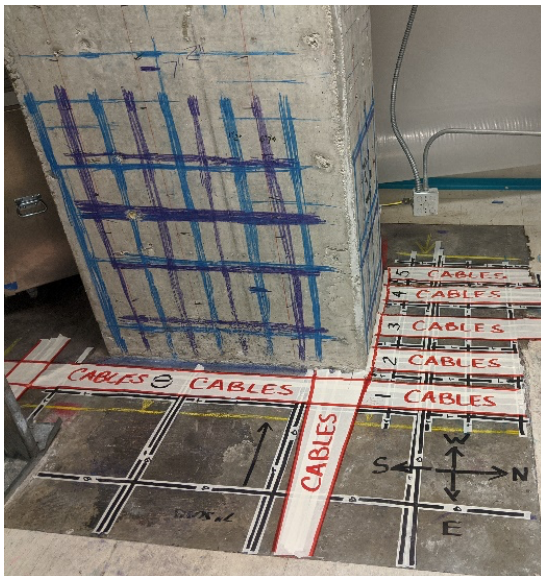


New Exam

4. Voluntary Seismic Upgrade (Status – In construction)

- Scope includes seismically strengthening the existing hospital to enhance building performance in the event of the next major earthquake. Specific seismic strengthening strategies include the following main categories of work: (1) local demolition and replacement of concrete slab, wall and columns with reinforced concrete and steel elements to widen the existing seismic separation joint between Building 5 and the M-Wing; (2) saw cutting of spandrel beams at existing columns; (3) installing a fiber reinforced structural wrap to increase the strength of column, wall and floor elements; (4) demolishing existing concrete sunshades; (5) adding concrete to existing columns to add strength and constructing new columns and beam elements; and (6) installing structural steel plates and ties at the Roof Level.

Construction Progress Photos:



**Typical Column Strengthening/Enlargement Process
(Scanning, Rebar Installation, and Concrete Placement)**



5. Dialysis Clinic Relocation (Status – In construction)

- Dialysis reverse osmosis equipment tubing/piping and infrastructure has been completed.
- Continuing with all wall, ceiling, and floor finishes and cabinetry/casework installations.

6. IT Infrastructure (Status – Pre-construction)

- Construct new information technology (IT) main and intermediate distribution rooms and infrastructure risers and cabling throughout Building 5 to support current bond projects and allow for future expansion.
- Upcoming Schedule Milestones:
 - Trade subcontractor Request for Qualifications (RFQ)/ Pre-qualifications will start in August 2020 with trade package bidding starting by 4th Quarter, 2020.
 - Construction started 1st Quarter 2021. Completion is anticipated in 2026.

7. Roof Replacement (Status – Completed)

- Replacement of various sections of the existing roof in building 5. This project is being handled directly by ZSFG Facilities as a facilities project with as-needed support by Public Works.

8. Electrical Core Phase 1 (Status – In construction)

- Perform a detailed electrical study of the existing electrical infrastructure, switchgear, and other equipment to develop a list of electrical scope/upgrade recommendations that will be reviewed and prioritized by ZSFG Facilities.

9. Mechanical Core Phase 1 (Status – In construction)

- Perform a detailed mechanical study of the existing mechanical infrastructure (i.e. ductwork), air handling equipment and fans, and other equipment to develop a list of mechanical scope/upgrade recommendations that will be reviewed and prioritized by ZSFG Facilities.

10. 4E Surge Space (Status – In construction)

- Scope includes the demolition and build-out of Ward 4E to create office and staff support surge space that will be used for temporary hoteling workstations during the construction of various bond projects. Scope is very similar to 6H Surge Space Project.

11. Family Health Center Relocation (Wards 5C, 5D, 5E) (Status – Design and Selective Demolition)

- Scope of work is to relocate the current Family Health Center that currently resides on separate floors in Buildings 80/90 to Building 5, 5th Floor. As part of the relocation, additional exam rooms will be provided to align with the ZSFG clinical standard provider to patient ratios. The approximate area of renovation is 25,000 GSF.
- Proceeding with pre-construction coordination with Pankow (CM/GC Contractor), including construction phasing and logistics planning, infection control work plan development, and cost estimating/validation.

**12. Psychiatric Emergency Services Expansion (Ward 1E) (Status – Design and Selective Demolition)**

- Scope of work is to relocate and expand the existing PES Services from the current Ward 1B to the former emergency department area in Ward 1E. The new PES will remain on the 1st Floor of Building 5. The project includes demolition of the exterior wall and approximately 1,800 GSF of expansion. The total project area is approximately 10,000 GSF.

**13. Building 80/90 Specialty Services Relocation (Wards 4B & 4H) (Status – Design)**

- Scope of work includes the relocation of existing various specialty clinic services (i.e. Rheumatology, Dermatology, Neurology, Neurosurgery, Hematology, Oncology) that currently reside in Building 80/90 to the 4th Floor of Building 5.

**14. Mental Health Rehabilitation (Wards 7B and 7E) (Status - On-Hold)**

- DPH Leadership has informed Public Works that this project will be placed on-hold indefinitely due to ZSFG's decision to locate the additional behavior health beds in the Behavior Health Center instead of Building 5.

15. Behavior Health Center (BHC) Hummingbird Expansion (Status - On Hold)

- The Behavior Health Center is not located within Building 5 but in another building on the ZSFG Campus. Scope of work includes creating additional behavior health beds for the Hummingbird Program by creating a by-pass circulation to separate the hummingbird program from the rest of the facility. This is a project that will be permitted by the local authority having jurisdiction (SF Department of Building Inspection).

16. Wound and OASIS Services Relocation (Status – Possible Future Project)

- This is a new project/scope identified by DPH. Scope includes design and buildout of a clinical space in Building 5 for the Wound and OASIS specialized services/ programs.
- Public Works will start the fit study/programming process once DPH identifies possible spaces to house these two programs
- If this project and budget is approved by ZSFG Leadership, this project will be added to the 18 core projects.

17. Phlebotomy and Fine Needle Aspiration (FNA) Services Relocation (Status – Possible Future Project)

- This is a new project/scope identified by DPH. Scope includes design and buildout of a clinical space in Building 5 for the Phlebotomy and Fine Needle Aspiration (FNA) specialized services/ programs.
- Public Works will start the fit study/programming process once DPH identifies possible spaces to house these two programs
- If this project and budget is approved by ZSFG Leadership, this project will be added to the 19 core projects.



The 2024 Healthy, Safe and Vibrant San Francisco Bond will fund critical repairs and renovations at Zuckerberg San Francisco General that are needed to ensure the hospital can remain operational, effective, and in regulatory compliance. Improvements will help ZSFG provide quality patient experiences, address the effects of climate change, particularly rising temperatures and poor air quality, and protect patients and staff by modernizing critical life safety systems.

2024 Healthy, Safe, and Vibrant General Obligation Bond Measure

2024 Healthy, Safe, and Vibrant GO Bond

Category	Example projects	Proposed Allocation
Health Infrastructure	Chinatown Health Clinic; City Clinic; ZSFG Building 3; Critical Repairs & Renovations at LHH & ZSFGH	\$205.1M
Housing & Shelter for Families in Crisis	Flexible funding for shelter and housing infrastructure to end family homelessness	\$50M
Vision Zero & Safe Streets	Pedestrian & Roadway Safety, Streetscape enhancements, e.g. Sloat Blvd and other high injury corridors.	\$63.9M
Vibrant Spaces	Improved Accessibility & Design for public spaces, e.g. Downtown, Harvey Milk Plaza, Active Recreation	\$71M
Total		\$390M

	Projects	Funding	Includes Projects such as:
Health & Housing Infrastructure (\$255.1M)	Chinatown Health Clinic	\$71.1M	Renovate SHR4 building; expand capacity; co-locate Child Development Center
	City Clinic	\$28M	Funds relocation + improvements of City Clinic
	ZSFGH Building 3	\$40M	Seismic Improvements
	Critical Repairs and Renovations @ LHH, ZSFGH	\$66M	Various Critical Renewals at Laguna Honda & ZSFGH, including investments for recertification, PES, etc.
	Family Shelter	\$50M	

PROJECTS PLANNED UNDER THE NOVEMBER 2024 GENERAL OBLIGATION BOND

Zuckerberg San Francisco General Building 3 Seismic Retrofit

As the Department of Public Health continues to methodically evaluate, prioritize, and deliver capital improvement projects, the department has identified Building 3, an aging and seismically unsafe building at ZSFG as a need. Retrofitting Building 3 would provide the highest square footage with the least costly and intrusive seismic solution to move staff out of unsafe buildings, providing ZSFG with 65,000 square feet of seismically safe space on campus for staff. Not only will this project provide seismically safe space for existing Building 3 programs, but it will allow ZSFG to migrate programs from high-risk buildings on campus. This is an important priority, not only from a staff safety perspective, as staff should not be required to work in environments where their safety is at risk, but ensuring the safety of staff also ensures the continuity of services at ZSFG. There are many roles required to operate a hospital beyond those a patient sees during their visit, and ensuring the safety of the people who perform these important duties ensures that hospital services will not be disrupted in the aftermath of an earthquake or any other disaster or public health crisis when hospital services are most crucial.

Zuckerberg San Francisco General Critical Repairs



The Department of Public Health has invested in campus renovations through previous bond programs to modernize the ZSFG campus, making it a safer facility to ensure that it continues to deliver optimal patient care services. Nonetheless, there are campus structures that are decades-old and in urgent need of repair. Even in more modern parts of the hospital's campus, updates are needed to remain in compliance with state and federal regulatory requirements.

NEW CHILDCARE CENTER NEAR OR ON ZSFG CAMPUS

The Childcare Committee, consisting of representatives from SEIU, DPH, DEC, and DPW, has demonstrated a strong commitment to establishing a childcare center through monthly meetings and comprehensive site evaluations. DPH and DPW have further reinforced this commitment through biweekly design progress meetings. The committee has invested considerable time, effort, and resources, prioritizing close collaboration with SEIU to ensure their input is integral to the decision-making process. This summary outlines the extensive work completed and locations assessed, underscoring our dedication to partnering with SEIU and developing an appropriate childcare facility:

1. CHN: Structural assessment revealed seismic retrofit requirements, leading to budget overruns. The initially selected operator could not finalize the MOU with the city.
2. B9 Re-assessment: Inadequate outdoor space and necessary seismic upgrades, compounded by additional costs for elevator installation, rendered this site unfeasible.
3. B30 Medical Library Re-assessment: Failed to meet outdoor play area standards and required seismic retrofiting.
4. Avon Building: Deemed unsuitable due to insufficient space, reconfiguration needs, and lack of outdoor areas, which would impair operations.
5. 55 Mississippi: Rejected by both the potential operator, C5, and SEIU representatives due to distance from the hospital.

6. 235-239 9th Street: Similar distance concerns led to rejection by C5 and SEIU. This location remains available for consideration.
7. 1501 Vermont Street: Despite initial interest from SEIU and DPH, the site failed environmental review for rezoning.
8. 3215 Cesar Chavez Street: This rental property required substantial code-related upgrades. SEIU expressed reservations about investing in a rental property, and the operator, The Crayon Box, identified additional building code challenges. DEC also did not support this option.
9. 450 Connecticut: SEIU representatives did not support this location due to its distance from the hospital and the costs associated with upgrading a shared rental property. DPH also expressed concerns regarding this site.
10. Lot B: Schematic design completed, but further funding and guidance are necessary to proceed. This location remains available for consideration.
11. 343 Vermont Street
12. 1189 Potrero Avenue: Walgreens on Potrero and 24th Street
13. 1174-1176 Potrero Avenue
14. Real Estate Wider List

It is important to note that efforts to find a suitable location for the childcare center are ongoing. DPH is working closely with the City's Real Estate Division to identify and evaluate additional potential sites. Currently the old Walgreens site at 1189 Potrero Avenue is under consideration for a childcare facility.

PROPERTY: 1189 Potrero Ave (Walgreens)
DISTANCE TO ZSFG: 0.2 Miles
SQUARE FEET: 10,600(First Floor) 3,438(Second Floor)
 26,825(Land Area)
PARKING: 22 Spaces
PRICE: TBD Depends on build-out, lease, buy etc.
COMMENTS: Seems to fit all criteria. Enough square footage to accommodate other department uses



To date, approximately \$1.5 million has been invested in design and assessment of these locations, excluding soft costs. This substantial investment demonstrates our unwavering commitment to the project. DPH remains actively engaged in ongoing collaboration with SEIU, reaffirming our shared goal of delivering a viable childcare center that meets the needs of all stakeholders.

- ¹ American College of Surgeons Consultation Survey of Zuckerberg San Francisco General's Trauma Program, November 2001
- ² Degenkolb Engineers/ Structus Inc., SB1953 Seismic Evaluation Report, December 2000
- ³ Blue Ribbon Committee on Zuckerberg San Francisco General's Future Location, October, 2005
- ⁴ Health and Safety Code Section 129680
- ⁵ RAND Corporation, "Estimating the Compliance Cost for California SB 1953", April 2002
- ⁶ Senate Bill No. 1801, September 2000
- ⁷ American College of Surgeons, Optimal Care of Injured Patients, 1999
- ⁸ Blue Ribbon Committee on Zuckerberg San Francisco General's Future Location, October, 2005
- ⁹ Blue Ribbon Committee on Zuckerberg San Francisco General's Future Location, October, 2005
- ¹⁰ Environmental Impact Report (EIR) for the Zuckerberg San Francisco General Seismic Compliance, Hospital Replacement Program, March, 2008
- ¹¹ November 2016 General Obligation Bond Report
- ¹² November 2024 General Obligation Bond Report, www.sfgov.org
- ¹³ See reference to: Arbitrator Loughran's March 6, 2019 Decision and Award regarding the construction of a childcare center SEIU on or near the ZSFG&TC

Section 5 General Plan Conformity

Overview Pursuant to Sec. 304.5 of the San Francisco Planning Code, institutions should analyze their plan developments for consistency with the current San Francisco General Plan. ZSFG&TC's plan developments as described in Section 4 generally support San Francisco's General Plan objectives and policies.

PLAN DEVELOPMENT CONFORMITY WITH GENERAL PLAN ELEMENTS

BACKGROUND



Fig. 5-1
Aerial view of downtown San Francisco

San Francisco is a vibrant and diverse city constantly adapting to changing political, social and economical trends.

“The City's General Plan serves to guide these changes to ensure that the qualities that make San Francisco unique are preserved and enhanced. In short, the General Plan is the embodiment of the community's vision for the future of San Francisco.

The San Francisco General Plan is designed as a guide to the attainment of the following general goals:

- Protection, preservation, and enhancement of the economic, social, cultural, and esthetic values that establish the desirable quality and unique character of the city.
- Improvement of the city as a place for living, by aiding in making it more healthful, safe, pleasant, and satisfying, with housing representing good standards for all residents and by providing adequate open spaces and appropriate community facilities.
- Improvement of the city as a place for commerce and industry by making it more efficient, orderly, and satisfactory for the production, exchange and distribution of goods and services, with adequate space for each type of economic activity and improved facilities for the loading and movement of goods.
- Coordination of the varied pattern of land use with public and semi-public service facilities required for

efficient functioning of the city, and for the convenience and well-being of its residents, workers, and visitors.

- Coordination of the varied pattern of land use with circulation routes and facilities required for the efficient movement of people and goods within the city, and to and from the city.
- Coordination of the growth and development of the city with the growth and development of adjoining cities and counties and of the San Francisco Bay Region.”¹

The manner in which the general goals are to be attained is set forth through a statement of objectives and policies in a series of elements, each one dealing with a particular topic, which applies citywide. The General Plan currently contains the following elements:

- | | |
|-------------------------|-----------------------------|
| - Air Quality | - Environmental Protection |
| - Arts | - Recreation and Open Space |
| - Commerce and Industry | - Housing |
| - Community Facilities | - Transportation |
| - Community Safety | - Urban Design |

The General Plan also contains the following area plans which cover their respective geographic areas of the city:

- | | |
|---------------------------|-------------------|
| - Downtown | - South Bayshore |
| - Civic Center | - Rincon Hill |
| - Western Shoreline | - Chinatown |
| - Northeastern Waterfront | - Van Ness Avenue |
| - Central Waterfront | - South of Market |

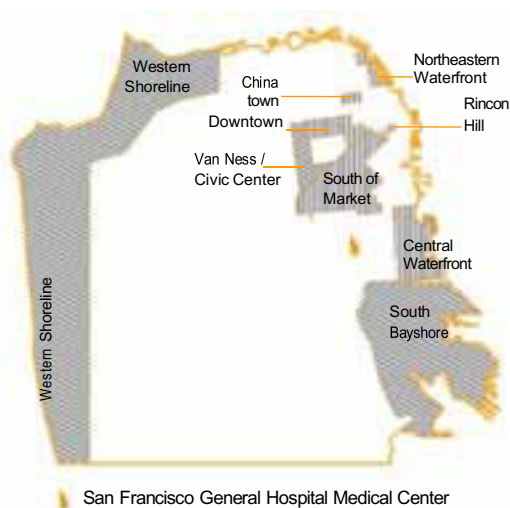


Fig. 5-2

Geographic locations of San Francisco area plans

In the area plans the more general policies in the General Plan elements are made more precise as they relate to specific parts of the city, but because ZSFG&TC is located outside these geographic areas, only the objectives and policies in the General Plan elements apply.

DESCRIPTION OF GENERAL PLAN ELEMENTS

The objectives and description of each General Plan element is discussed below.

Air Quality The Air Quality Element of the General Plan supports the goal of clean air through air quality regulations and policies encouraging the location of land uses adjacent to transit services.

- Policy 3.7: Exercise air quality modeling in building design for sensitive land uses such as residential developments that are located near the sources of pollution such as freeways and industries.
- Policy 3.9: Encourage and require planting of trees in conjunction with new development to enhance pedestrian environment and elect species of trees that optimize achievement of air quality goals.
- Policy 11.3: Encourage development that efficiently coordinates land use with transit service, requiring that developers address transit concerns as well as mitigate traffic problems.
- Objective 4: Improve air quality by increasing public awareness regarding the negative health effects of pollutants generated by stationary and mobile sources.
 - Policy 4.3: Minimize exposure of San Francisco's population, especially children and the elderly, to air pollutants.
- Objective 5: Minimize particulate matter emissions from road and construction sites.
 - Policy 5.1: Continue policies to minimize particulate matter emissions during road and building construction and demolition.
 - Policy 5.2: Encourage the use of building and other construction materials and methods which generate minimum amounts of particulate matter during construction as well as demolition.
- Objective 6: Link the positive effects of energy conservation and waste management to emission reductions.
 - Policy 6.1: Encourage emission reduction through energy conservation to improve air quality
 - Policy 6.2: Encourage recycling to reduce emissions from manufacturing of new materials in San Francisco and the region.
 - Policy 6.3: Encourage energy conservation through retrofit of existing facilities.
- Objective 12: Establish the city and county of San Francisco as a model for energy management.
 - Policy 12.1: Incorporate energy management practices into building, facility, and fleet maintenance and operations.
 - Policy 12.3: Investigate and implement techniques to reduce municipal energy requirements.

Arts To support and nurture the arts through city leadership. The Arts Element of the General Plan recognizes the arts as a major economic force in San Francisco, integral to the health and vitality of the City.

Commerce and Industry The three goals of the Commerce and Industry Element of the General Plan relate to continued economic vitality, social equity, and environmental quality.

- Policy 1.1: Encourage development which provides substantial net benefits and minimizes undesirable consequences. Discourage development which has substantial undesirable consequences that cannot be mitigated.

Community Facilities The Community Facilities Element of the General Plan establishes policies related to community facilities, education, police, fire, and waste management and governs their location, distribution and design. The ZSFG Campus is designated as a public health center within the General Plan.

Public Health Centers

- Objective 7: Distribution throughout the City of District public health centers to make the educational and preventative services of the Department of Public Health convenient to the people, thereby helping to achieve the goals of the public health program in San Francisco.
- Objective 9: Assure that institutional uses are located in a manner that will enhance their efficient and effective use.
 - Policy 9.1: Locate institutional uses according to the Institutional Facilities Plan.



Fig. 5-3

ZSFG&TC main entrance gate from Potrero Avenue

Community Safety Community Safety Element provides policies to ensure that the community is resilient to natural disasters.

Hazard Mitigation

- Objective 2: Reduce structural and non-structural hazards to life safety, minimize property damage and resulting social, cultural and economic dislocations resulting from future disasters.
 - Policy 2.1: Assure that new construction meets current structural and life safety standards.

Environmental Protection The Environmental Protection Element provides policies to address the consumption of resources, production of hazardous wastes, and transportation noise and energy use.

Air

- Policy 4.1: Support and comply with objectives, policies, and air quality standards of the Bay Area Air Quality Management District.

Transportation Noise

- Policy 10.1: Promote site planning, building orientation and design, and interior layout that will lessen noise intrusion.
- Policy 10.2: Promote the incorporation of noise insulation materials in new construction.
- Objective 11: Promote land uses that are compatible with various transportation noise levels.
 - Policy 11.1: Discourage new uses in areas in which the noise level exceeds the noise compatibility guidelines for that use.
 - Policy 11.3: Locate new noise-generating development so that the noise impact is reduced.

Energy

- Policy 12.1: Incorporate energy management practices into building, facility, and fleet maintenance and operations.

Recreation and Open Space The San Francisco General Plan divides usable parkland within the City into four categories: City-serving open spaces, district-serving, neighborhood-serving, and sub-neighborhood-serving. City-serving open spaces are the City's largest parks, an example of which is Golden Gate Park. The General Plan states that a residents living within ½ mile (10-minute walk) from a City-serving park are considered to be within its service area. District-serving open spaces are typically more than ten acres in size. Residents living within three-eighths of a mile (7.5-minute walk) from a district-serving park are considered to be within its service area. Neighborhood-serving open spaces are typically one to ten acres in size. Residents living within one quarter-mile (5-minute walk) from a neighborhood-serving park are considered to be within its service area. Sub-neighborhood-serving open spaces are typically less than one acre in size, and are intended to serve residents living or working in their immediate vicinity, or within one eighth-mile (2.5-minute walk).

Open Space Distribution

- Policy 2.2: Preserve existing public open space.

San Francisco's public open space system is fairly extensive. It ranges from large parks to undeveloped street rights-of-way. Much of the system is park land and other public open space under the jurisdiction of the Recreation and Park Department. In addition to this land, a significant portion of the public open space in San Francisco is only informally part of the city's park and recreation system. This open space is held by a number of public agencies and is also either used for recreation or appreciated for its natural qualities, but is neither a public park nor a playground. Open Spaces in this second category includes certain shoreline areas under the jurisdiction of the Port of San

certain reservoirs, grounds of public institutions, forts, land for slope and view protection, roadway landscaping, alleys, dedicated public walkways and undeveloped street rights-of-way. Open spaces such as these are a very important part of the city's open space system. They supplement playgrounds and parks and are a major visual asset.

Housing The Housing Element of the General Plan provides policies that promote and direct the development of housing in appropriate locations in a manner that enhances existing neighborhood character.

Housing Density, Design and Quality of Life

- Policy 11.4: Avoid or minimize disruption caused by expansion of institutions, large-scale uses and auto-oriented development into residential areas.

Transportation The Transportation Element of the General Plan provides policies and objectives related to transportation, congestion management, circulation, and transit, alternative modes of transit (bicycles and walking), parking and movement of goods.

Transportation Performance Measures

- Policy 10.4: Consider the transportation system performance measurements in all decisions for projects that affect the transportation system.

Transportation Demand Management

- Objective 12: Develop and implement programs in the public and private sectors, which will support congestion management and air quality objectives, maintain mobility and enhance business vitality at minimum cost.
 - Policy 12.1: Develop and implement strategies which provide incentives for individuals to use public transit, ridesharing, bicycling and walking to the best advantage, thereby reducing the number of single occupant auto trips.
 - Policy 12.3: Implement private and public sector TDM programs which support each other and explore opportunities for private-public responsibility in program implementation.

Parking Management

- Objective 16: Develop and implement programs that will efficiently manage the supply of parking at employment centers throughout the City so as to discourage single-occupant ridership and encourage ridesharing, transit and other alternatives to the single-occupant automobile.
- Policy 16.1: Reduce parking demand through the provision of comprehensive information that encourages the use of

alternatives modes of transportation.

- Policy 16.2: Reduce parking demand where parking is subsidized by employers with “cash-out” programs in which the equivalency of the cost of subsidized parking is offered to those employees who do not use the parking facilities
- Policy 16.3: To address demand through the provision of incentives for the use of carpools and vanpools at new and existing parking facilities throughout the City
- Policy 16.4: Manage parking demand through appropriate pricing policies including the use of premium rates near employment centers well-served by transit, walking and bicycling, and progressive rate structures to encourage turnover and the efficient use of parking
- Policy 16.5: Reduce parking demand through limiting the absolute amount of spaces and prioritizing the spaces for short-term and ride-share uses
- Policy 16.6: Encourage alternatives to the private automobile by locating public transit access and ride-share vehicle and bicycle parking at more close-in and convenient location on-site, and by locating parking facilities for single-occupant vehicles more remotely

Pedestrian

- Objective 24: Improve the ambience of the pedestrian environment
 - Policy 24.1: Preserve existing historic features such as streetlights and encourage the incorporation of such historic elements in all future streetscape projects.
- Objective 26: Consider the sidewalks are as an important element in the citywide open space system.

Bicycles

- Objective 28: Provide secure and convenient parking facilities for bicycles.
 - Policy 28.2: Provide secure bicycle parking as existing City buildings and facilities and encourage it in existing commercial and residential buildings.

Citywide Parking

- Objective 31: Establish parking rates and off-street parking fare structures to reflect the full costs, monetary and environmental, of parking in the city.
 - Policy 31.1: Set rates to encourage short-term automobile parking.
 - Policy 31.2: Where off-street parking near institutions and in commercial areas outside downtown is in short supply, set parking rates to encourage higher turnover and more efficient use of the parking supply.

- Policy 31.3: Encourage equity between drivers and non-drivers by offering transit fare validations and/or cash-out parking programs where off-street parking is validated or subsidized.
- Objective 33: Contain and lesson the traffic and parking impact of institutions on surrounding residential areas.
 - Policy 33.1: Limit the provision of long-term automobile parking facilities at institutions and encourage such institutions to regulate existing facilities to assure use by short-term clients and visitors.
 - Policy 33.2: Protect residential neighborhoods from parking impacts of nearby traffic generators.

Urban Goods Movement

- Policy 40.1: Provide off-street facilities for freight loading and service vehicles on the site of new buildings sufficient to meet the demands generated by the intended uses. Seek opportunities to create new off-street loading facilities for existing buildings.
- Policy 40.5: Loading docks and freight elevators should be located conveniently and sized sufficiently to minimize the efficiency of loading and unloading activity and to discourage deliveries into lobbies or ground floor locations except at freight-loading facilities.
- Policy 40.9: Where possible, mitigate the undesirable effects of noise, vibration and emission by limiting late evening and early hour loading and unloading in retail, institutional, and industrial facilities abutting residential neighborhoods.

Transit First Policy

The City of San Francisco's Transit First policy, adopted by the Board of Supervisors in 1973, was developed in response to the damaging impacts over previous decades of freeways on the city's urban character. The policy is aimed at restoring balance to a transportation system long dominated by the automobile, and improving overall mobility for residents and visitors whose reliance chiefly on the automobile would result in severe transportation deficiencies. It encourages multi-modalism, the use of transit and other alternatives to the single-occupant vehicle as modes of transportation, and gives priority to the maintenance and expansion of the local transit system and the improvement of regional transit coordination. The following ten principles constitute the City's Transit First policy:

1. To ensure quality of life and economic health in San Francisco, the primary objective of the transportation system must be the safe and efficient movement of people and goods.
2. Public transit, including taxis and vanpools, is an economically and environmentally sound alternative to transportation by individual automobiles. Within San Francisco, travel by public transit, by bicycle and on foot must be an attractive alternative to travel by private automobile.

3. Decisions regarding the use of limited public street and sidewalk space shall encourage the use of public rights of way by pedestrians, bicyclists, and public transit, and shall strive to reduce and improve public health and safety.
4. Transit policy improvements, such as designated transit lanes and streets and improved signalization, shall be made to expedite the movement of public transit vehicles (including taxis and vanpools) and to improve public safety.
5. Pedestrian areas shall be enhanced wherever possible to improve the safety and comfort of pedestrians and to encourage travel by foot.
6. Bicycling shall be promoted by encouraging safe streets for riding, convenient access to transit, bicycle lanes, and secure bicycle parking.
7. Parking policies for areas well served by public transit shall be designed to encourage travel by public transit and alternative transportation.
8. New transportation investment should be allocated to meet the demand for public transit generated by new public and private commercial and residential developments.
9. The ability of the City and County of San Francisco to reduce traffic congestion depends on the adequacy of regional public transportation. The City and County shall promote the use of regional mass transit and the continued development of an integrated, reliable, regional public transportation system.
10. The City and County shall encourage innovative solutions to meet public transportation needs wherever possible and where the provision of such service will not adversely affect the service provided by the Municipal Railway. (Added November 1999.)

Urban Design The Urban Design Element of the General Plan focuses upon the physical character and environment of the City as modified by preservation and development. Urban design policies require proposed projects to take into account the surrounding urban context through building design and placement. Policies strive for the integration of proposed buildings with existing buildings by designing building height and bulk that respects adjacent buildings, establishing and protecting visual relationships and transitions and respecting older structures. Policies emphasize visual amenities including landscaping and pedestrian areas that are human scale.

Image and Character

- Policy 1.3: Recognize that buildings, when seen together, produce a total effect that characterizes the City and its districts.

Organization and Sense of Purpose

- Policy 1.7: Recognize the natural boundaries of districts, and promote connections between districts.

Richness of Past Development

- Policy 2.4: Preserve notable landmarks and areas of historic, architectural or aesthetic value, and promote the preservation of other buildings and features that provide continuity with past development.
- Policy 2.6: Respect the character of older development nearby in the design of new buildings.
- Policy 2.7: Recognize and protect outstanding and unique areas that contribute in extraordinary degree to San Francisco's visual form and character.

Visual Harmony

- Policy 3.1: Promote harmony in the visual relationships and transitions between new and older buildings.

Height and Bulk

- Policy 3.5: Relate the height of buildings to important attributes of the City pattern and to the height and character of existing development.
- Policy 3.6: Relate the bulk of buildings to the prevailing scale of development to avoid an overwhelming or dominating appearance in new construction.

Visual Amenity

- Policy 4.12: Install, promote and maintain landscaping in public and private areas.
- Policy 4.13: Improve pedestrian areas by providing human scale and interest.

Air Quality The new emergency generator capacity project is still in its initial planning phase, and, before it could be implemented, would entail project review and approval by the Office of Statewide Health Planning and Development (OSHPD). Potential impacts from toxic air contaminants resulting from operation of these generators would be studied as part of that project's environmental review process. If it would result in potential significant impacts related to Toxic Air Contaminants, they may be mitigated to less-than significant levels, before project approvals.

The New Emergency Generator Capacity project plan does not result in the addition of new employees and consequently result in no significant addition of new vehicular automobiles in and around the Potrero Hill Campus.

Arts This General Plan Element is not applicable.

Commerce and Industry This General Plan Element is not applicable.

Community Facilities This general plan element is not applicable.

Community Safety This enhances the reliability of the current emergency electrical power delivery system powering essential services to all ZSFG&TC facilities in the event electrical power from the utility company is interrupted. Providing reliable emergency power to all ZSFG&TC facilities is consistent with the objectives and policies of the Community Safety element.

Environmental Protection The new diesel generators emit air pollutants but in compliance with Tier II Air Quality requirements and the Air Toxics Control Measure (ATCM) for Stationary Diesel Engines as administered and regulated by the Bay Area Air Quality Management District (BAAQMD). Overall the energy efficiency of the emergency power systems for the Campus are significantly improved when compared to the existing conditions.



Fig. 5-9

Service Building - Emergency Generator Project



Fig. 5-10

Top: Corten steel sculpture by Sacramento artist Gerald Walburg



Fig. 5-11

Middle: New Acute Care Hospital



Fig. 5-12

Bottom: Painted fiberglass heart by local San Francisco artist Marianne Fay

Francisco artist Marianne Fay

Recreation and Open Space This General Plan Element is not applicable.

Housing The New Emergency Generator at ZSFG&TC did not require any change in the number of housing units in the neighborhood. All construction associated with the New Emergency Generator Capacity project will occur on the ZSFG&TC campus, and will not require removal of any housing units at any time.

Transportation As such the New Emergency Generator project did not result in a significant addition of new employees and consequently result in no significant addition of new vehicular automobiles in and around the Potrero Hill Campus.

Urban Design This project is consistent with the urban fabric of the surrounding neighborhood and campus environments.

NEW ACUTE CARE HOSPITAL

Air Quality The new acute care facility on the existing ZSFG Campus, which is already served by transit and is located along a transit corridor, represents an efficient location of the new land use and development on the Campus reduces the number of personal vehicle trips and related vehicle emissions when compared with other locations that are less well served. While the new acute care facility would locate sensitive land uses near U.S. Highway 101, which is a source of air pollution, the potential air quality impacts associated with the freeway could be mitigated. The project included the planting of trees and landscaping, which could help off-set potential air quality effects and would have a beneficial effect on air quality.

Construction activities associated with this project did generate dust during excavation and grading activities, and emissions from tailpipes of heavy equipment would emit air pollutants. BAAQMD however requires implementation of dust and

other pollutants control measures for construction activities that would be included as part of this project. As such construction air quality impacts would be less than significant.

Arts This project supports the arts in San Francisco through participation in the ‘Art Enrichment Program’ administered by the San Francisco Arts Commission.

While the proposed project would not directly relate to the arts, it would be a publicly-owned building and therefore, subject to high expectations for design. The new hospital would be owned and operated by the DPH and would be subject to the review of the Arts Commission during the project approval process. In addition to the various reviews of the project design by the Planning Department, the Arts Commission review would help ensure that the proposed project is consistent with the Arts Element of the General Plan.

Commerce and Industry This project ensures the ability of ZSFG&TC to continue to provide community health services in San Francisco.

This project helps to further the economic vitality of the Zuckerberg San Francisco General and the City, by ensuring the continued provision of acute care medical services on the ZSFG Campus. The new acute care hospital enables ZSFG to continue to operate the only Trauma Center (Level 1) serving San Francisco and northern San Mateo counties. As one of two acute care hospitals serving the southeast section of San Francisco and as a primary provider of health care for uninsured patients and the homeless population, the continued provision of acute care services at the ZSFG Campus would help support the social equity goals of the Commerce and Industry Element.

Community Facilities This project ensures the ability of ZSFG&TC to continue to provide community facilities for use by San Francisco.

The project supports the objective of the Community Facilities Element to make the services of the DPH convenient to the people and would help support the goals of the public health program in San Francisco by ensuring the continued provision of acute care services at the ZSFG Campus.

Community Safety In 2000, the San Francisco Department of Public Health (SFDPH) commissioned a seismic evaluation study, which concluded that the Main Hospital building at ZSFG&TC has significant seismic deficiencies and that it may not be capable of providing health care services to the public after a major seismic event. ZSFG&TC Main Building was categorized as a Structural Performance Category 1 (SPC-1). Buildings categorized as a SPC-1 pose a significant risk of partial or total collapse and are danger to the public.

This project addresses the seismic safety concerns of the acute care facility at ZSFG&TC.

ZSFG&TC has also developed a comprehensive emergency management program to provide for the care of casualties from either internal or external disasters based on the State of California mandated Hospital Emergency Incident Command System. In accordance with the City Charter, ZSFG&TC staff will function as disaster workers in the event of a disaster declaration in the City of San Francisco.

ZSFG&TC staff benefits from the modernization of the acute care facility by ensuring the necessary conditions are available to effectively function as disaster workers as mandated by the City Charter.

This project is consistent with the applicable objective and policy of the Community Safety Element as it would construct a seismically compliant hospital that would meet State standards for acute care facilities.

Environmental Protection This project is generally consistent with applicable policies. The project complies with the City's Green Building Ordinance and is required to achieve a LEED Silver rating. Energy management practices would be integrated into the building design to help achieve this rating. The project complies with the standards of the Bay Area Air Quality District (BAAQMD), and complies with transportation noise policies.



Fig. 5-13

Rooftop garden at ZSFG&TC Acute Care Hospital, Building 25

Recreation and Open Space ZSFG&TC continues to balance the desire for recreational and open green spaces within its campus with the need to modernize their facilities and address current and future needs. This project would result in the development of the new acute care hospital on the west lawn. The project was located on the largest single open space area on the ZSFG&TC Campus, the approximately 45,000 square foot west lawn. While the project resulted in the loss of the west lawn, the project provided new landscaped areas adjacent to the new hospital, as well as a publicly accessible rooftop garden.

Housing While housing is not part of the project, Policy 11.4 is applicable to the project. This policy requires that institutional expansions avoid disrupting residential areas. The project did not expand into the surrounding residential area, as the project site is located on the existing ZSFG Campus.

Transportation The project includes a TDM (Transportation Demand Management) program with parking

management strategies. Bicycle facilities were provided on the ZSFG Campus and walkways and pedestrian linkages as well as loading and service areas were designed to be consistent with the policies of the Transportation Element of the Transportation, Circulation and Parking section in the EIR.



Fig. 5-14

Muni bus '9 San Bruno' stops at several bus stops along Potrero venue adjacent to ZSFG&TC

Urban Design The project is consistent with applicable urban design policies, which are particularly relevant to the project as buildings on the ZSFG Campus appear to be eligible for listing on the National Historic Register as a district, although they are not currently listed. The setbacks between the new building and Buildings 20 and 30 helps to respect the character and design of the ZSFG Campus and provides continuity with the older buildings. While the design exceeds the height and bulk limits of the 105-E zoning district, the additional height allows the circular tower element of the building to be stepped back from the podium façade, thus creating a bulk and design that is more consistent with the character of the ZSFG Campus. The building materials (brick and glass) helps integrate the building into the existing fabric of the Campus and create a unified campus character. In addition, the building design of the podium and setting back of the circular tower helps to create a more human scale for the pedestrian area along Potrero Avenue. Landscaping on the building terraces (floors two and seven) helps soften the building façade and publicly usable open space is provided on the seventh floor rooftop garden.



Fig. 5-15

View of the project looking from the west



Fig. 5-16

Above: Three-story bay window at the west end of Building 10, 20, 30 & 40 clad with glazed terracotta panels and with double-hung wood sash units incorporated into each of the three-sided bay



Fig. 5-17

Right: View from the open space in front of the Main Hospital of the south brick wall of Building 20 constructed in the Second Renaissance Revival Style

PLAN DEVELOPMENT CONFORMITY WITH EIGHT PRIORITY POLICIES

Overview The projects described in Section 4 generally support the eight priority policies listed in the City's General Plan.

See previous Section titled "Plan Development Conformity with General Plan Elements" describing how each project development is generally supportive of the policies and objectives described in the General Plan.

SEISMIC UPGRADE AND RENOVATION OF THE MAIN HOSPITAL, BUILDING 5 FUNDED BY THE 2016 (\$350M) PUBLIC HEALTH AND SAFETY BOND.

Project Background: As part of the long-term Capital Plan, voters approved in 2008 a bond to construct a state-of-the-art hospital and trauma center. The 2016 Public Health and Safety Bond is the next phase of the Department of Public Health's (DPH) vision to ensure San Francisco's health care needs are met by making improvements to the 1970's-era hospital building.

Project Description: Work on the existing hospital building (Building 5) focuses on bringing the building up to current seismic standards; improvements to existing fire, life, and safety systems; improvements to the infrastructure, mechanical, electrical, and plumbing (MEP), and information technology (IT); improvements to accommodate and consolidate clinical and outpatient services from other buildings on campus and remote sites; and improvements to meet accessibility requirements.

Air Quality This project's construction activities generated minimal dust and debris resulting from demolition of interior walls and other finishes. Since all work is done on the interior so the impacts to Air Quality is minimal, and less than significant.

Arts This General Plan Element is not applicable.

Commerce and Industry The seismic upgrade and renovation projects in Building 5- the existing Main Hospital ensures the ability of ZSFG&TC to continue to provide community health services in San Francisco. This project helps to further the economic vitality of the Zuckerberg San Francisco General and the City, by ensuring the continued provision of medical services on the ZSFG Campus. This project along with the recently constructed Acute Care Hospital and Trauma Center, completed in 2015 act as the primary provider of health care for uninsured patients and the homeless population, the continued provision of health services at the ZSFG Campus helps to support the social equity goals of the Commerce and Industry Element. Please see Section 4 for a detailed list of projects in the Existing Main Hospital Building 5.

The following are the priority projects: Priority projects include: voluntary seismic upgrade of the existing building; relocation of the Public Health Laboratory from 101 Grove St.; relocation of Dialysis Center from Building 100; Urgent Care Outpatient Clinic from Building 80; relocation of Rehabilitation Department from Building 5, Ground Level to Building 5, 3rd Floor; expansion of Psychiatric Emergency Services Department; Building 80/90 Specialty Services relocation; and Family Health Center renovation.

Community Facilities This project ensures the ability of ZSFG&TC to continue to provide community facilities for use by San Francisco.

The project supports the objective of the Community Facilities Element to make the services of the DPH convenient to the people and would help support the goals of the public health program in San Francisco by ensuring the continued provision of acute care services at the ZSFG Campus.

Community Safety In 2014-2015, the San Francisco Department of Public Health (SFDPH) and the San Francisco Department of Public Works commissioned a series of seismic evaluation studies, which concluded that the Main Hospital building at ZSFG&TC has significant seismic deficiencies that could be addressed by a Voluntary Seismic Upgrade.

This project addresses the seismic safety concerns through the construction of a voluntary seismic upgrade.

ZSFG&TC has also developed a comprehensive emergency management program to provide for the care of casualties from either internal or external disasters based on the State of California mandated Hospital Emergency Incident Command System. In accordance with the City Charter, ZSFG&TC staff will function as disaster workers in the event of a disaster declaration in the City of San Francisco.

ZSFG&TC staff benefits from the modernization of its capital infrastructure by ensuring the necessary conditions are available to effectively function as disaster workers as mandated by the City Charter.

This project is consistent with the applicable objective and policy of the Community Safety Element as it would construct a seismically compliant hospital that would meet State standards for acute care facilities.

Environmental Protection These projects are generally consistent with applicable policies. Energy management practices are integrated into the building as well. These projects are compliant with the standards of the Bay Area Air Quality District (BAAQMD), and complies with transportation noise policies.

Recreation and Open Space This General Plan Element is not applicable.

Housing While housing is not part of the project, Policy 11.4 is applicable to the project. This policy requires that institutional expansions avoid disrupting residential areas. These projects do not expand into the surrounding residential area, as the project site is located on the existing ZSFG Campus.

Transportation. The project includes a TDM (Transportation Demand Management) program with parking management strategies. Bicycle facilities are provided on the ZSFG Campus and walkways and pedestrian linkages as well as loading and service areas are consistent with the policies of the Transportation Element of the Transportation.

Urban Design These projects are consistent with applicable urban design policies, as all projects in the Existing Main Hospital only have interior seismic and renovation work.

UCSF RESEARCH AND ACADEMIC BUILDING (UCSF RAB)

Pride Hall, UCSF's new research and academic building at Zuckerberg San Francisco General and Trauma Center (ZSFG), celebrates the 150-year partnership of the two medical institutions and provides scientists and educators with state-of-the-art facilities for research and teaching.

UCSF Pride Hall, which celebrated its opening on Wednesday, Sept. 13, 2023, will house more than 800 UCSF employees, including about 200 physician-scientists and clinicians



Air Quality The new UCSF RAB – (Research and Academic Building) on the existing ZSFG Campus is served by transit and is located along a transit corridor, represents an efficient location of the new land use and development on the Campus reduces the number of personal vehicle trips and related vehicle emissions when compared with other locations that are less well served. The new RAB is located on what used to be a surface parking lot adjacent to the Existing Main Hospital Building. The project included the planting of new trees and landscaping, which helps off-set potential air quality effects and has a beneficial effect on air quality.

Arts The UCSF RAB was funded with funds from the UC Regents and is not under the jurisdiction of the City's Arts Commission. The General Plan Element is not Applicable.

Commerce and Industry This project ensures the ability of ZSFG&TC in partnership with UCSF to continue Medical Research to improve the overall delivery of health services to patients.

The new UCSF RAB enables ZSFG to continue to operate the only Trauma Center (Level 1) serving San Francisco and northern San Mateo counties.

Community Facilities This General Plan Element is not Applicable.

Community Safety The UCSF RAB is fully code compliant with California UBC and also complies with the UC Regents' Seismic Policy which requires that UCSF employees be housed in Seismically safe Buildings.

Environmental Protection This project is generally consistent with applicable policies. LEED Gold certification (pending), photovoltaic solar panels to produce 248,000 kilowatts of power annually or 10% of the energy for the building, UCSF Green Lab standards. The project complies with the standards of the Bay Area Air Quality District (BAAQMD), and complies with transportation noise policies.

Recreation and Open Space. While the project resulted in the loss of the surface patient parking lot, the RAB project developed new perimeter landscaped areas.

Housing While housing is not part of the project, Policy 11.4 is applicable to the project. This policy requires that institutional expansions avoid disrupting residential areas. The RAB project did not expand into the surrounding residential area, as the project site is located on the existing ZSFG Campus.

Transportation. The project includes a UCSF TDM (Transportation Demand Management) program with parking management strategies. Bicycle facilities were provided on the ZSFG Campus and walkways and pedestrian linkages as well as loading and service areas were designed to be consistent with the policies of the Transportation Element of the Transportation, Circulation and Parking sections in the UCSF EIR.

Urban Design The project is consistent with applicable urban design policies, which are particularly relevant to the project as buildings on the ZSFG Campus appear to be eligible for listing on the National Historic Register as a district, although they are not currently listed. UCSF Pride Hall is the only UCSF-owned building on the ZSFG campus. With a 99-year ground lease from the City, UCSF is paying the entire \$275 million cost of construction. Pride Hall is adjacent to the hospital and supports the research that enables ZSFG to maintain its designation as San Francisco's sole level-one trauma center. The building was designed specifically for research and education, and to maximize the functional use of space where all faculty members can collaborate. It includes 140,000 square feet of assignable space, with conference rooms, wet labs, dry labs, and surgical training and simulation facilities. Solar panels will produce about 10% of the building's energy.

PROJECTS PLANNED UNDER THE NOVEMBER 2024 GENERAL OBLIGATION BOND

Project 1: ZSFG B3 Seismic Upgrade & Interior Renovation Projects

Project 2: ZSFG Critical Infrastructure Repairs

Project Back Ground and Description: Zuckerberg San Francisco General Building 3 Seismic Retrofit: As the Department of Public Health continues to methodically evaluate, prioritize, and deliver capital improvement projects, the department has identified Building 3, an aging and seismically unsafe building at ZSFG as a need. Retrofitting Building 3 would provide the highest square footage with the least costly and intrusive seismic solution to move staff out of unsafe buildings, providing ZSFG with 65,000 square feet of seismically safe space on campus for staff. Not only will this project provide seismically safe space for existing Building 3 programs, but it will allow ZSFG to migrate programs from high-risk buildings on campus. This is an important priority, not only from a staff safety perspective, as staff should not be required to work in environments where their safety is at risk, but ensuring the safety of staff also ensures the continuity of services at ZSFG. There are many roles required to operate a hospital beyond those a patient sees during their visit, and ensuring the safety of the people who perform these important duties ensures that hospital services will not be disrupted in the aftermath of an earthquake or any other disaster or public health crisis when hospital services are most crucial.

Air Quality This project's construction activities are anticipated to involve minimal dust and debris resulting from demolition of interior walls and other finishes. Since all work is done on the interior, the impacts to Air Quality is minimal, and less than significant.

Arts This General Plan Element is not applicable.

Commerce and Industry The seismic upgrade and interior renovation in Building 3 ensures the ability of ZSFG&TC to continue to provide community health services in San Francisco and provide space for behavioral health functions in safe space on campus.

This project helps to further the economic vitality of the Zuckerberg San Francisco General and the City, by ensuring the continued provision of medical services on the ZSFG Campus. Please see Section 4 for more detailed information.

Community Facilities This project ensures the ability of ZSFG&TC to continue to provide community facilities for use by the Public such as the showing of Documentary titled: “**5B.- “A remarkable story of courage and compassion from the nurses and caregivers of San Francisco General’s Ward 5B.”**”

The project supports the objective of the Community Facilities Element to make the services of the DPH convenient to the people and would help support the goals of the public health program in San Francisco by ensuring the continued provision of acute care services at the ZSFG Campus.

Community Safety In 2014-2016, the San Francisco Department of Public Health (SFDPH) and the San Francisco Department of Public Works commissioned a series of seismic evaluation studies, which concluded that the B 3 could be go through a voluntary seismic upgrade to provide safe space to provide health support services.

This project addresses the seismic safety concerns through the construction of a voluntary seismic upgrade ZSFG&TC staff benefits from the modernization of it’s capital infrastructure by ensuring the necessary conditions are available to effectively function as disaster workers as mandated by the City Charter.

This project is consistent with the applicable objective and policy of the Community Safety Element.

Environmental Protection This project is generally consistent with applicable policies. Energy management practices are integrated into the building as well with standards of the Bay Area Air Quality District (BAAQMD), and complies with transportation noise policies

Recreation and Open Space This General Plan Element is not applicable.

Housing While housing is not part of the project, Policy 11.4 is applicable to the project. This policy requires that institutional expansions avoid disrupting residential areas. This project does not expand into the surrounding residential area, as the project site is located on the existing ZSFG Campus.

Transportation. The project includes a TDM (Transportation Demand Management) program with parking management strategies. Bicycle facilities are provided on the ZSFG Campus and walkways and pedestrian linkages as well as loading and service areas are consistent with the policies of the Transportation Element of the Transportation.

Urban Design These projects are consistent with applicable urban design policies, as this project has only interior work, it doesn’t impact Urban Design on the Campus.

Project 2: ZSFG Critical Infrastructure Repairs

Overall Project Description: The 2024 Healthy, Safe and Vibrant San Francisco Bond will fund critical
Zuckerberg San Francisco General Medical Center **Institutional Master Plan Update – October 2025**

repairs and renovations at Zuckerberg San Francisco General that are needed to ensure the hospital can remain operational, effective, and in regulatory compliance. Improvements will help ZSFG provide quality patient experiences, address the effects of climate change, particularly rising temperatures and poor air quality, and protect patients and staff by modernizing critical life safety systems.

ZSFG has aging systems that require repair and replacement to ensure the hospital remains effective and in compliance with regulators. An example could be the replacement of all fire alarm devices and fire alarm control panels in Building 5. This fire alarm system is decades old, and it is at the end of its useful life, with many parts required for repair no longer available or manufactured. If this project is not funded and the fire alarm system fails before it can be replaced, the hospital will be required by state and federal regulators to suspend outpatient services, services in psychiatric units, and care at a skilled nursing facility unless ZSFG institutes a fire watch costing taxpayers as much as \$7,000,000 per year in addition to the cost of replacing the system.

Another example is the redesign of the clinical laboratory's mechanical system to accommodate the temperature control needs of the laboratory. The lab does not currently have adequate and reliable cooling, which puts important lab equipment at risk of failure. This lab services the entire hospital and if equipment were to fail, not only would expensive lab equipment need to be replaced or repaired, but during failure, patient care would be severely compromised without access to onsite lab testing.

Since all of the Critical Repairs planned at ZSFG as part of the 2024 G.O Bond require repair or replacement of existing equipment(s) they are in compliance with and are not applicable to the General Plan Elements as they represent repair or replacement of existing equipment.

NEW CHILDCARE CENTER ON OR NEAR THE ZSFG CAMPUS

The Childcare Committee, consisting of representatives from SEIU, DPH, DEC, and DPW, has demonstrated a strong commitment to establishing a childcare center through monthly meetings and comprehensive site evaluations.

DPH and DPW have further reinforced this commitment through biweekly design progress meetings. The committee has invested considerable time, effort, and resources, prioritizing close collaboration with SEIU to ensure their input is integral to the decision-making process. Please reference SECTION 4 for a summary of potential sites that Childcare Committee has identified and evaluated.

The Committee has recently identified a potential Childcare site at 1189 Potrero Avenue (Former Walgreens at the corner of Potrero Avenue and 24th Street).

The site is 0.2 miles from the ZSFG Campus. The site land area is 26,825 Sq. Ft. and the interior area is 10,600 Sq. Ft. (1st Floor) and 3,438 Sq. Ft. (2nd Floor).

A final decision to lease/purchase this site is contingent upon due diligence by the City to include, but not limited to a seismic evaluation of the structure, review of as built drawings, review of any reports related to hazardous materials including soil toxicity, review Planning requirements, etc.

Because a final decision regarding a site acquisition cannot be made at this time, this IMP does not include an analysis of the site against the General Plan Conformity Elements.

¹ City and County of San Francisco, Planning Department, General Plan.

² November 2016 General Obligation Bond Report

³ November 2024 General Obligation Bond Report, www.sfgov.org

Section 6 Environmental Conditions

Overview Pursuant to Sec. 304.5 of the San Francisco Planning Code, institutions should identify the anticipated impact of any proposed development on the surrounding neighborhood, identify any alternatives which might avoid, or lessen adverse impacts upon the surrounding neighborhood and propose mitigating actions to lessen adverse impacts on the surrounding neighborhood.

In addition Institutions need to identify the anticipated projection of related services and physical development by others, which may occur as a result of the implementation of the institution's master plan.

THE 2016 HEALTH AND PUBLIC SAFETY BOND PROGRAM



Please note of the 2016, \$350 Million Bond /Measure, this IMP update will only discuss the seismic upgrade and renovation as it relates to Section 6 ENVIRONMENTAL CONDITIONS.

2016 G.O. BOND BUILDING 5 SEISMIC/RENOVATIONS

Existing Housing in the Neighborhood The 2016 G.O. projects would not require any change in housing units in the neighborhood. All construction associated with new projects occur on the ZSFG&TC campus, and would not require removal of any housing units at any time.

Relocation of Housing Occupants or Commercial or Industrial Tenants Relocation of housing occupants and/or commercial or industrial tenants due to activities relating to the new 2016 G.O. projects are not anticipated at this time.

Changes in Traffic Levels and Circulation Patterns The 2016 G.O. projects would not result in a significant addition of new employees and consequently result in no significant addition of new vehicular automobiles in and around the Potrero Hill Campus.

Transit Demand and Parking Availability The development of the 2016 G.O. projects are not anticipated to change demand on transit, nor affect the parking demand at ZSFG&TC.

The Character and Scale of Developments in the Surrounding Neighborhood The development of the 2016 G.O. project will not change the character and scale of developments in the surrounding neighborhood. The project involves seismic upgrade and all interior renovation work.

UCSF RESEARCH AND ACADEMIC BUILDING (RAB)

Existing Housing in the Neighborhood The development of the New UCSF RAB at ZFGH&TC would not require any change in the number of housing units in the neighborhood. While housing is not part of the proposed project, Policy 11.4 is applicable to the proposed project. This policy requires that institutional expansions avoid disrupting residential areas. The new project would not expand into the surrounding residential area, as the project site is located on the existing ZSFG Campus

Relocation of Housing Occupants or Commercial or Industrial Tenants Relocation of housing occupants and/or commercial or industrial tenants due to activities relating to the development of the New UCSF Research and Academic Building does not impact this Environmental Condition.

Changes in Traffic Levels and Circulation Patterns The anticipated changes in traffic levels and circulation patterns in and around ZSFG&TC as a result of the development of the New UCSF RAB would not result in any significant adverse impacts.

Transit Demand and Parking Availability The anticipated change in transit demand and parking availability in and around ZSFG&TC as a result of the development of the UCSF RAB determines no need for any additional parking spaces, since UCSF has an off-site Parking Space at it's Campus at Mission Bay. UCSF employees use UCSF shuttle service to the ZSFG&TC Campus as one mode of transportation.

Shadow and Wind With the development of the proposed project, the most likely areas to experience increased winds would be the open areas on the north and south sides of the new UCSF RAB building.

The Character and Scale of Developments in the Surrounding Neighborhood This development is consistent with the urban fabric of the surrounding neighborhood and campus environments.

Scenic Views The building is located on the ZSFG Campus and does not substantially alter scenic vistas from public viewpoints.

Scenic Resources The construction of the project alters the existing rhythm of existing buildings and open space areas. However, the architectural design and building materials integrate with the existing fabric of the Campus and retains the feel of the rhythm by

using similar building materials, such as brick to convey a similar feel as the adjacent buildings and better integrate the project into the Campus setting. New street trees have been installed along with other landscaping elements on the site. Therefore the project would have a less-than significant impact on scenic resources.

Existing Visual Character The new UCSF RAB does not alter the visual quality of character of the surrounding area but alters the visual character of the Campus. The existing Campus character primarily results from the architectural style, design and materials of the buildings on Campus constructed between 1915 and 2004. The building design and materials visually integrate the new building with the adjacent buildings and respect the character of the older adjacent buildings. Additional elements of the design, such as increasing setbacks transforming building height and bulk towards the interior of the Campus, enable the building to better relate to the predominate scale of Campus buildings without overwhelming the buildings as well as to present a more appropriate scaled design along 23rd Street and reduce impact to the residential neighborhood to the west/south. For these reasons, the new project would not substantially degrade the existing visual character or quality of the site and its surroundings.

Light and Glare The new project does not create a new source of substantial light or glare which would adversely affect day or nighttime views in the area or which would substantially impact other people or properties. The façade materials are generally not reflective and do not contribute a substantial amount of glare in the project vicinity.

Population, Housing and Employment The new project does not have less-than significant effects on population, housing, and employment on the Campus, in the surrounding neighborhood, and Citywide. In addition, the project does not have cumulatively considerable impacts on population, housing, and employment. No mitigations would be required.

Cumulative Impacts The new project, when combined with other foreseeable development in the vicinity, does not cause cumulatively considerable impacts to visual quality or urban design. The new project and cumulative projects would not have a substantial adverse effect on a scenic vista. The new project and projected future development on the Campus and as part of the Eastern Neighborhood Program would result in an intensification of uses but would not significantly modify existing vistas. Although the project modifies the existing scenic resource of the Campus, it does not result in a significant impact to the resource. Similarly, projected development under the cumulative condition would not contribute to damaging a scenic resource. Likewise, modifications to the visual character on Campus results from the project but would be less than significant. New sources of light and glare are reduced through design and are consistent with existing urban lighting. Therefore, the UCSF RAB project does not result in significant cumulative visual impacts.



THE 2024 NOVEMBER HEALTHY, SAFE AND VIBRANT G.O. BOND PROGRAM.

Please note of the 2024, \$390 Million Bond Measure, this IMP update will only discuss the seismic upgrade and renovation of ZSFG Building 3 (\$40 Million) and Critical Infrastructure Repairs made on the ZSFG Campus. Approximate Total Budget for both projects is \$76 Million as it relates to Section 6 ENVIRONMENTAL CONDITIONS.

PROJECTS PLANNED UNDER THE NOVEMBER 2025 GENERAL OBLIGATION BOND

Zuckerberg San Francisco General Building 3 Seismic Retrofit

As the Department of Public Health continues to methodically evaluate, prioritize, and deliver capital improvement projects, the department has identified Building 3, an aging and seismically unsafe building at ZSFG as a need. Retrofitting Building 3 would provide the highest square footage with the least costly and intrusive seismic solution to move staff out of unsafe buildings, providing ZSFG with 65,000 square feet of seismically safe space on campus for staff. Not only will this project provide seismically safe space for existing Building 3 programs, but it will allow ZSFG to migrate programs from high-risk buildings on campus. This is an important priority, not only from a staff safety perspective, as staff should not be required to work in environments where their safety is at risk, but ensuring the safety of staff also ensures the continuity of services at ZSFG.

Zuckerberg San Francisco General Critical Repairs

Zuckerberg San Francisco General has a 150-year history of providing critical care to San Francisco patients. ZSFG provides a full complement of inpatient, outpatient, emergency, skilled nursing, diagnostic, mental health and rehabilitation services for adults and children. It is the only acute inpatient hospital for psychiatric patients in the City. Additionally, it is the only acute hospital in San Francisco that provides 24-hour psychiatric

emergency services and the only Level 1 trauma center serving San Francisco and northern San Mateo County, seeing over 2,400 trauma activations in 2023.

ZSFG has aging systems that require repair and replacement to ensure the hospital remains effective and in compliance with regulators. An example could be the replacement of all fire alarm devices and fire alarm control panels in Building 5. This fire alarm system is decades old, and it is at the end of its useful life, with many parts required for repair no longer available or manufactured. If this project is not funded and the fire alarm system fails before it can be replaced, the hospital will be required by state and federal regulators to suspend outpatient services, services in psychiatric units, and care at a skilled nursing facility unless ZSFG institutes a fire watch costing taxpayers as much as \$7,000,000 per year in addition to the cost of replacing the system.

Due to the age of many of the hospital's buildings, there is an abundance of deferred maintenance needs that need to be addressed which far exceed what can be funded via annual capital budgets. Some windows are over 100 years old and fail to insulate the building, its staff, and medically vulnerable patients from inclement weather, including storms and high heat. Building 5 air compressors are almost 50 years old, difficult to maintain due to their age and unavailability of parts for replacement and put the hospital at risk of noncompliance. Materials Management waste lines are almost 50 years old and experiencing failures, increasing the risk that sewage will leak on hospital supplies. These are only a few examples of the many indispensable maintenance projects that could be funded by the 2024 Critical Repairs and Renovations budget at ZSFG. Addressing these deferred maintenance needs is vital to maintain a safe and effective environment for hospital patients and staff.

Existing Housing in the Neighborhood The 2024 G.O. projects would not require any change in housing units in the neighborhood. All construction associated with new projects occur on the ZSFG&TC campus, and would not require removal of any housing units at any time.

Relocation of Housing Occupants or Commercial or Industrial Tenants Relocation of housing occupants and/or commercial or industrial tenants due to activities relating to the new 2024 G.O. Bond projects are not anticipated at this time.

Changes in Traffic Levels and Circulation Patterns The 2024 G.O. projects would not result in a significant addition of new employees and consequently result in no significant addition of new vehicular automobiles in and around the Potrero Hill Campus.

Transit Demand and Parking Availability The development of the 2024 G.O. projects are not anticipated to change demand on transit, nor affect the parking demand at ZSFG&TC.

Shadow and Wind The development of the proposed projects do not impact these Environmental conditions.

The Character and Scale of Developments in the Surrounding Neighborhood This development is consistent with the urban fabric of the surrounding neighborhood and campus environments.

Scenic Views : No impact to these Environmental Conditions.

Scenic Resources ; No impact to these Environmental Conditions.

PROPOSED CHILDCARE CENTER NEAR/ON CAMPUS

Overview The Environmental impacts cannot be determined since it is unclear at the time of the publication of this IMP update, as the exact site has yet to be determined. In addition, the future site may be close to the ZSFG Campus, but not actually on it.

Section 7 **References**

Section 1-2

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- San Francisco Planning Code Section 231.1.b
- San Francisco Planning Code Section 727.1
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- American College of Surgeons, Optimal Care of Injured Patients, 1999
- Zuckerberg San Francisco General Seismic Compliance, Hospital Replacement Program, March, 2008
- ¹¹ November 2016 General Obligation Bond Report
- ¹² November 2024 General Obligation Bond Report, www.sfgov.org
- ¹³ See reference to: Arbitrator Loughran's March 6, 2019 Decision and Award regarding the construction of a childcare center SEIU on or near the ZSFG&TC

Section 5

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- ¹¹ November 2016 General Obligation Bond Report
- ¹² November 2024 General Obligation Bond Report, www.sfgov.org

Section 6

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- Environmental Impact Report (EIR) for the Zuckerberg San Francisco General Seismic Compliance, Hospital Replacement Program, March, 2008
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