



Southeast Framework: Community Facilities Assessment

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San Francisco
Planning



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Photo by Sergio Ruiz.

Introduction

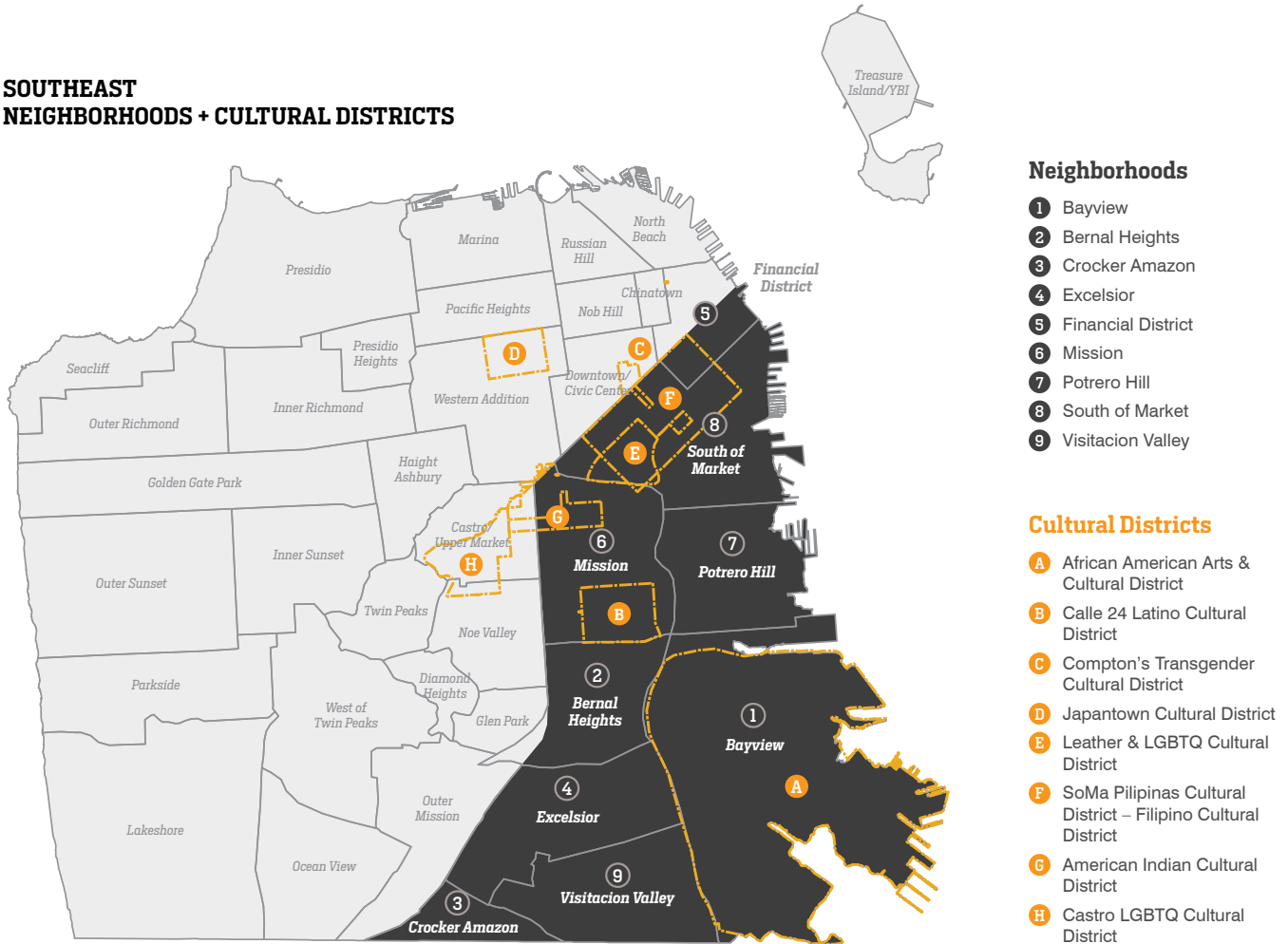
Background

The southeastern part of San Francisco is made up of a variety of diverse neighborhoods, ranging from Crocker Amazon and Visitation Valley in the southeast all the way to South Beach and Yerba Buena in the northeast. As San Francisco's population exploded following the Gold Rush in the mid-1800s, the marshes, swamps, and sand dunes once common in the Southeast were filled in to make the area more accommodating of residential development, as well as the foundries, refineries, and ship-building businesses that would come to dominate the area. Prior to 1906, greater SoMa was not only a thriving business and industrial community, but it was San Francisco's most populous residential area – with large populations of mostly single men living in the neighborhood's many apartments, tenements, and single room occupancy (SRO) buildings. After the 1906 earthquake and fire, most of the residential development in the area was restricted to SRO buildings that continue to be prominent in current day SoMa. The post-earthquake period also saw the consolidation of multiple parcels in SoMa and the Central Waterfront into larger tracts of land suitable for factories, along with periodic alleys to facilitate loading and deliveries, thus creating the land use patterns that still exist today.

Another major shift in the Southeast came at the onset of World War II, when the US Navy purchased much of what is now Bayview and Hunters Point to locate a shipbuilding operation on the West Coast. To accommodate the influx of workers, the government built thousands of units of public housing in the last major undeveloped swath of San Francisco. Continued segregation and discrimination post-war throughout other neighborhoods led the Bayview-Hunters Point neighborhood to evolve into an economically well-rounded community supporting a growing Black population in the city. However, since the late 1900s into recent years the neighborhood has experienced a rapidly declining Black population due to the removal of public housing, gentrification, and displacement. In addition, the redevelopment of many southeastern neighborhoods in the late 1900s at the hands of an urban renewal movement, such as the creation of the Moscone Center and Yerba Buena Center, led to the displacement of more communities of color such as the SoMa Filipino community and the Mission District Latino community.

More recent shifts in land use, due to the flexibility of the prior industrial zoning, throughout the Southeast included the introduction of large office spaces along with flexible residential spaces

**SOUTHEAST
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such as live/work lofts. The proliferation of these uses resulted in a significant loss of Production, Distribution, and Repair (PDR) space and jobs. In order to protect blue-collar jobs and retain a diverse economy, the City of San Francisco has enacted several policies to protect the Southeast's industrial land. The Bayview Hunters Point Area Plan (2006, Central Waterfront Area Plan (2008), Showplace Square/Potrero Area Plan (2009), Central SoMa Plan (2018), and the San Francisco General Plan contain policies to protect and preserve PDR uses. These policies range from limiting the conversion of existing PDR uses (Policy 3.3.2 of the Central SoMa Plan) and restricting the rezoning of PDR zoned districts to other zoning districts (Policy 1.7.2 of the Showplace Square/Potrero Area Plan) to promoting the attraction of industrial employers that create jobs for unskilled

or semi-skilled workers (Policy 3.1, San Francisco General Plan, Commerce and Industry Element). Southeastern San Francisco plays an integral role in the city's industrial economy and identity, as more than fifty percent of the city's existing industrial land is located in this part of the city.

A change in the demographics of the southeastern neighborhoods accompanied this modifying land use and landscape. Overall, the city's Black population dropped from 11% of the total population in the 1990s to 5% in 2017.¹ In the early 2000s, Latinos made up more than half of the Mission District's population, and in 2010, that figure dropped to 39%. In SoMa, 30% of residents claimed Filipino heritage in the 1990 census, and that number has now been reduced by half over the last 10 years. In the Excelsior and

¹ https://default.sfplanning.org/plans-and-programs/community-planning/stabilization-strategy/cs_report.pdf

Outer Mission neighborhoods, both the Latino and Filipino populations have experienced gradual displacement since 1990s.

Each period of significance – San Francisco’s initial settlement period in the early 19th century, the early industrial stage of the mid- and late 19th century, the large scale development and heavy industrialization of the wartime period, and the subsequent attempts at redevelopment throughout the late 20th century – were each accompanied by distinct demographic and population shifts. These changes have given each southeastern neighborhood a rich and layered identity. However, with the introduction of new industries, expensive housing markets, and growing income inequality, this area of the city continues to experience the displacement of low-income households and communities of color.

Currently, the southeastern neighborhoods have a per capita income of \$63,331, almost 10K less than the citywide per capita income of \$72,509. These neighborhoods also contain larger households, more female led households, more households with children, and more multi-generational households than the rest of the city. The Southeast is also more ethnically diverse and has higher rates of overcrowding than the rest of the city. In early 2020, at the onset of the COVID pandemic, these culturally rich communities were hit the hardest, with higher rates of positive cases and fewer options to shelter in place. The disproportionate impacts of this pandemic exacerbate the existing health outcomes of higher air pollution rates and exposure to toxic waste in the area. Additionally, climate change studies also show that the Southeast portion of the city is most vulnerable to climate hazards like storm surges, flooding, liquefaction, extreme heat, and air pollution.

In the next 30 years, the southeast sector of San Francisco expects 75% of the city’s future growth. Approximately 75,000 new housing units and 150,000 new jobs will be located in the southeastern neighborhoods, doubling the area’s



population. Major land use plans, site-specific master plans, and development agreements have been adopted over the past decade and continue to be developed in this part of the city. Each plan and project has strived to be comprehensive in providing policies and supporting systems and infrastructure that support its own growth, that tie the neighborhood or site back to the rest of the city, and align with City policy objectives. However, of the supportive systems and overarching strategies can only be achieved with a comprehensive, holistic look at the southeast. Solutions may often (or necessarily) transcend the boundaries of development sites or plan areas, and can be best realized by looking at the area holistically and bringing in resources that are pooled or external to these neighborhoods.

As these neighborhoods become more densely residential, it is critical to plan for this growth by staging investment that make each neighborhood more livable. The Southeast Framework reviews specific plans and developments in these neighborhoods, identifies the gaps in meeting existing and future demand, points the way toward a seamless integration of future plans, and connects the burgeoning southeast with the rest of the city and region. The objective of this Framework is to ensure that, at minimum, these new and growing neighborhoods have

a quality of life and access to amenities and services equivalent to those enjoyed by other neighborhoods throughout the city.

Ensuring an equitable provision of these facilities while the population of the city grows should be a key consideration in shaping decisions for capital funding to also ensure compliance with the Office of Racial Equity mandates and the broad goals in City's Five-Year Financial Plan released on January 4, 2019.² The Five-Year Financial Plan states that upcoming budget investments will be driven by the guiding principles of equitable outcomes and accountability. It sets the long-term strategy for city investments, under Mayor Breed's leadership, to generate greater accountability and equitable outcomes in the provision of city services and use of city funds.

This report represents the information and analysis informing recommendations to provide equitable access to community facilities in the southeast part of the city. The report was compiled prior to the COVID pandemic and changes in department budgets that occurred in 2020. As a result,

recommendations and relevant content have been updated to reflect that city agencies should consider new impacts on community facilities when engaging in facility planning. The content of this report is organized in three chapters: the first introduces this work and how it fits into the City's broader effort to coordinate development in the Southeast part of the City, the community facilities analyzed, the research and analysis process, and key findings; the second chapter includes an overview of seven community facility types and specific recommendations; and, the third chapter summarizes recommendations for all facilities.

Definition of Community Facilities

This report examines seven public community facility types: Police Stations, Fire Stations, Libraries, Recreation Centers, Public Health Clinics, Child Care Facilities, and Public Schools.

Community facilities are important in creating a complete neighborhood, as they provide much needed services, physical spaces to gather, and programming and services for residents and

² <https://sfcontroller.org/sites/default/files/Documents/Budget/Five-Year%20Financial%20Plan%20FY19-20%20through%20FY23-24%20FINAL.pdf>

Community Facilities



Child Care Facilities 



Fire Stations 



Libraries 



Police Stations 



Public Health Clinics 



Public Schools (K-12) 



Recreation Centers 

workers. The construction or expansion of the community facilities in this report are guided by multiple efforts including, but not limited to, area plans, development agreements, and capital planning. Capital planning lays out anticipated investments after input from Citywide stakeholders, and prioritizes projects based on need. For the purpose of this report, only planned community facilities or spaces that have been identified in development agreements or site-specific with funding have been included and are summarized in the Planned Facilities chapter at the end of this report.

Process

This framework includes a growth analysis for each facility type, identifies existing standards if there are any, and outlines recommendations for community facilities needs in the Southeast through 2040.

This process began with analysis of existing standards for each facility type and different scenarios which take into account future growth. For most of the facility types, the Citywide Nexus Study (published every five years, and expected to be published next in 2021) provides the basis for facility standards. However, some facilities, such as recreation centers or police stations, do not have standards and so relevant standards found in the General Plan or other nexus studies were used. Area plans and development agreements require an environmental impact report (EIR) to assess how proposed changes may affect the environment of a particular area. While EIRs include standards for community facilities, the focus of the analysis is on the physical impacts of new or expanded community facilities needed to support the future population of an area. For example, an EIR may identify a need for expanded school facilities but the assessment will focus on the impacts of construction of a new public school on the surrounding neighborhoods. For this reason, standards identified in EIRs are not used in this report, and nexus studies or general plan policies are used instead.

The first part of the analysis covers the existing population, forecasted 2040 population growth and how existing standards are met or how many additional facilities are necessary to meet them. Over 60% of the growth by 2040 will occur in the southeast part of the city. This dramatic shift in the population could create an imbalance of access to community facilities. Based on the results from analyzing existing standards, recommendations for new facilities were developed to ensure that all residents, existing and new, in the southeast part of the city have adequate access to community services.

The research and analysis also included a conversation with City agencies on the likely impact of growth on their respective operations. Meetings took place in the spring and summer of 2017. Each agency was asked about physical parameters and plans to build new facilities. A summary of key findings for each facility type begins on page 44.

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Key Findings

Certain trends across agencies reveal a need for comprehensive planning for public facilities. Each community facility faces the challenge of finding land. As the city's population grows, available land becomes scarcer and land costs continue to rise. Overall, public agencies are focused on expanding and renovating existing facilities.

Most agencies interviewed lack standards for how each resident across the city is served. A common practice for these agencies is to respond to the community's needs as they receive funding. A more proactive approach to planning community facilities would allow agencies to think creatively

about neighborhoods' needs and ensure that capital funding is used effectively.

There are two types of facilities. One provides the same service to the public citywide, and another that depends on expected needs based on population, demographics and the overall ecosystem of services. Police, fire, library, schools fall into the first service category, where after school program facilities, public health clinics, recreation centers, and child care facilities fall into the second category . Due to these differences, strategies and planning for future facilities should be based on the type of service provided.

Based on research, analysis, and conversations with City agencies, the following key findings across all studied facility types have been identified.

- Based on the standards that exist, all types of community facilities are needed. However, further efforts are needed to refine the standards that City agencies utilize.
- There are limited plans to provide new facilities across all facility types.
- The focus of many agencies is on the expansion and renovation of existing facilities.
- A standard for the number or distribution of facilities generally does not exist.
- Staffing is a barrier to expanding services at existing facilities.
- The price and availability of land are primary barriers to creating new facilities.
- There is an opportunity to better coordinate among city agencies in the planning for new facilities.
- Agencies plan in silos.

- New physical and programmatic models for community facilities are needed given the limited amount of available land and ongoing densification.
- Geographic proximity does not equate to better access since facilities can be specific to certain needs or provide different services.

Area Plans and Development Agreements

The Southeast Framework encompasses the Southeast part of the City generally from Mission Creek to Candlestick Point. In addition to several historic established neighborhoods, the area encompasses a significant number of plans and development projects that have been adopted.

Area Plans are comprehensive policy visions that guide the development and evolution of specific neighborhoods. These efforts are generally adopted to the City's General Plan and make changes to zoning, design policies, inventory needed public improvements, and establish financial and implementation frameworks to guide the evolution and development for each specific district. Through a multi-year engagement process, these plans consider a wide variety of topics including land use, building heights, transportation, sustainability, streets, open spaces, transportation and community facilities.

Larger in scope than individual smaller projects, development agreement projects provide a variety of benefits to the City. Whether developing a new neighborhood complete with transit, commercial, and open space uses or constructing new hospitals and medical office buildings, these projects have an impact on the residents of San Francisco and help contribute to the City's future.

Below is a list of recently adopted plans and current plans, also shown on the map to the right.

ADOPTED AND PENDING AREA PLANS AND DEVELOPMENT AGREEMENTS

When guiding the development of community facilities, area plans provide policy objectives for the provision of new community resources and strengthening existing facilities. Development agreements specifically identify that developers will undertake the design and development of public improvements and privately-owned community improvements, or dedication of sites for these improvements. The Planned Facilities table on page 9 of this document details development agreements that have identified community facilities that have been identified in development agreements or site-specific with funding. The following map shows the various area plans and development agreements that fall into the Southeast part of the city:

- 1 4th&King Railyards/I-280 Boulevard (ongoing)
- 2 5M Project (adopted 2015)
- 3 Bayview Redevelopment Plan (adopted 2006)
- 4 Central SoMa Area Plan (adopted 2018)
- 5 Central Waterfront Area Plan (adopted 2008)
- 6 East SoMa Area Plan (adopted 2008)
- 7 Executive Park Sub-Area Plan (adopted 2006)
- 8 Hunter's Point Shipyard / Candlestick Point Redevelopment Plan (adopted 2010)
- 9 Hunters View HOPE SF (adopted 2008)
- 10 India Basin Mixed Use Project (adopted 2018)
- 11 Market & Octavia Area Plan (adopted 2008)
- 12 Market & Octavia Plan Amendment (Hub) (adopted 2020)
- 13 Mission Area Plan (adopted 2008)
- 14 Mission Bay Redevelopment Plan (adopted 1995)
- 15 Mission Rock (adopted 2016)
- 16 Pier 70 (adopted 2017)
- 17 Potrero HOPE SF (adopted 2016)
- 18 Potrero Power Station Mixed-Use Project (adopted 2020)
- 19 Rincon Hill Area Plan (adopted 2005)
- 20 Showplace/Potrero Area Plan (adopted 2008)
- 21 Showplace/SoMa Neighborhood Analysis and Coordination Study (SNACS) (ongoing)
- 22 Sunnydale HOPE SF (adopted 2016)
- 23 Transit Center District Plan (adopted 2012)
- 24 Visitacion Valley/Schlage Lock Plan (adopted 2014)
- 25 Western SoMa Community Plan (adopted 2013)

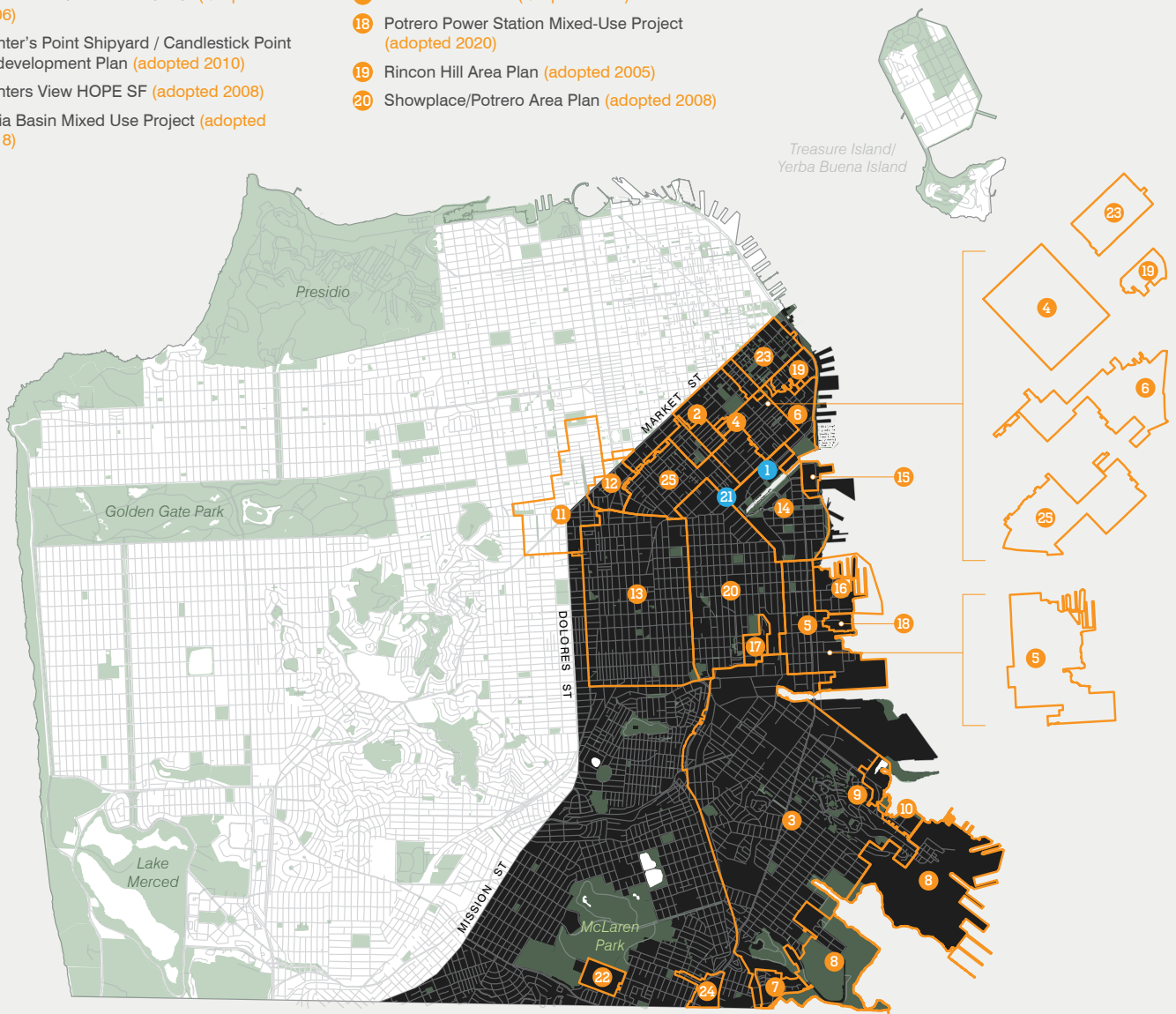








Photo courtesy of SFUSD.

Planned Community Facilities - By Type and Neighborhood

In partnership with key City departments, the Office of Economic and Workforce Development (OEWD) has developed a negotiating framework, through The Southern Bayfront Strategy, for projects along the southern waterfront including Mission Rock, Warriors Stadium, Pier 70, Potrero Power Station, India Basin, Hunters Point Shipyard and Candlestick Park, and Executive Park. This strategy is intended to guide major new investment towards community and citywide public benefits. The negotiating framework focus areas include Housing Affordability, Transportation, Sea Level Rise Protection, Open Space, Sustainability, Economic and Workforce Development, and Community Facilities.

Adopted area plans and master development projects will include numerous community facilities as these projects are built in phases over time. The Planned Facilities table below summarizes the community facilities that are either under construction, planned, or pending as part of area plans and master development projects. The table is organized by community facility type, and includes the neighborhood where the facility will be located and the specific location if known. For some projects, a designated amount of space for a community facility has been committed, however the details about the facility type and location will be determined at a later date.

PLANNED COMMUNITY FACILITIES (AS OF SUMMER 2020)

<i>Facility</i>	<i>Neighborhood</i>	<i>Planned Facility of Site</i>
 Libraries	Potrero Hill	1 new library in the Central Waterfront, site TBD*
 Fire Stations	Bayview-Hunters Point	Parcel has been set aside for a Fire Station at Hunters Point Shipyard
 Public Health Clinics	Bayview-Hunters Point	1 new wellness center in Alice Griffith Southeast Health Center is under renovation
	Potrero Hill	1 new wellness center in Potrero HOPE SF
	Visitacion Valley	1 new wellness center in Sunnysdale HOPE SF
 Child Care Facilities	SoMa	2 new childcare facilities at 88 Bluxome
		1 new childcare facility at 598 Brannan St
		1 new childcare facility at Central SoMa at 610-690 Brannan St
		1 childcare facility at One Vassar
	Bayview-Hunters Point	43 childcare spaces at Mission Bay Block 6
		1 childcare facility at Alice Griffith
		1 new childcare facility at India Basin*
		1 new childcare facility at Hunters View HOPE SF
	Potrero Hill	35 childcare spaces at 195 Scotia Ave
		81 childcare spaces at 1550 Evans Ave
		2 new childcare facilities, each with a minimum capacity of 50 children at Pier 70*
	Visitacion Valley	2 new childcare facilities at Potrero Power Station*
50 childcare spaces at Potrero HOPE SF		
Visitacion Valley	130 childcare spaces at Sunnysdale HOPE SF (one facility with 50 spaces and one facility with 80 spaces)	
Crocker Amazon	32 childcare spaces at 670 Brunswick	
Mission	42 childcare spaces at 1950 Mission St	
	24 childcare spaces at 2060 Folsom St	
	44 childcare spaces at 1990 Folsom St	
	100 childcare spaces at 969 Treat Ave	
Financial District	68 childcare spaces at 2205 Mission St	
	45 childcare spaces at Transbay Block 2	
 Recreation Centers	SoMa	Renovation of Gene Friend Recreation Center Public Recreation Center with swimming pool planned at 88 Bluxome
	Visitacion Valley	New recreation center building with a gym and a multipurpose room for the community use at Hertz Playground
	Potrero Hill	Recreation/community center at Potrero Power Station* Renovation of Jackson Playground to include a recreation center in the future
 Schools	Bayview-Hunters Point	New school planned at Candlestick Point
	SoMa	New school planned at Mission Bay
 Police Stations	N/A	None
 Facility TBD	Bayview-Hunters Point	Community Facility Space TBD at India Basin*
		Community Facility Space TBD at Hunters Point Shipyard
	Potrero Hill	Community Facility Space TBD at Pier 70*
	SoMa	Community Facility Space TBD at Mission Rock*

* the development has been approved, but the project has not begun construction yet



Japantown Library. Photo by Dixi Camillo.

Libraries

Libraries are community and cultural centers, providing a vast amount of free resources for residents. Public libraries provide face-to-face interactions that are critical for our neighborhoods. San Francisco Public Libraries and Library services are well used.

The 2019 audit of library services by the Controller's Office shows that while usage patterns differ across the Main library and the various online services, the likelihood of being a frequent library user (at least once a month) overall is equal across race/ethnicity.¹

San Francisco has 24 branch libraries which vary in size between 8,000-10,000 square feet. The libraries provide traditional services such as book lending, reading rooms, information services, public programs and also provide public access to technology. Libraries provide space for the community to gather, educational opportunities, and arts and cultural events. In addition to these traditional services, libraries can also play a role during emergencies and provide shelter from the outside environment during extreme heat or cold.

Existing Facility Standards

The Citywide Nexus Study is updated every five years and the most recent update was the first to include analysis for library facilities. The study identifies that the City should maintain 0.6 square feet of library per resident. This metric is designed to measure San Francisco's provision of library infrastructure relative to the population it primarily serves: San Francisco residents. The study also indicates that San Francisco Public Libraries will adapt to meeting the changing needs of San Francisco communities by providing important community gathering sites, free meeting spaces, and access to digital resources for people who need it. The most important long term goal identified by the study is to meet City residents' changing library needs, and includes building a second major library facility like the main library in Civic Center.

The Citywide Nexus Study standard of 0.6 square feet of library per resident is used for the analysis of determining whether the City needs additional facility space by 2040. However, it is important to note that this analysis does not include accessibility from a geographic perspective, or the equitable distribution of library facilities across the city. One reason that this additional analysis

¹ <https://sfcontroller.org/sites/default/files/Documents/Auditing/City%20Survey%202019%20-%20Report.pdf>

EXISTING STANDARDS SUMMARY

General Plan

- **Service range not more than 1.0 mile radius**
- **Large branches: 25k-50k people**
- **Small branches: 10k-15k people**

Citywide Nexus Study

- **0.6 square feet of library per resident**

is not included in this report is because individual libraries offer different services, programs, or spaces, and geographic proximity may not be the primary reason why a resident visits a particular facility.

Another standard for library facilities is outlined in the City's General Plan. The General Plan states that libraries should have a service area range of not more than one mile, and that the facilities should be distributed equally across residential areas. The General Plan also provides guidance for the population each branch should serve. One large branch should serve 25,000-50,000 people, where a small branch could serve 10,000-15,000 in a low population density area.

Planning for Future Needs

According to the standard identified in the Citywide Nexus Study, no new additional library facilities would be necessary to accommodate future growth in the Southeast part of the city.

However, the Citywide Nexus Study doesn't take into consideration the geographic distribution of facilities. As other standards identified in the General Plan or EIRs find, there may need to be additional facilities or expansion of existing facilities to maintain equal access and geographic distribution in the Southeast.

While no new facilities may be needed to accommodate future growth based on the citywide nexus standard, there are plans for a new library in the Central Waterfront. This library will be an amenity to the Central Waterfront neighborhood.

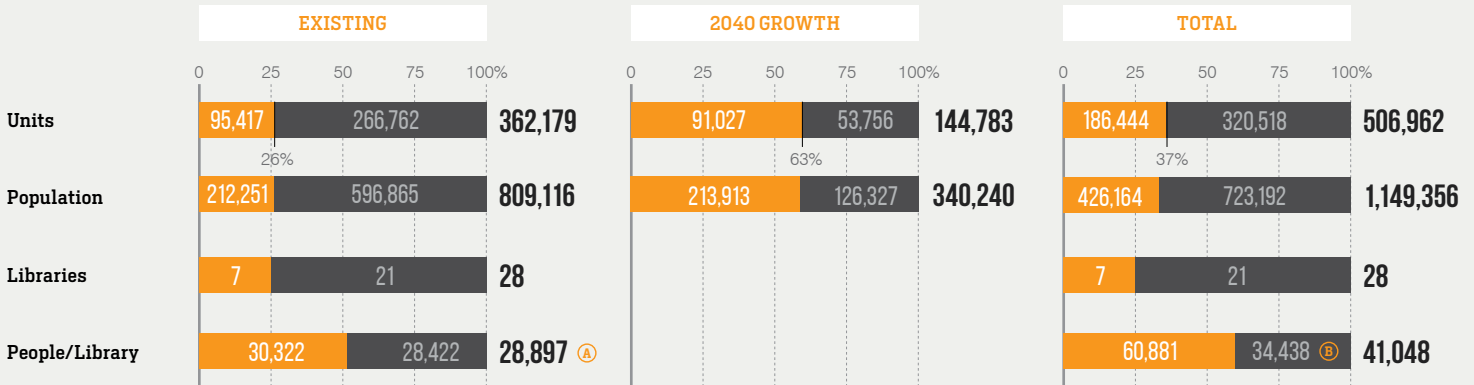
The San Francisco Public Library plans to transform existing neighborhood libraries into energy efficient, safe, and resilient spaces. In FY2016-17, the Library began a planning process to renovate the Chinatown, Mission, and Ocean View branch libraries. The Library is also moving toward a more community-based service model to expand services and better respond to community needs. Due to the COVID-19 pandemic, many libraries shut down in early 2020 and have moved most of their services online as possible. As such, the physical benefits of library facilities were not accessible for people during this time. At the time of this report's publication, the libraries remain closed, prompting a closer look at how to make these important services and amenities available for everyone during such a global pandemic.



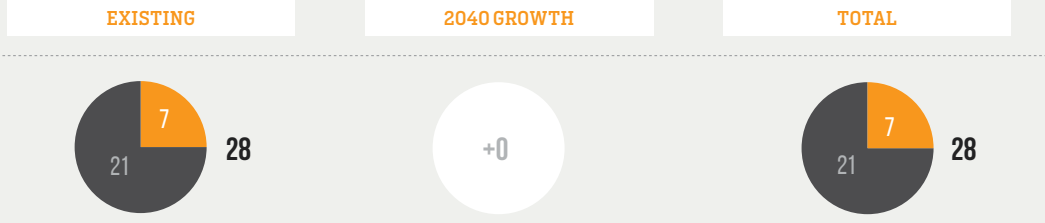
The Bayview Branch Library is a newer example of a successful, one-story library that the San Francisco Public Library sees as a great model in the future. A one-story model could work well below a mixed-use or residential building type as well. Photos by Bruce Damonte.



The book mobile is another approach would be a modular unit closer to 2,000 sq ft with lockers and smaller book storage. The abbreviated model could also accommodate a 400-500 sq. ft. community room. Photo on the left by Scott Beale (CC BY-NC-ND 2.0). Photo on the right by Digital Bookmobile (CC BY 2.0).

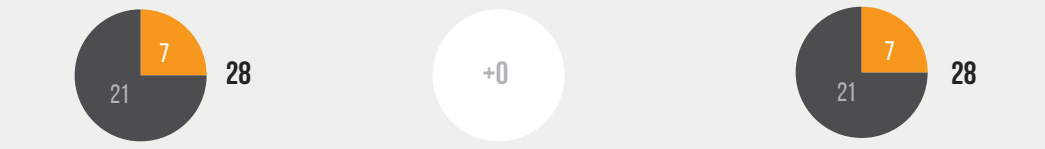
POPULATION & FACILITY: EXISTING & PROPOSED

METRICS & RESULTS
RETAIN CAPACITY

No. of Libraries Needed to Retain Existing Level of Service

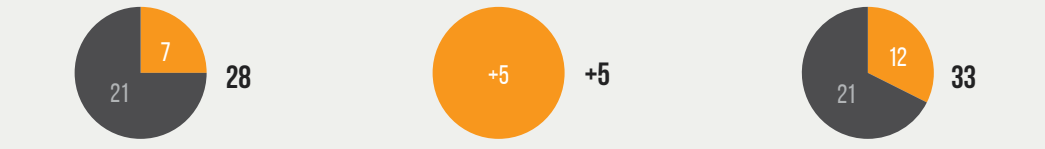
 0.26 square feet of library per resident (8,000 sf per library facility) ^(A)

CAPACITY TARGET

No. of Libraries Suggested

0.6 square feet of library per resident

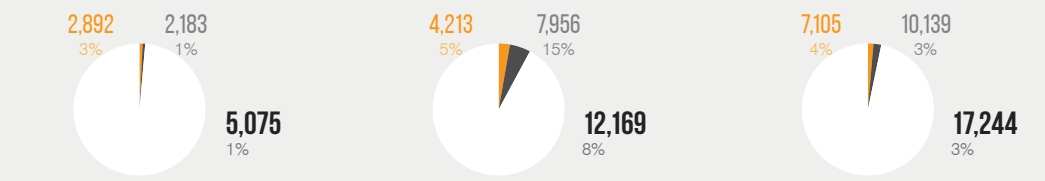

EQUAL ACCESS

No. of Libraries Suggested

 1 Library / 34,438 People ^(B)

PROXIMITY TARGET

No. of Units Outside Level of Service Buffer

1.0 Mile



SUMMARY OF METRICS & GIS ANALYSIS

This analysis shows San Francisco’s population and different scenarios of how growth will impact the city’s libraries. The analysis also shows different scenarios depending on the target or standard square footage of library per resident. For the purpose of this analysis, the Citywide Nexus Study standard of 0.6 square feet of library per resident was used to determine how many new library facilities or how much expansion of existing facilities is needed to maintain the existing level of service.

The first row shows the number of libraries needed if the goal is to retain the existing level of service capacity (a median of 0.26 square feet of library per resident). If the desire is to maintain this median square footage of library per resident, then no new libraries are needed in southeast San Francisco. Each existing library does not serve the same number of people or have the same amount of square footage. Many are different sizes and patrons may frequent a library close to work rather than home. Understanding there are many factors, these scenarios can roughly estimate the need.

The second scenario shows the number of libraries if the target is raised to 0.6 square feet of library per resident based on

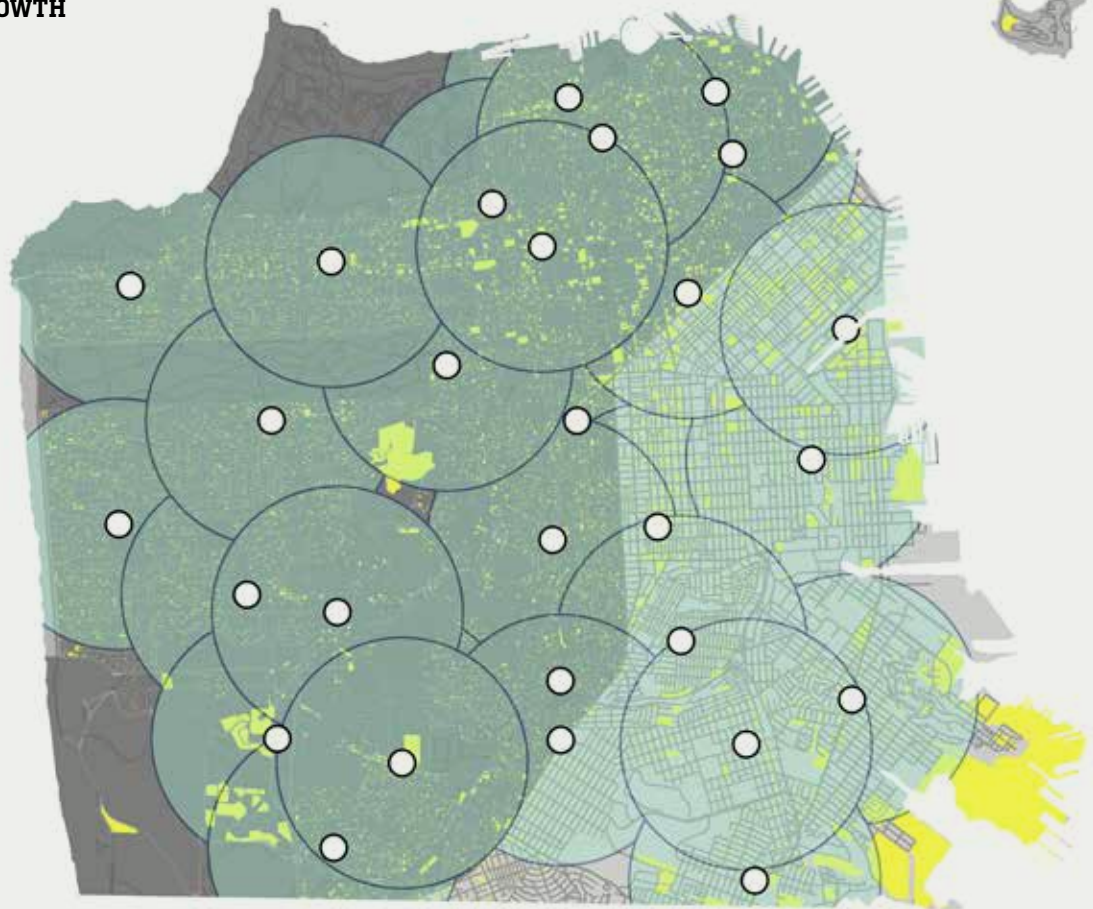
the Level of Service identified in the Citywide Nexus Study. No new libraries would need to be added when accounting for the square footage of libraries existing in the city today. To reflect the changing nature of the southeast area, the scenario in the third row of pie charts shows the number of libraries needed to ensure that residents in the southeast are served comparably to the rest of the city in 2040. According to the standard of library facilities by residential population, the Southeast would need five additional facilities to provide the same standard of access as the rest of the city.

Finally, the last row shows the number of residents in the southeast and the rest of the city that are outside the General Plan standards 1.0 mile radius. The percentage of the population outside of the level of service range is small, although the map below shows the sites left out. It is also important to consider the many factors that are critical to accessing a facility including transit and topography. The maps in this report do not reflect these issues.

EXISTING LIBRARIES & GROWTH

BUFFER: 1.0 MILE

-  2040 HOUSING GROWTH
-  EXISTING LIBRARY
-  LEVEL OF SERVICE BUFFER

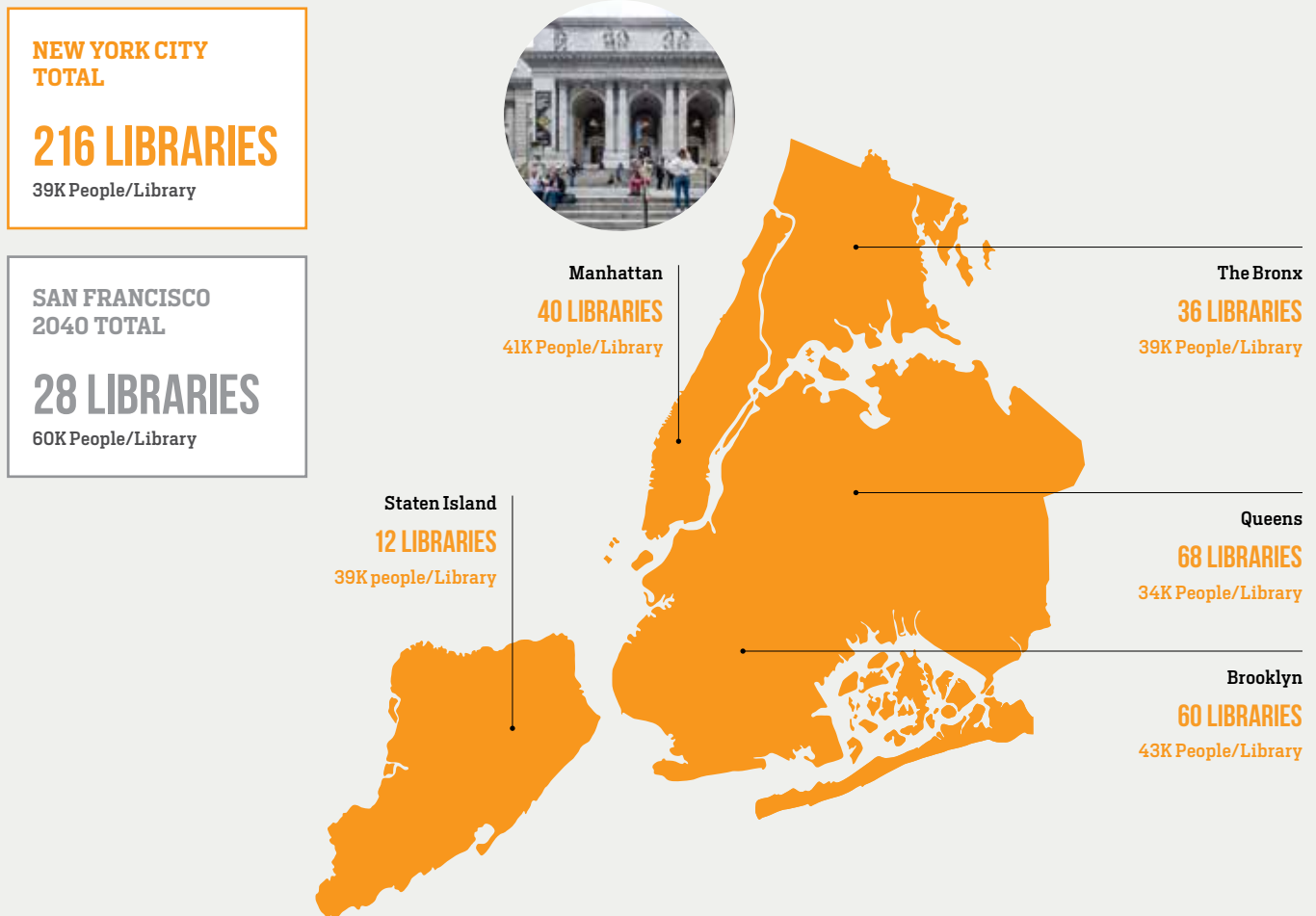


Case Study

Understanding San Francisco service levels for libraries is difficult without specific baseline standards. Compared to New York City, we understand how San Francisco sizes up when referring to these community facilities.

Existing conditions in San Francisco show that in the southeast side of the city there are about 30,000 people per library, and in the rest of the city about 28,000 people per library. With our current

population, the level of service per library, based on capacity, exceeds New York's. However, the projected growth to 2040 shows that the southeast side of the city will be closer to 60,000 people per library if no new libraries are added by 2040, well behind any borough in New York. While there is no standard to say this is too many people per library, this comparison to the most densely populated city in the country shows us that even New York does not go above 43,000 people per library.



SAN FRANCISCO FIRE DEPARTMENT



SF Fire Station 16. Photo by Alejandro Velarde, SF Public Works.

Fire Stations

The San Francisco Fire Department (SFFD) provides fire suppression and emergency medical services to residents, visitors and workers in the city. In addition to providing these services, fire stations often also provide safety information and other community-serving programs.

There are currently 46 fire stations in San Francisco. The San Francisco Fire Department also has three fireboats docked at Pier 22 1/2 and three stations at San Francisco International Airport. There are many variations on the size and type of station depending on the truck or engine.

Existing Facility Standards

The Citywide Nexus Study identifies standards for Fire Stations as 0.04 fire stations per 1,000 service population units (SPU). Service population units, as defined by the Citywide Nexus Study, includes the resident population and 50 percent of the worker population. The study finds that San Francisco currently has a level of service of 0.034 fire stations per 1,000 SPU. San Francisco has a high level of service by these measures relative to other cities, therefore the Citywide Nexus Study identifies the goal as maintaining this existing Level of Service (LoS) of 0.034 fire stations per 1,000 SPU.

While the Citywide Nexus Study identifies the number of fire stations needed to serve future population, the geographic distribution of these fire stations is not identified. For fire stations, access is particularly important, especially since response time can determine whether a level of service is equitable across the city.



Photo by San Francisco Fire Department, USfirepolice.net



SF Fire Station 16. Photo by Alejandro Velarde.

EXISTING STANDARDS SUMMARY

Citywide Nexus Study

- **0.04 fire stations per 1,000 service population units**
- **Citywide Nexus Study goal is to maintain the existing level of service of 0.034 fire stations per 1,000 SPU.**

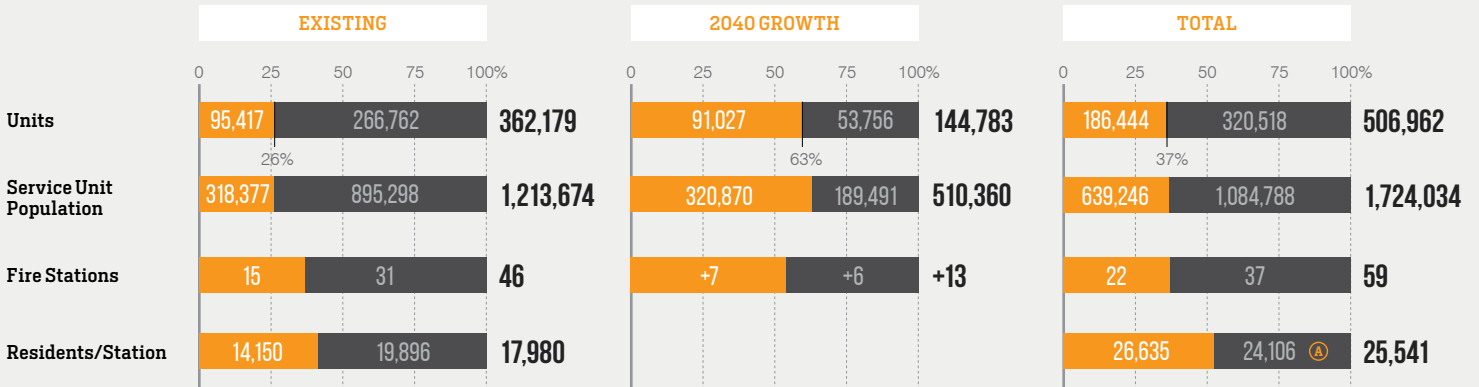
Planning for Future Needs

The SFFD is adapting to changing needs and technologies, and as a result, multiple stations need to be upgraded. In 2010 and in 2014, San Francisco voters passed the Earthquake Safety and Emergency Response Bond. Funding from this bond has been allocated to improving neighborhood firehouses. In addition to improving the facilities, there are additional staffing needs, as the Department has seen a steady increase in calls each year since at least 2005.

According to the standard identified by the Citywide Nexus Study, the city would need to plan for an additional 13 new fire station facilities citywide by 2040, with 7 of these facilities located in the Southeast. One new Fire Station is planned for the Hunters Point Shipyard neighborhood. In addition, given the anticipated growth and the gap between stations 9, 25, 17, and 42, Bayview is one neighborhood that could benefit from a new station.



POPULATION & FACILITY: EXISTING & PROPOSED

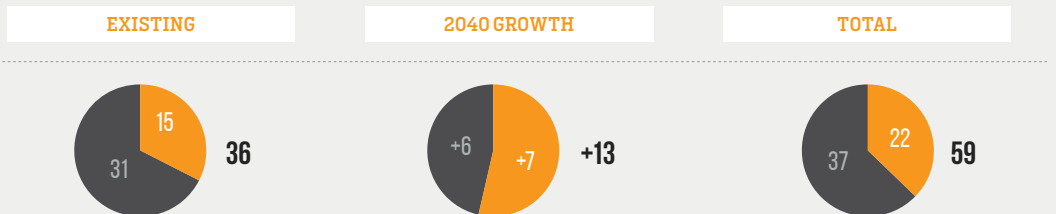


METRICS & RESULTS

This analysis does not include the proposed fire station at the Hunters Point Shipyard.

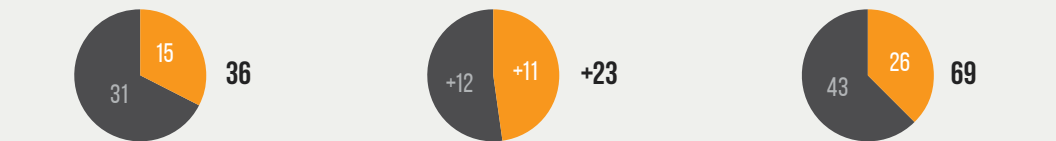
RETAIN CAPACITY

No. of Fire Stations Needed to Retain Existing Level of Service
0.034 station/1,000 SPU



CAPACITY TARGET

No. of Fire Stations Suggested
0.04 station/1,000 SPU



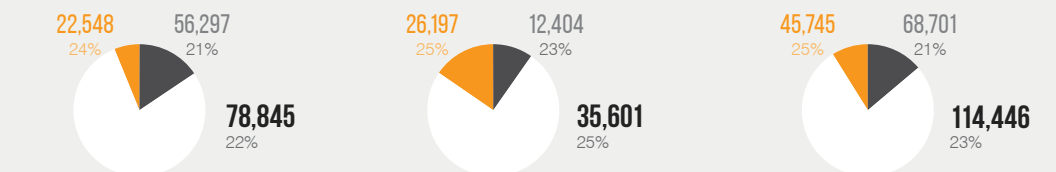
EQUAL ACCESS

No. of Stations Suggested
24,100 people/station ^(A)



PROXIMITY TARGET

No. of Units Outside Level of Service Buffer
0.5 Mile





SUMMARY OF METRICS & GIS ANALYSIS

This analysis shows San Francisco's population and different scenarios of how growth will impact the city's fire stations. The analysis for level of service of fire stations in the Citywide Nexus Study depends on service population unit (SPU), which includes City residents and a share of employees in the city. By factoring in an employee population, the level of service to maintain 0.034 fire stations per SPU finds that by 2040 the Southeast will need 7 new fire stations and the rest of the city will need 6 new fire stations.

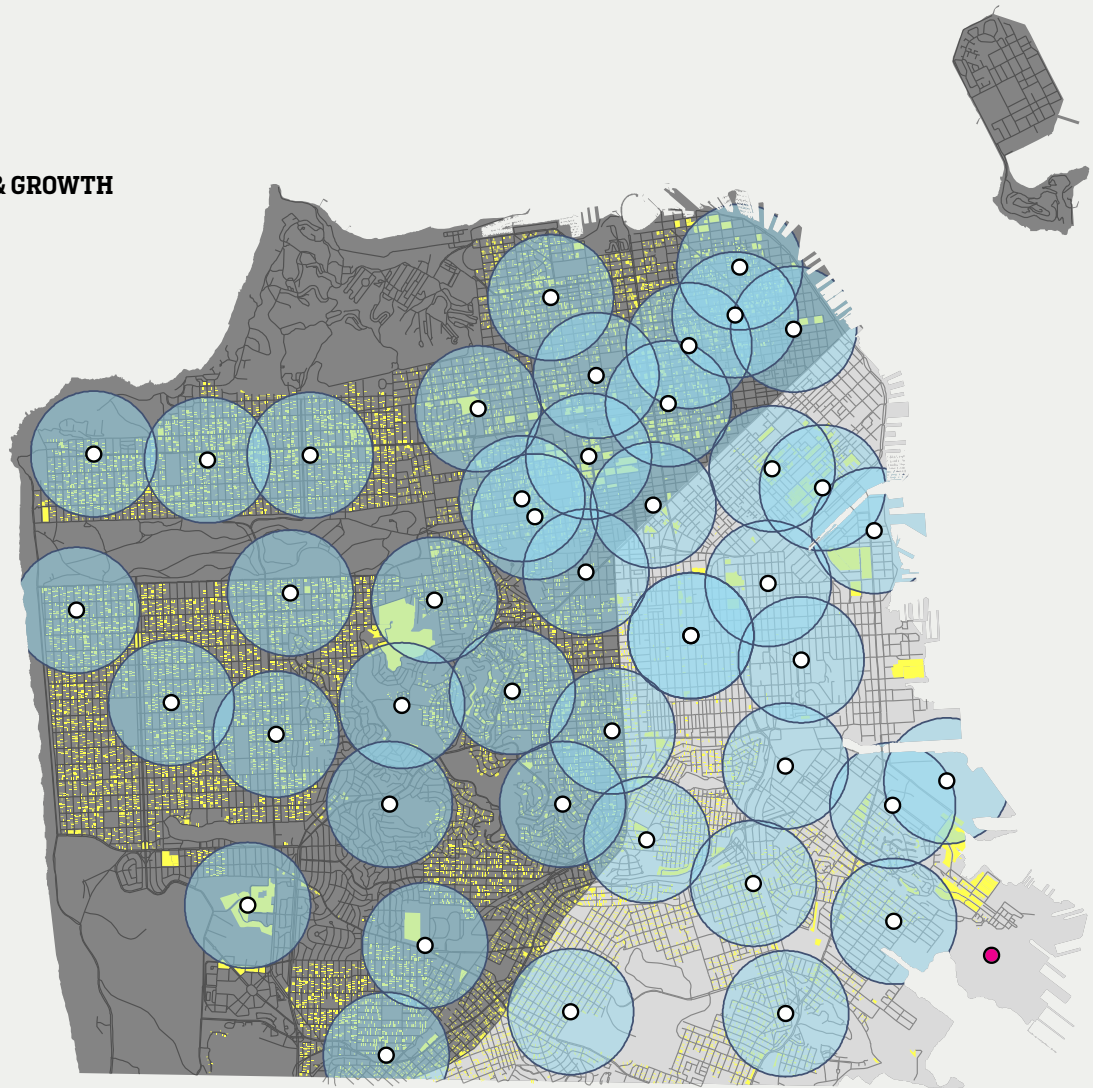
The second half of the analysis looks at four different scenarios: number of stations needed to retain existing level of service (as described in the previous paragraph), number of stations

suggested to abide by the level of service identified in the Citywide Nexus Study (0.04 fire stations/1,000 SPU), equal access compared to the rest of the city, and proximity of residents to fire stations. The capacity target section finds that to reach the 0.04 fire stations per 1,000 SPU target, the city currently needs 3 additional fire stations. To maintain this capacity target in 2040, the Southeast will need 11 additional fire stations and the rest of the city will need an additional 12 stations. Analyzing the service of the Fire Department is similar to the Police Department in that service and need is often based on response times. Data that would help this analysis would include staffing numbers, response time goals, and proximity for different use types.

EXISTING FIRE STATIONS & GROWTH

BUFFER: 0.5 MILE

- 2040 HOUSING GROWTH
- EXISTING FIRE STATION
- PLANNED FIRE STATION
- LEVEL OF SERVICE BUFFER





Homeless Prenatal Program. Photo courtesy of MOHCD.

Public Health Clinics

San Francisco's health care system is a complex network of resources. Residents receive services from a variety of public and private institutions. The Department of Public Health offers district centers, free clinics (WIC Centers), hospitals, primary care, emergency departments, long-term care, and mental and behavioral health services.

The San Francisco Department of Public Health (DPH) has a variety of facilities that play a role in the ecosystem of the city's healthcare services. DPH specifically serves Medi-Cal and uninsured patients, and it is important to note that the needs of its target population are different from those of the city as a whole. These differences should be taken into account when co-locating health services with other community resources, to make them more accessible and increase their reach. The Southeast Health Center expansion, for example, which serves as a primary care neighborhood health clinic in the Bayview Hunters Point neighborhood, has a goal of co-locating new clinical and ancillary specialty services, including behavioral health, urgent care, and other services. In addition, clustering health services together



The Southeast Health Center.

ensures that a larger population can be served by a single location. For example, each HOPE SF site will have a wellness center and hopes to serve not only those that live within the HOPE SF development, but also neighborhood residents.

Existing Facility Standards

An opportunity to understand and analyze the City's health care services is through the Health Care Services Master Plan (HCSMP). The HCSMP identifies current and projected needs for health care services in San Francisco, with a focus on vulnerable populations. The HCSMP is used by

EXISTING STANDARDS SUMMARY

General Plan

- **DPH recommends: 1 mile radius**
- **75k-150k/center**

Eastern Neighborhoods Nexus Study

- **0.057 centers/1,000 residents is the relevant standard with a 1.0 mile radius;**
- **0.65 centers are recommended**
- **0.057 centers/1,000 residents = 1 center/18,000 people**

the Health Commission, Planning Commission, and the Board of Supervisors to guide health care and land use policy decisions. The HCSMP was first adopted in 2013 and is required to be updated by the San Francisco Department of Public Health (SFDPH) and the San Francisco Planning Department. The plan looks at current and projected needs for health care services in San Francisco including specific recommendations for facility types where there is more dire need, including new residential care facilities to support the elderly population and supportive housing. The HCSMP also recognizes that geographic proximity does not equate to better access, especially since health facilities can be specific to certain needs or provide services in a variety of languages. Geographic proximity of health care facilities should be combined with adequate services and programming most needed by the immediate residents.

Since the Department of Public Health responds to the needs of diverse populations, there is not a standardized approach to providing services and allocating resources. There are however, other ways in which service and access is measured



One location on San Bruno Avenue is co-located with a library, health care, and schools. The Willie Brown School is co-located and uses techniques like flexible walls to make sure the space works for all users.

through regulation. The General Plan notes that a health center should be within a one mile radius of each resident; the California Code of Regulations, in the Health Care Services Master Plan, notes that each resident should be within 30-minutes of health services.

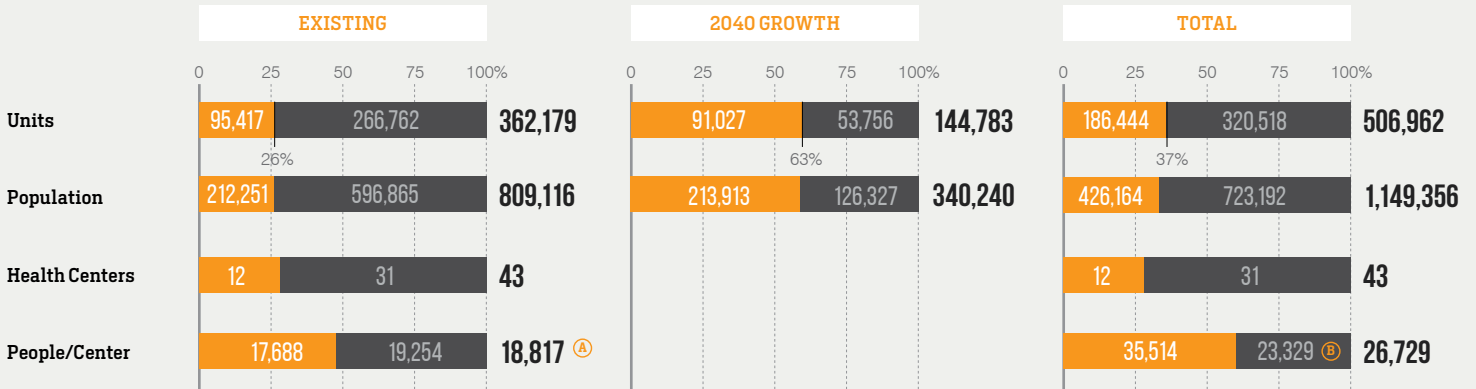
Planning for Future Needs

The Eastern Neighborhoods Nexus Study identifies standards for health care facilities, and according to these standards, the southeast area of the city would need an additional 12 new public health centers to accommodate the growth expected to occur by 2040.

However, the HCSMP, which will be updated in the next couple of years, recognizes that geographic proximity does not equate to better access when it comes to health care facilities. Individual health facilities provide specific needs or services, and residents may go out of their way to visit a health care clinic for these certain needs. The geographic distribution of health care services should go hand in hand with the services and needs of the surrounding residents.



POPULATION & FACILITY: EXISTING & PROPOSED



METRICS & RESULTS

RETAIN CAPACITY

No. of Centers Needed to Retain Existing Level of Service

1 Center/18,800 People ^(A)



EQUAL ACCESS

No. of Centers Suggested

1 Center/23,300 People ^(B)

PROXIMITY TARGET

No. of Units Outside Level of Service Buffer

1.0 Mile



SUMMARY OF METRICS & GIS ANALYSIS

The analysis shows the growth of San Francisco’s population and different scenarios of how this growth will impact the city’s public health centers. The second half of the analysis looks at different scenarios depending on the target or standard of people per public center. These scenarios are based on standards identified in the General Plan and in the Eastern Neighborhoods Nexus Study. The first row shows the number of public health centers needed if the goal is to retain the existing level of service (approximately 18,000 people per center). According to this goal, an additional twelve new health centers are needed in the southeast part of the city by 2040. However, it is important to note that each public health center does not

serve the same number of people and often, each center offers different types of services. Understanding there are many factors, these scenarios are used to estimate the need according to existing standards.

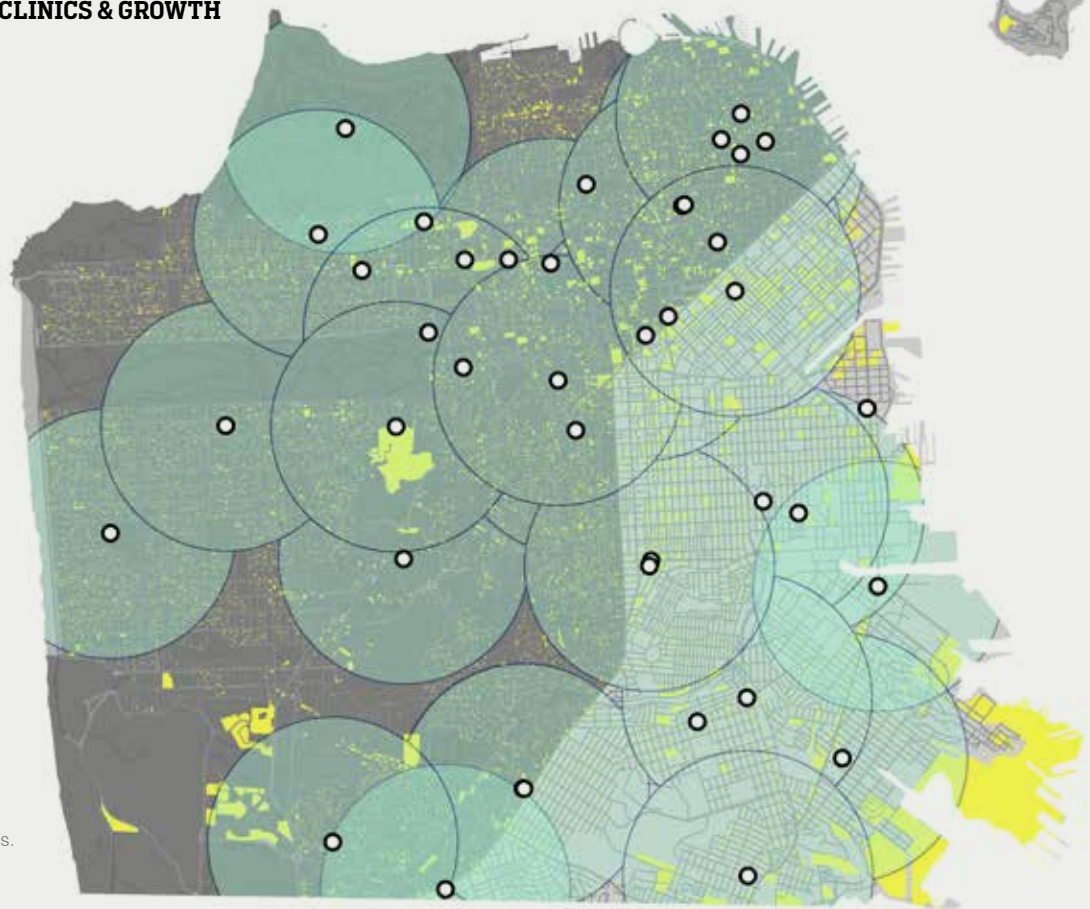
The final row shows the number of residents in the southeast and the rest of the city that are outside the level of service

of a public health center defined on General Plan standards (1.0 mile). The percentage of the population outside the level of service range is small, (the map on the page to the left shows geographically where the sites are that are left out). Many factors impact access to a facility including transit and topography. The maps in this report do not reflect these variables that could impact access.

EXISTING PUBLIC HEALTH CLINICS & GROWTH

BUFFER: 1.0 MILE

- 2040 HOUSING GROWTH
- EXISTING PUBLIC HEALTH CLINIC
- LEVEL OF SERVICE BUFFER



District centers, health centers, and free clinics from Department of Public Health website (WIC centers), hospitals. Primary, emergency, long-term, other (mental) HCSMP



Portola Family Connections. Photo courtesy of SFMOHCD.

Child Care Facilities

Child care facilities are a combination of public and private providers. There are three types of child care facilities in San Francisco: Licensed Child Care Centers, Licensed Family Child Care Homes and Unlicensed Family, Friends and Neighbors Facilities. These facilities cater to different age groups and different styles of care as well, thus giving households a wider variety of options when it comes to the provision of this service.

There are 23,000 children ages 0-2 in San Francisco, but only 3,400 child care spots for them or only enough child care spots for 15% of our youngest population. These numbers highlight the gap in service that is needed, but don't clearly illustrate the numerous factors impacting child care decisions. Parents looking for child care must consider cost, location, hours of operation, annual schedule (some child care closes in summer), programming, language, meals offered, ages accepted. Finding child care that fits a household's specific needs is difficult. With limited child care options, families can face difficult decisions about

remaining in the work force, or even remaining in San Francisco. As a result, families accessing child care face several challenges in San Francisco not just related to the geographic proximity or availability of child care spaces.

As of January 2017, at least 2,400 families were waiting to get into child care. These numbers are likely underreported as they only capture those families who have signed up for waitlists, not families who have been unable to get on a full waitlist, decided to get a nanny, adjust or leave work, or rely on extended family for child care.

Existing Facility Standards

The Citywide Nexus Study proposes that the level of service for child care account for 100% of the demand by two age groups: Infant/toddler (0-2) and preschool (3 and older). This demand is calculated through a formula based on household employment trends, percentage of households with children of different ages, and other commuting trends as collected by the Census. The outcome of this formula is the anticipated number of child care spaces needed for infant/toddler and preschool age groups (See Appendix for data sources and calculations for child care need).

EXISTING STANDARDS SUMMARY

Citywide Nexus Study

- **Need based on available spaces**
- **Need based on demand calculated from employment, age, and commuting trends**

In California, the minimum licensing requirement for indoor space is 35 sq. ft. per child; though the City recommends at least 50 sq. ft. per child. When making decisions about funding for child care facilities, the Department of Children Youth and their Families (DCYF) and the Office of Early Care Education (OECE) prioritize facilities located in residential developments funded by the City or in alignment with the City's affordable housing plan, with applicants serving a greater number of low to moderate-income households, facilities providing specialized services for children with health needs, or in neighborhoods with demonstrated shortage of existing facilities.

Planning for Future Needs

The Citywide Nexus Study finds that neighborhoods experiencing the highest level of service for preschool care tend to be concentrated on the west

side of the city, while a projected growth in demand for preschool care is concentrated in the eastern neighborhoods.

According to the Citywide Nexus Study goal of addressing 100% of all child care need by 2040, about 8,900 more infant/toddler spaces and 5,400 more preschool spaces would need to be planned for in the Southeast by 2040.

Incorporating child care facilities in new housing developments is one way to overcome some of the siting challenges, as the child care facility can be designed in parallel with the overall building design. Child care is a community facility that is ideal for co-location within another community facility or adjacent to an existing community facility. For example, before and after school programs for children 5+ could be supported by DCYF or OECE, using space provided by another city agency.

In addition to siting challenges, child care facilities also face issues recruiting staff willing to work at relatively low wages. The COVID pandemic may have also reduced demand on child care, and severely impacted small child care providers. The numbers included in this report represent pre-pandemic trends and the impact of COVID on child care providers and needs for child care in the near term should be assessed.



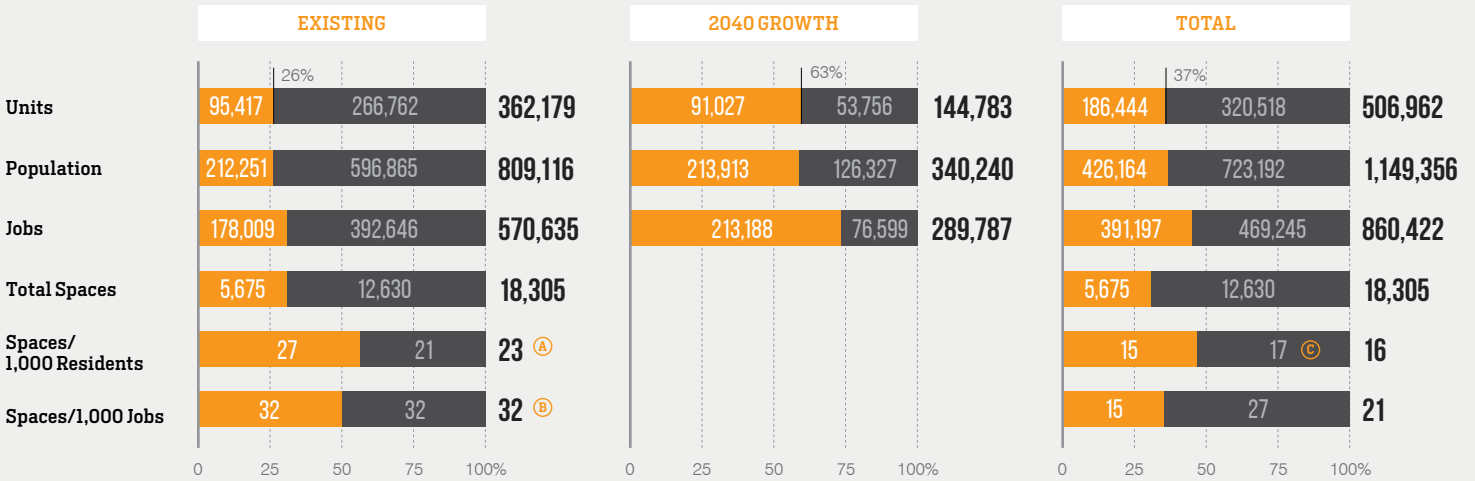
In Chan Kaajal Park, SF Recreation and Parks Department



Child Care Development Center, Crestwood High School



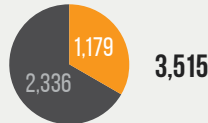
POPULATION & FACILITY: EXISTING & PROPOSED



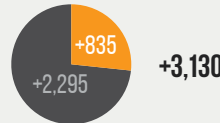
METRICS & RESULTS*

RETAIN CAPACITY

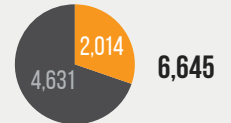
Number of spaces to address existing infant/toddler child care demand
23 Spaces/1,000 Residents ^(A)



3,515

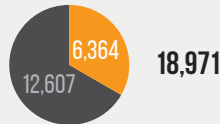


+3,130

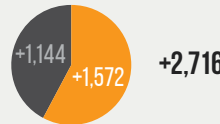


6,645

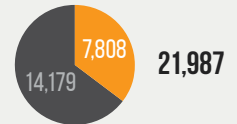
Number of spaces to address existing preschool child care demand
32 Spaces/1,000 Jobs ^(B)



18,971



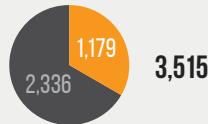
+2,716



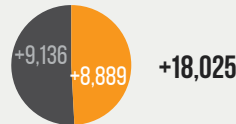
21,987

CAPACITY TARGET

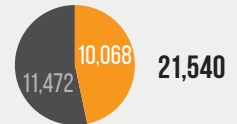
Number of spaces to address existing infant/toddler child care demand
52.7 Spaces/1,000 Residents



3,515

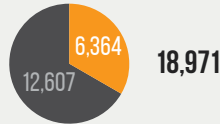


+18,025

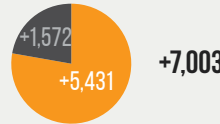


21,540

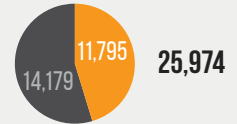
Number of spaces to address existing preschool child care demand
22.4 Spaces/1,000 Jobs



18,971



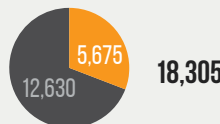
+7,003



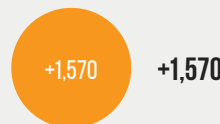
25,974

EQUAL ACCESS

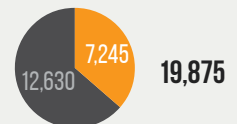
No. of Spaces Suggested
17 Spaces/1,000 Residents ^(C)



18,305



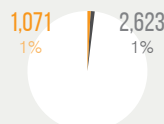
+1,570



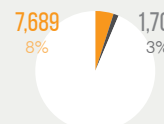
19,875

PROXIMITY TARGET

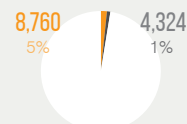
No. of Units Outside Level of Service Buffer
0.5 Mile



3,694

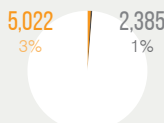


9,390

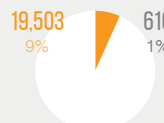


13,087

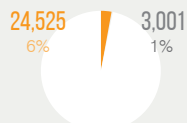
No. of Jobs Outside Level of Service Buffer
0.5 Mile



7,407



20,119



27,526

* This analysis does not include the proposed child care pipeline projects, nor the child care at Pier 70 and HOPE SF sites.



SUMMARY OF METRICS & GIS ANALYSIS

The following analysis shows the growth of San Francisco's population and different scenarios of how this growth will impact the city's child care.

The second half of the analysis looks at different scenarios depending on the target or standard of residents or workers per child care spaces. These scenarios are based on existing capacity of child care spaces or targets from the Citywide Nexus Study and represent possible outcomes based on conceptual metrics to help understand the need.

The first two rows show the number of child care spaces needed if the goal is to retain the existing level of service capacity as found by the Citywide Nexus Study (20% of infant/toddler, 100%

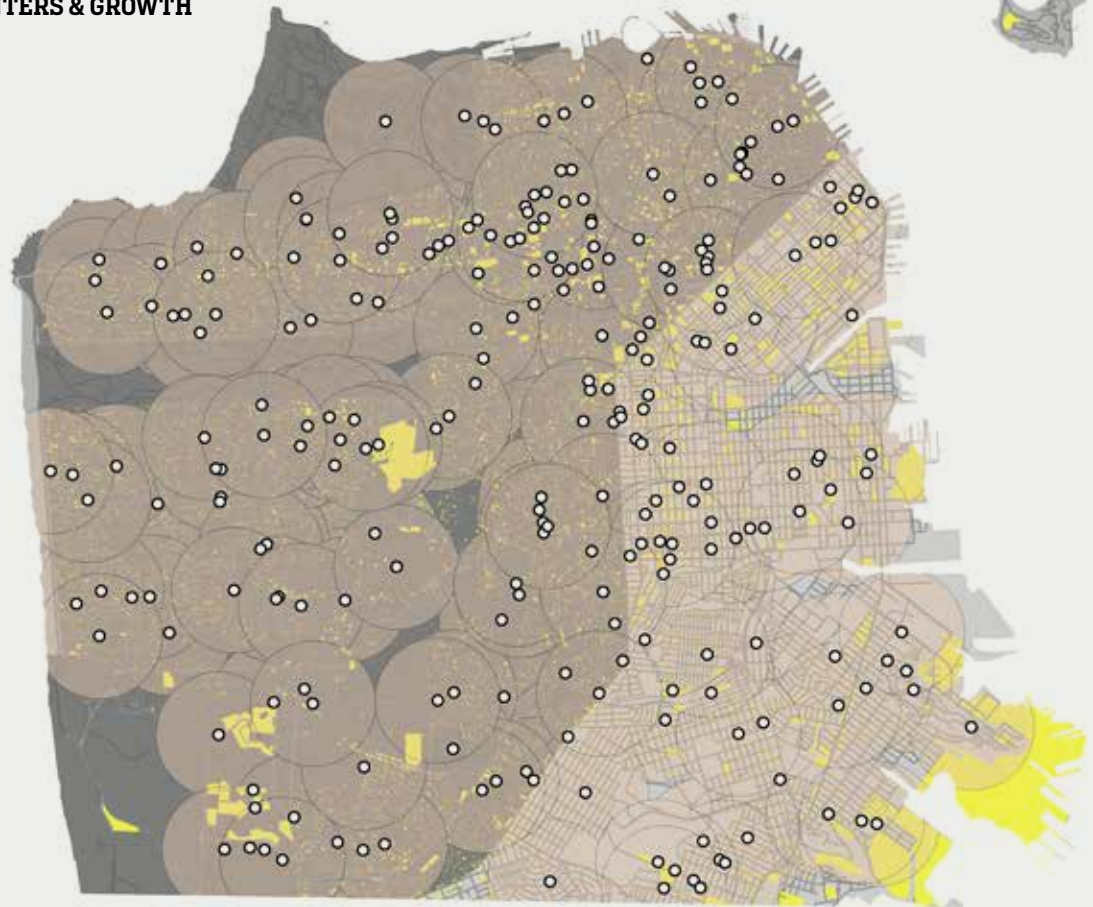
of preschool). Assessing existing spaces by this standard shows that the Southeast 14% of infant/toddler demand in comparison to the rest of the city, which exceeds the 20% standard. For preschool demand, the Southeast only meets 66% of this demand in comparison to the rest of the city which exceeds this demand again.

If the desire is to maintain the number of child care spaces on average, then about 2,000 new child care spaces are needed for residents in the southeast part of the city. The next couple of rows demonstrate that to meet the goal described in the Citywide Nexus Study (child care meeting 100% of the demand for both age categories), there would have to be 8,889 more infant/toddler spaces and 5,431 more preschool spaces in the Southeast.

EXISTING CHILD CARE CENTERS & GROWTH

BUFFER: 0.5 MILE

- 2040 HOUSING GROWTH
- EXISTING CHILD CARE CENTER
- LEVEL OF SERVICE BUFFER



2015 Licensed Child Care Facilities



Cannon Design, Riverside California

Recreation Centers

The Recreation and Parks Department (RPD) operates recreation centers that provide San Franciscans with the opportunity to be active and interact with others in their community. These facilities encourage healthy and creative experiences for all ages. RPD operates 25 recreation centers throughout the city, many of which are equipped with playgrounds and sports opportunities, as well as programming for youth, adults and seniors.

Full service recreation centers provide a wide variety of activities for residents and visitors, such as classes for children, afterschool activities for youth, and fitness activities for adults. Recreational centers not only provide key programming but also important community spaces available for use as event spaces or as meeting rooms. The types of programming or spaces available vary at each facility, but most typically include gymnasiums, community rooms, and outdoor recreation facilities.

Existing Facility Standards

There are no existing standards for the number or size of recreational facilities needed to serve a neighborhood. However, there are existing standards for parks in the Citywide Nexus Study. In San Francisco, the Recreation and Open Space Element (ROSE) of the General Plan identifies several objectives and policies continuing San Francisco's legacy of fine parks and recreational opportunities, and guiding the City's future decisions to improve its network of recreational spaces. Recreational facilities are counted as part of the recreation and open space system identified in the ROSE, and guiding principles in the element include the utilization of existing space to make the most of what facilities already have to offer and improving the equity, accessibility, and connectivity of such spaces. According to the San Francisco Sustainability Plan, need for open space is at 5.5 acres per 1,000 residents. According to the Citywide Nexus Study, the need for open space is at 2.5 acres per 1,000 Service Population Units (SPU), with SPU including all residents and 72 percent of city workers. Recreational facilities are included as part of the open space calculated in these standards, but there are no standards specifically for recreational facilities alone.

Currently, each recreation center in San Francisco serves 43,000 residents (not taking geographic distribution into account). While there are national service standards for recreation facilities, these generally apply to suburban areas and may not be as applicable to San Francisco. For example, the National Recreation and Parks Association’s (NRPA) 2017 report notes a standard for population per recreation/community center of 1 facility per 27,591 residents. This number includes smaller jurisdictions, and may not be a valuable reference point for San Francisco. The report also recommends an average of 53,025 residents per recreation/community center for jurisdictions with

a population over 250,000 people. For the purpose of this analysis, the one-half mile radius, will be used for an analysis on indoor recreation facilities. This standard of one-half mile radius does not take into account topography or street network, which may impact access to the facility by surrounding residents. In addition, an accurate measure of level of service is difficult to achieve due to the varying amenities each facility may offer.

Planning for Future Needs

New recreation facilities are a significant capital expenses and are often funded by bonds and supplemented by other revenue sources such as impact fees. These funding sources cover capital expenditures, but not staffing or maintenance. One of the greatest barriers to creating additional recreation facilities is having adequate funding for staffing and maintenance.

In order to maintain the existing level of service, there will be a need for five new recreational facilities in the southeast area and three in the rest of the city. Currently, there are plans for two new recreational centers and planned renovations to three centers in the Southeast.

EXISTING STANDARDS SUMMARY
<p>General Plan</p> <ul style="list-style-type: none"> • ½ mile radius from open space
<p>San Francisco Sustainability Plan</p> <ul style="list-style-type: none"> • 5.5 acres of open space per 1,000 residents



Palega Playground and Recreation Center. Photo courtesy of SF Public Works.

Case Study

Understanding San Francisco service levels for recreational centers is difficult without specific baseline standards. The National Parks and Recreation Association identifies the need for open space as 10 acres per 1,000 residents. While the city on a whole satisfies these standards, certain neighborhoods don't fare as well as others on the provision of open space.

Physical proximity to parks is another standard utilized by other cities. The City of Berkeley uses a simplified quarter mile walk to measure the appropriate distance from a City Park (approximately 5 minutes). In comparison, the City of Boulder, Colorado, established two standards regarding proximity to neighborhood parks: neighborhood parks of a minimum of five acres within one-half mile of the population served, and, playground facilities for children within one-quarter to one-half mile of residents. The City of Portland uses a 20-minute neighborhood standard for areas with walkable access to commercial services and amenities including parks.

The Trust for Public Land, however, awards points in the ParkScore for access based on the percentage of the population living within a ten-minute (half-mile) walk of a public park. The reasoning for this measurement is due to research showing that most people are willing to walk half a mile to a park.



10 ACRES OPEN SPACE PER 1,000 RESIDENTS

National Parks and Recreation Association



1/4 MILE OR 5-MINUTE WALK TO PARKS

City of Berkeley, California



**UP TO 1/4 MILE WALK TO PARKS +
UP TO 1/2 MILE WALK TO PLAYGROUNDS**

City of Boulder, Colorado



20 MINUTE WALK TO SERVICES + AMENITIES

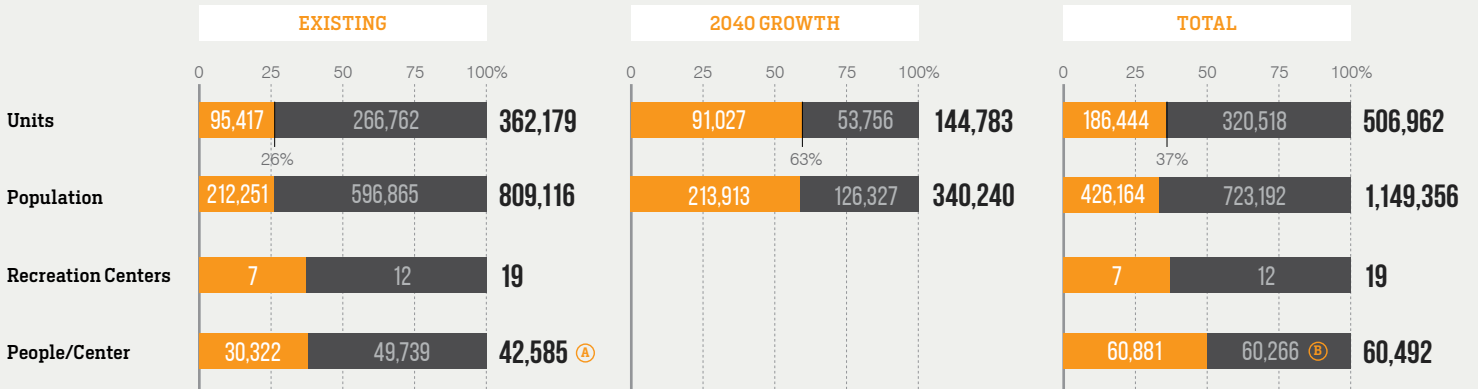
City of Portland, Oregon

When making decisions about locations for recreational facilities, the San Francisco Recreation and Parks Department (RPD) uses the Census' disadvantaged communities (DACs) distinction to prioritize resources. In addition, RPD is focused on expanding and restoring existing facilities and expanding hours. Given anticipated population growth, it is not clear if longer hours will be enough to provide services to everyone who needs them, but it is one way to maximize the use of existing facilities to serve more residents.

The Department of Children, Youth, and Families (DCYF) currently uses some RPD facilities for after school programming, which serves as a model for ensuring that RPD facilities are efficiently utilized. Child care providers also hold contracts with RPD to use recreation centers. Adjusting hours of operation, classes and other programming to respond to community demographics and needs can help to ensure that existing recreation centers are fully utilized.



POPULATION & FACILITY: EXISTING & PROPOSED



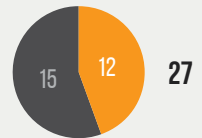
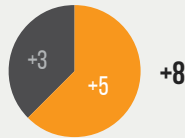
METRICS & RESULTS

RETAIN CAPACITY

No. of Centers Needed to Retain Existing Level of Service

1 Center/43,000 People ^(A)

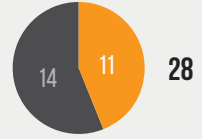
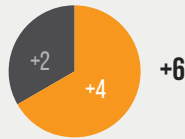
EXISTING	2040 GROWTH	TOTAL
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CAPACITY TARGET

No. of Centers Suggested

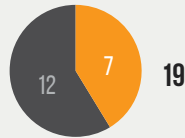
1 Center/53,025 People



EQUAL ACCESS

No. of Centers Suggested

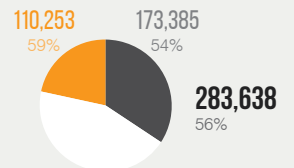
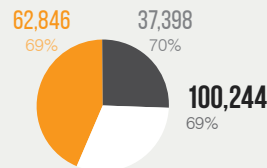
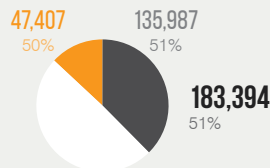
1 Center/60,266 People ^(B)



PROXIMITY TARGET

No. of Units Outside Level of Service Buffer

0.5 Mile





SUMMARY OF METRICS & GIS ANALYSIS

This analysis shows San Francisco’s population and different scenarios of how growth will impact the city’s recreation centers. The analysis also shows different scenarios depending on the target or standard of people per recreation center. These scenarios are based on existing capacity of each center, nationwide targets, or service equal to the rest of the city. They present possible outcomes based on conceptual metrics to help understand the need for community facilities throughout the city.

The first row shows the number of recreation centers needed if the goal is to retain the existing level of service capacity (on average: 43,000 people/center). According to existing level of service, five new centers will be needed in southeast San Francisco by 2040. It is important to note that each existing center does not serve the same number of people. Many are different sizes and patrons may frequent a center close to work

or school rather than home. Understanding there are many factors, these scenarios can roughly estimate the need in the southeast area.

The second scenario shows the number of rec centers if the target is raised to 53,000 people/center based on a nationwide standard. By raising the capacity of each center to 53,000 people, only four centers would need to be added in the southeast by 2040.

Finally, the last row shows the number of residents in the southeast and the rest of the city that are outside the General Plan standard of 0.5 mile radius from open space. The percentage of the population outside of the level of service range is small, although the map above shows the sites left out. It is also important to consider the many factors that are critical to accessing a facility including transit and topography. The maps in this report do not reflect these issues.

EXISTING RECREATION CENTERS & GROWTH

BUFFER: 1.0 MILE

- 2040 HOUSING GROWTH
- EXISTING RECREATION CENTER
- PLANNED RECREATION CENTER
- LEVEL OF SERVICE BUFFER



Indoor centers only



Public Schools

The San Francisco Unified School District (SFUSD) is the seventh largest school district in California, with 57,000 students and 113 schools.

For the first time in a long time, the District is seeing enrollment in schools increase. San Francisco Unified School District is currently in the process of drafting and implementing a new student assignment policy. The new policy, which will be developed from three individual concepts currently being explored and analyzed with City residents and stakeholders, will, among other things, limit the existing ranked-choice selection process. Presently, families list their preferred schools, which can include any school in the district. Both data and parent feedback suggest that this choice system does not benefit all families equally, as not all families have the time, resources, or experience to successfully navigate the application process and research each of the 75 elementary schools in the district. Given these obstacles, rather than increasing school diversity, as initially intended, the existing system contributing to increasing racial and economic segregation at schools. In an effort to develop a more equitable, effective, and accessible student assignment system, San Francisco Unified School District is planning to re-draw elementary school attendance areas to maximize socioeconomic

diversity, limit extensive selection options, and prioritize sending students to school closer to their homes.

Under the new student assignment system, it will be increasingly important for each neighborhood to have an adequate number of schools to accommodate all of the area's students. Students living in Southeast San Francisco already outnumber the available seats within this area of the City and new housing will exacerbate this.

Existing Facility Standards

SFUSD works closely with the Planning Department to update enrollment projections each year. Enrollment projections are informed by the latest housing numbers, this includes housing units that have been approved as well as units in the pipeline and have begun construction. Projections provide different yields of the number of students per housing unit depending on unit type. As the number of SFUSD students increase due to new housing, ensuring SFUSD can meet enrollment growth will depend on a dual strategy of developing new school sites and increasing student capacity at existing school sites based on an updated vision of the types and size of learning spaces needed to educate students. The table below describes the SFUSD maximum targets per school.



Photo by Jason Doiy

EXISTING STANDARDS SUMMARY	
SFUSD Level of Service	<p>Elementary Schools</p> <ul style="list-style-type: none"> • 400 students/school • 1 school per 6,541 housing units
	<p>Middle Schools</p> <ul style="list-style-type: none"> • 800 students/school • 1 school per 20,000 housing units
	<p>High Schools</p> <ul style="list-style-type: none"> • 1,150 students/school • 1 school per 32,000 housing units



Photo courtesy of SFUSD

The goal of the following sections with each school category and accompanying analysis is to identify school facility needs based on the existing and projected numbers of students in the Southeast. Of course, each school does not serve the same number of students. In addition, different projections are used for the number of students per unit in the next 20+ years. This analysis uses the existing ratio of students to unit and the SFUSD target ratio of students per unit. Given the numerous factors, these scenarios can be used for a rough understanding of potential need. One goal of this effort is to provide accurate needs assessments for each school level based on the existing and projected population in Southeast San Francisco.

Planning for Future Needs

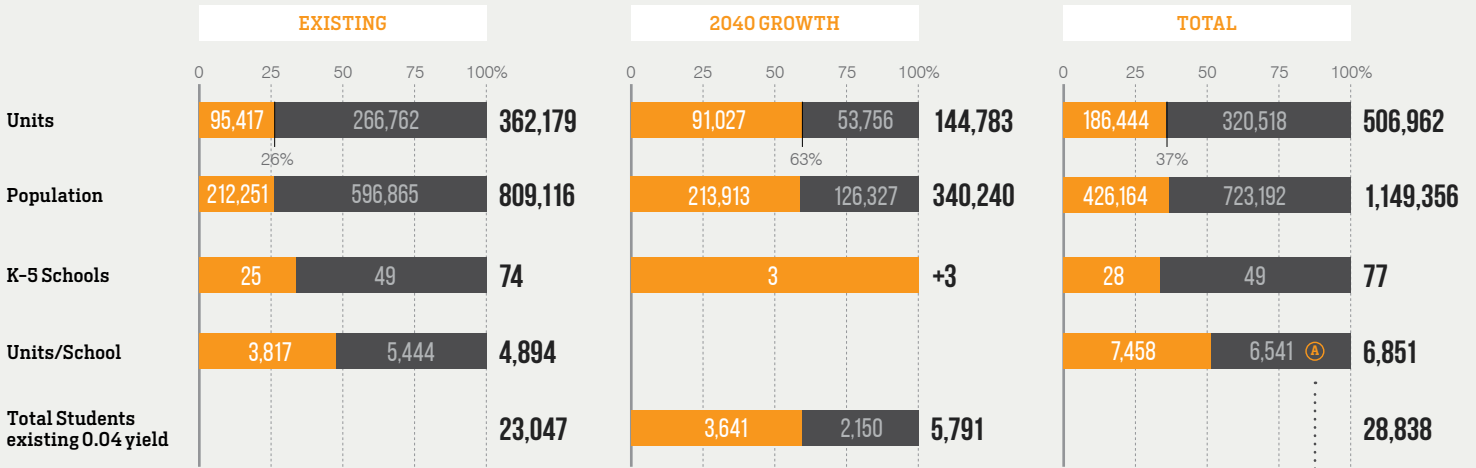
Students living in the Southeast already outnumber the available seats within this area of the city and new housing will only exacerbate this. School planning must consider a complex combination of factors including; building and renovating facilities , school quality and desirability, and the student assignment policy. SFUSD has projected that enrollment will continue to grow, and by 2030 there will be a need for more space for elementary students than middle or high school students.

In 2016, voters passed a facilities bond which allocated funding to two new schools in San Francisco, one in Mission Bay and another in Bayview-Hunters Point. In addition, a new school site has been identified at Candlestick Point.

Given the current public health and financial crisis caused by the ongoing COVID-19 pandemic, forecasting population growth and student enrollment is challenging – many of these estimates could prove wildly inaccurate in the coming years. As remote learning is being implemented to limit the spread of the virus, and many families are relocating to suburban areas – at least temporarily – any estimate as to the needs of school facilities should be considered provisional, and subject to future changes.



POPULATION & FACILITY: EXISTING & PROPOSED



METRICS & RESULTS

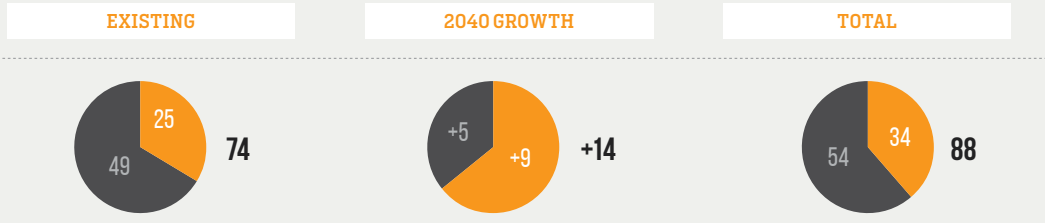
This analysis does not include the proposed schools at Mission Bay, Candlestick Point, and Hunters Point Shipyard.

RETAIN CAPACITY

400 Students/School*

No. of Schools Needed to Retain Existing Level of Service

Existing 0.04 yield

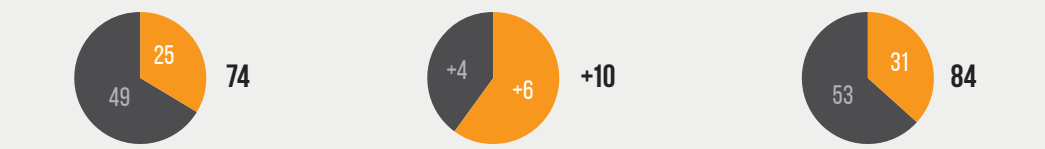


CAPACITY TARGET

600 Students/School*

No. of Schools Suggested

Existing 0.04 yield



EQUAL ACCESS

No. of Schools Suggested

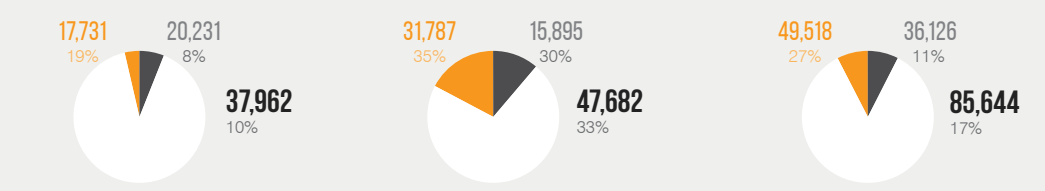
1 School/6,541 Units ^(A)



PROXIMITY TARGET

No. of Units Outside Level of Service Buffer

0.5 Mile



*According to average school sizes and maximum targets from SFUSD, September 2018



SUMMARY OF METRICS & GIS ANALYSIS

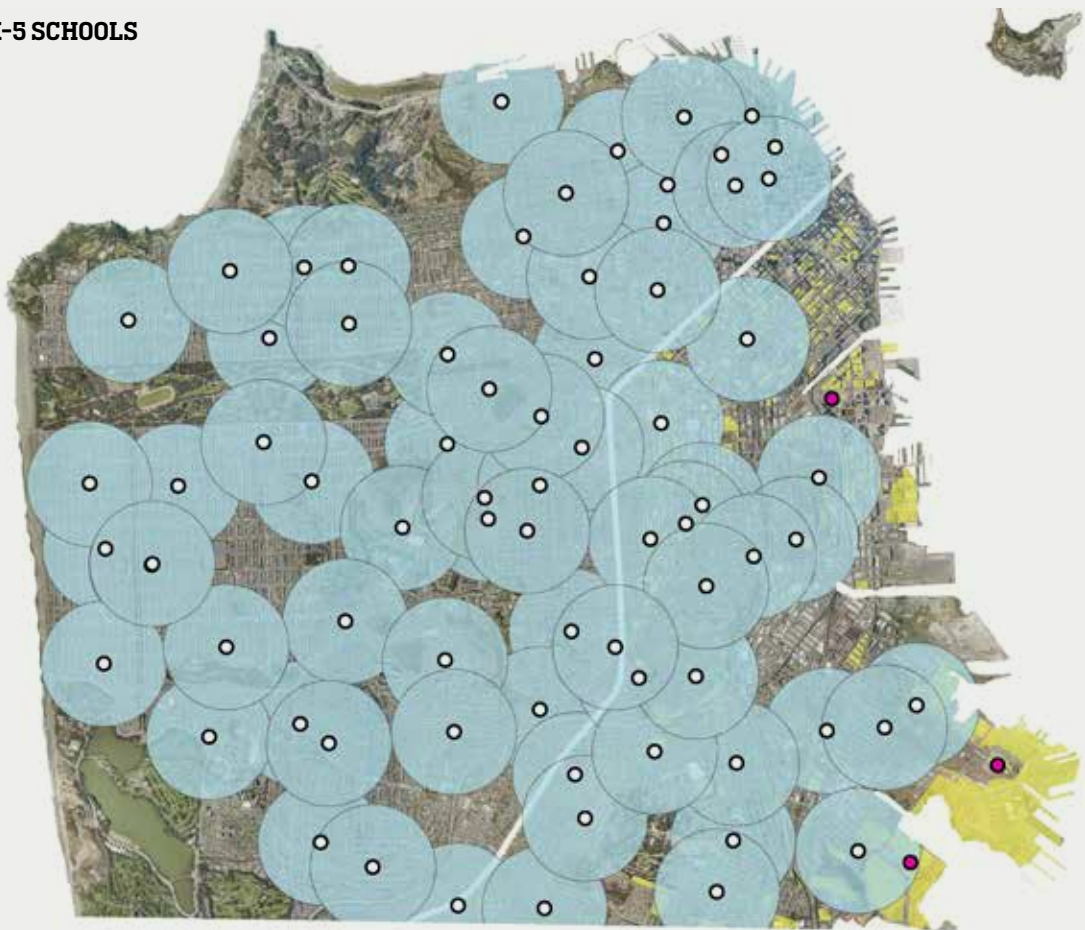
The sections below utilize the data on existing and proposed units to convey school usage and capacity rates as the Southeast achieves its projected 2040 population. The first row shows the number of schools needed if the goal is to retain the existing level of capacity. The second row shows the number of schools suggested if the target of students per school is raised based on the maximum capacity estimates of future SFUSD sites. The third row shows the number of schools needed to ensure that southeast residents receive the same quality of services as do residents in other neighborhoods. The final row shows the number of residents in the southeast, as compared with the rest of San Francisco, who are outside the service area of a school based on access standards appropriate for that school level. Maps show geographically where the sites are that are left out of this buffer, although they do not account for other accessibility factors such as transportation, wayfinding, and topography.

Elementary + K5: Currently, Southeast San Francisco's 25 elementary schools have a capacity of 400 students per school. To retain this capacity, SFUSD would need to add nine new schools in the area by 2040 to accommodate the expected population growth. By raising school capacity to 600 per school, this need would be decreased to six new elementary schools in the southeast. In order for the Southeast to have the same level of service as the rest of San Francisco – one elementary school per each 6,451 units – the area would need to add four new schools by 2040. Currently, 19% of Southeast San Francisco's students live outside of the half-mile elementary school service area – a figure that is more than twice the citywide rate of 8%. This figure stands to be higher for new residents expected in the area by 2040, as 35% of them are projected to live outside the service area.

EXISTING ELEMENTARY + K-5 SCHOOLS & GROWTH

BUFFER: 0.5 MILE

- 2040 HOUSING GROWTH
- EXISTING SCHOOL
- PLANNED SCHOOL (Location Subject To Change)
- LEVEL OF SERVICE BUFFER

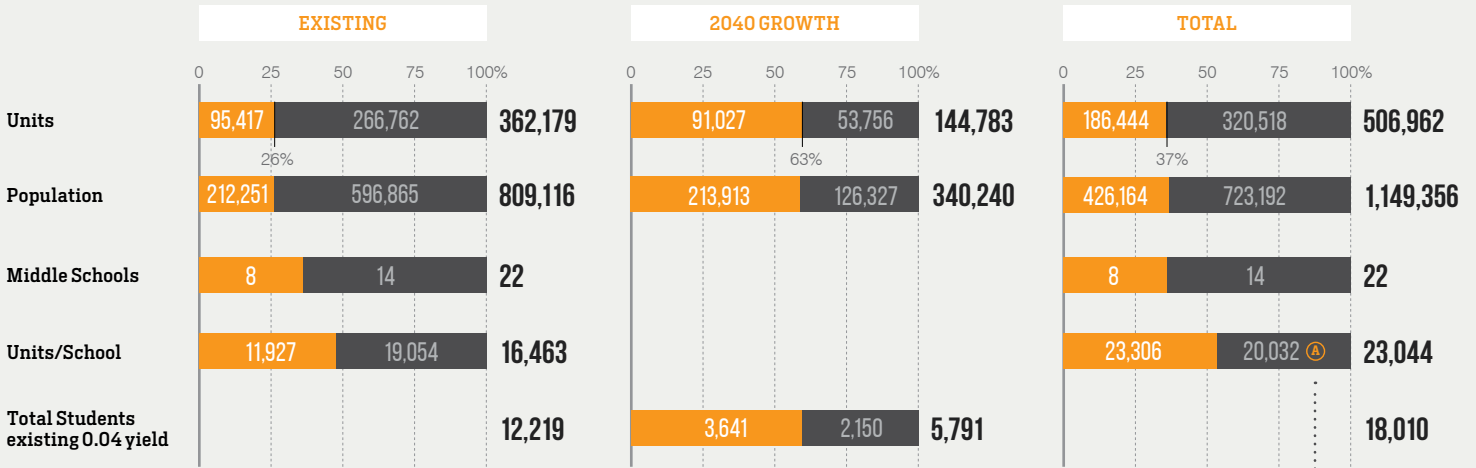




Public Schools: Grades 6-8 (Comprehensive Middle School and K8 sites)

SOUTHEAST ● REST OF CITY ●

POPULATION & FACILITY: EXISTING & PROPOSED



METRICS & RESULTS

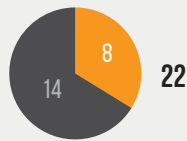
RETAIN CAPACITY

800 Students/School*

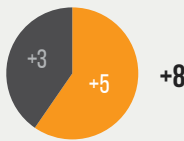
No. of Schools Needed to Retain Existing Level of Service

Existing 0.04 yield

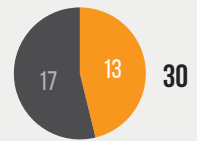
EXISTING



2040 GROWTH



TOTAL



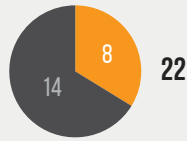
CAPACITY TARGET

1,050 Students/School*

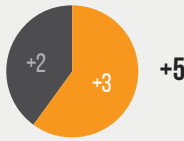
No. of Schools Suggested

Existing 0.04 yield

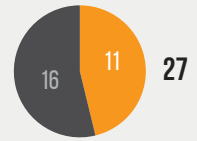
EXISTING



2040 GROWTH



TOTAL

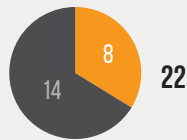


EQUAL ACCESS

No. of Schools Suggested

1 School/20,000 Units ^(A)

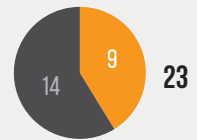
EXISTING



2040 GROWTH



TOTAL

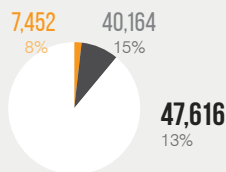


PROXIMITY TARGET

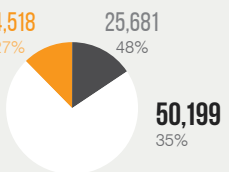
No. of Units Outside Level of Service Buffer

1.0 Mile

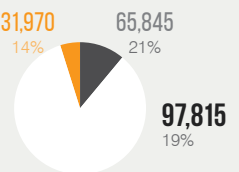
EXISTING



2040 GROWTH



TOTAL



*According to average school sizes and maximum targets from SFUSD, September 2018



Public Schools: Grades 6-8 [Comprehensive Middle School and K8 sites]

SUMMARY OF METRICS & GIS ANALYSIS, CONTINUED

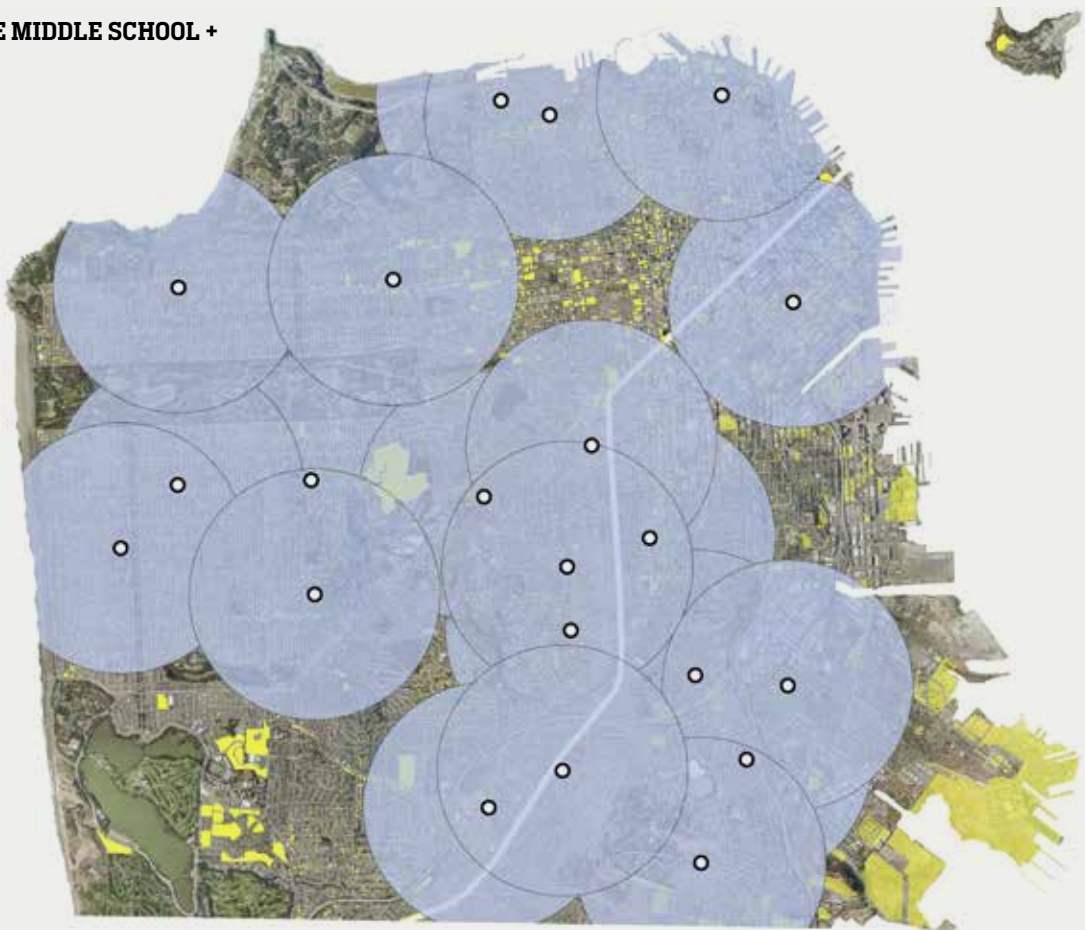
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Middle School: Currently, Southeast San Francisco's eight middle schools have a capacity of 800 students per school. To retain this capacity, SFUSD would need to add five new schools in the area by 2040 to accommodate the expected population growth. By raising school capacity to 1,050 per school, this need would be decreased to three new elementary schools in the southeast. In order for the Southeast to have the same level of service as the rest of San Francisco – one middle school per each 20,000 units – the area would need to add one new school by 2040. Currently, 8% of Southeast San Francisco's students live outside of the one-mile middle school service area – significantly less than the citywide rate of 15%. This figure stands to be higher for new residents expected in the area by 2040, as 27% of them are projected to live outside the service area.

EXISTING COMPREHENSIVE MIDDLE SCHOOL + K8 SITES & GROWTH

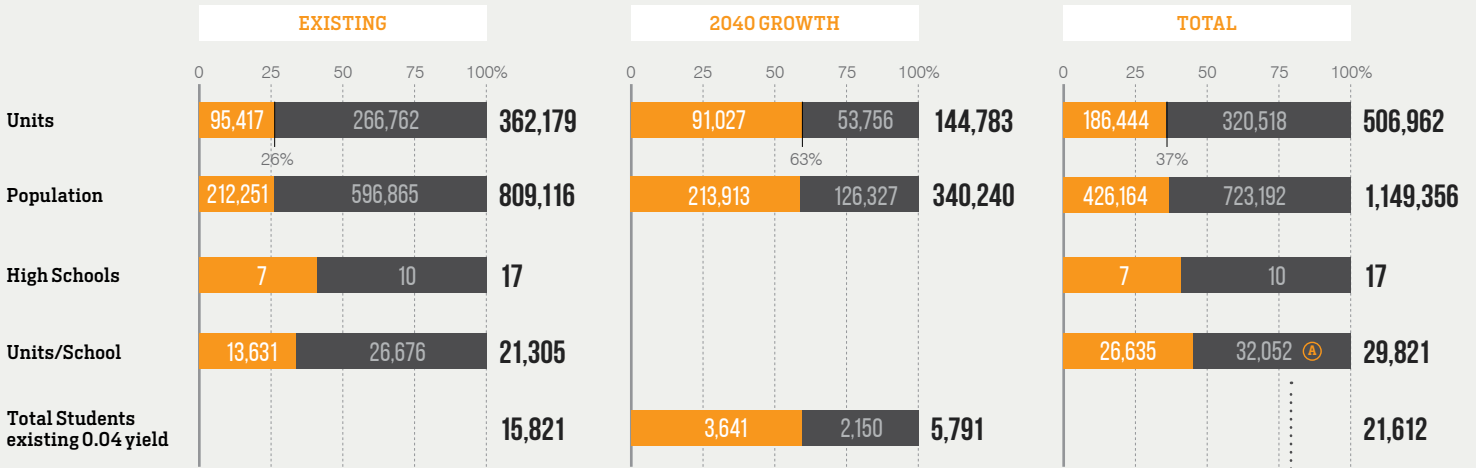
BUFFER: 1.0 MILE

- 2040 HOUSING GROWTH
- EXISTING SCHOOL
- LEVEL OF SERVICE BUFFER





POPULATION & FACILITY: EXISTING & PROPOSED



METRICS & RESULTS

RETAIN CAPACITY

1,150 Students/School*

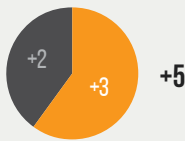
No. of Schools Needed to Retain Existing Level of Service

Existing 0.04 yield

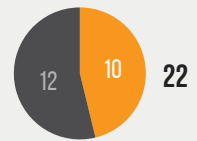
EXISTING



2040 GROWTH



TOTAL



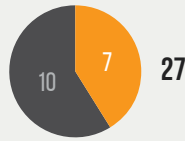
CAPACITY TARGET

1200 Students/School*

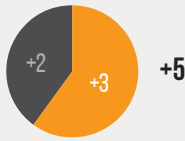
No. of Schools Suggested

Existing 0.04 yield

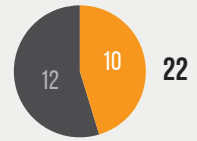
EXISTING



2040 GROWTH



TOTAL



EQUAL ACCESS

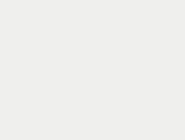
No. of Schools Suggested

1 School/32,000 Units ^(A)

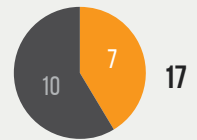
EXISTING



2040 GROWTH



TOTAL

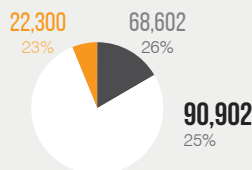


PROXIMITY TARGET

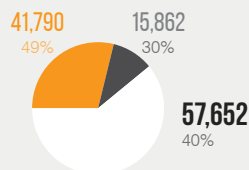
No. of Units Outside Level of Service Buffer

1.0 Mile

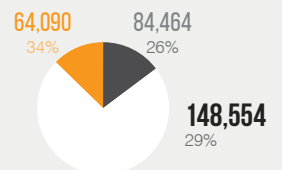
EXISTING



2040 GROWTH



TOTAL



*According to average school sizes and maximum targets from SFUSD, September 2018



SUMMARY OF METRICS & GIS ANALYSIS, CONTINUED

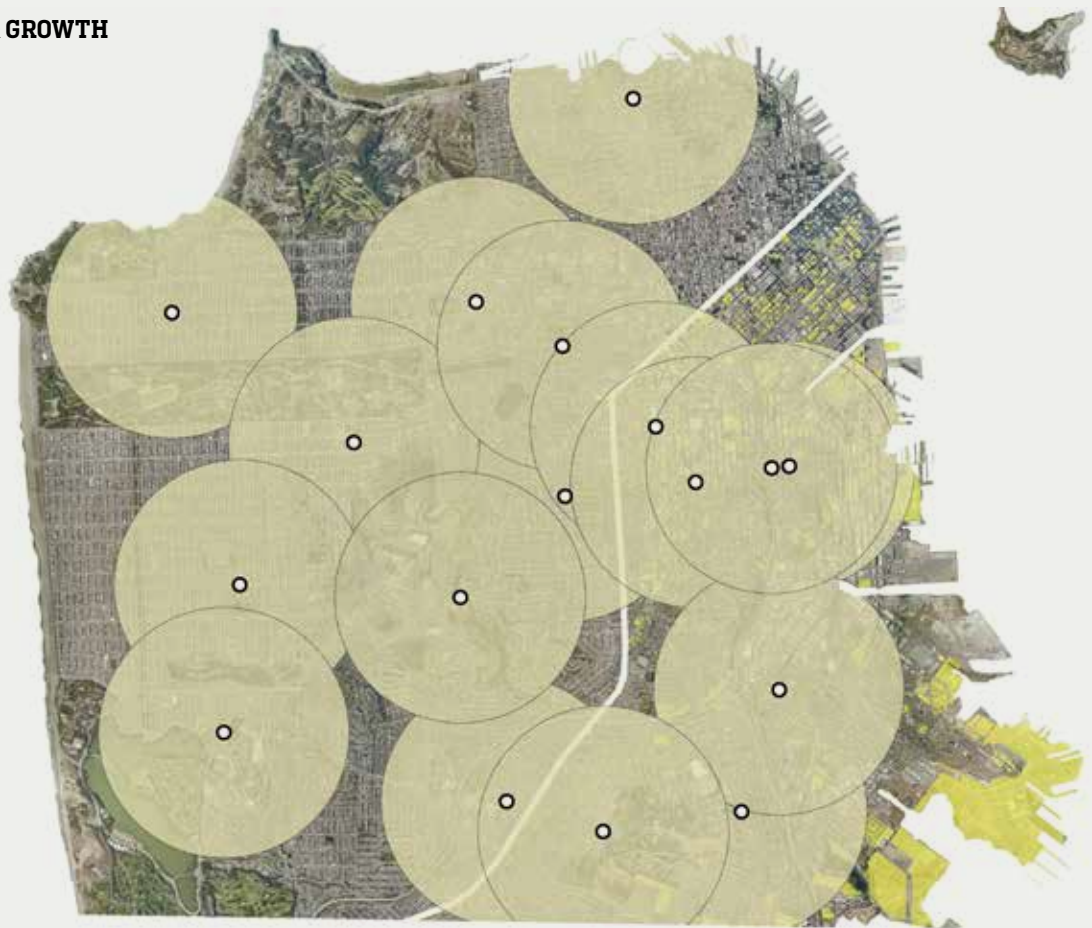
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High School: Currently, Southeast San Francisco’s seven high schools have a capacity of 1,150 students per school. To retain this capacity, SFUSD would need to add three new high schools in the area by 2040 to accommodate the expected population growth. Maximum capacity for these high schools is thought to be 1,200, which would not reduce the number of new schools needed. High schools in the Southeast have the same level of service as the rest of San Francisco, at one school per 32,000 units. Currently, 23% of Southeast San Francisco’s students live outside of the one-mile high school service area – slightly less than the citywide rate of 26%. This figure stands to be nearly double for new residents expected in the area by 2040, as 49% of them are projected to live outside the service area.

EXISTING HIGH SCHOOLS & GROWTH

BUFFER: 1.0 MILE

- 2040 HOUSING GROWTH
- EXISTING SCHOOL
- LEVEL OF SERVICE BUFFER





SFPD Officer on motorbike. Photo by Thomas Hawk (CC BY-NC 2.0)

Police Stations

The San Francisco Police Department is involved in responding to and monitoring a wide range of calls and incidents throughout the city. The department's \$700 million budget accounts for over ten percent of San Francisco's general fund spending.¹ Recent civil unrest and concern regarding police use of force and treatment of low income communities and communities of color has caused a thorough evaluation of resources and infrastructure allocated to police departments.

In June 2020, Mayor Breed announced a series of proposals to reform the San Francisco Police Department: ending the use of police in response to non-criminal activity; addressing police bias and strengthening accountability; demilitarizing the police; and, promoting economic justice by redirecting funding towards programs and organizations promoting racial equity. There are a variety of ways these priorities could manifest. Given the myriad impacts these reforms may have on police funding and facilities, the recently announced police reforms are not factored into this analysis.

Existing Facility Standards

Police departments and local governments across the country have conducted numerous studies regarding the optimal level of staffing and resources, but there is not one commonly-held set of standards. Police staffing across the country does not strictly follow the overall population trends of America's largest cities, nor do staffing numbers always correspond to reported crime rates. While there are some trends that help understand staffing levels, the current standards for SFPD were set in the City Charter in the 1980s and are now antiquated.

There are a few different plans and reports which analyze standards for police facilities. For example, the General Plan states that police stations should be centrally located with 0.77 squad cars per 1,000 residents. The Eastern Neighborhoods Nexus Study also uses the 0.77 squad cars/1,000 residents, as well as 2.7 officers/1,000 residents. These studies, congruent with the San Francisco Police Department, do not indicate that the

EXISTING STANDARDS SUMMARY

General Plan

- Centrally located
- 0.77 squad cars/1,000 residents

Eastern Neighborhoods Nexus Study

- 0.77 squad cars/1,000 residents
- 2.7 officers/1,000 residents



Richmond Branch Police Station. Photo courtesy San Francisco Police Department



San Francisco Police Headquarters in Mission Bay. Photo by Tim Griffith

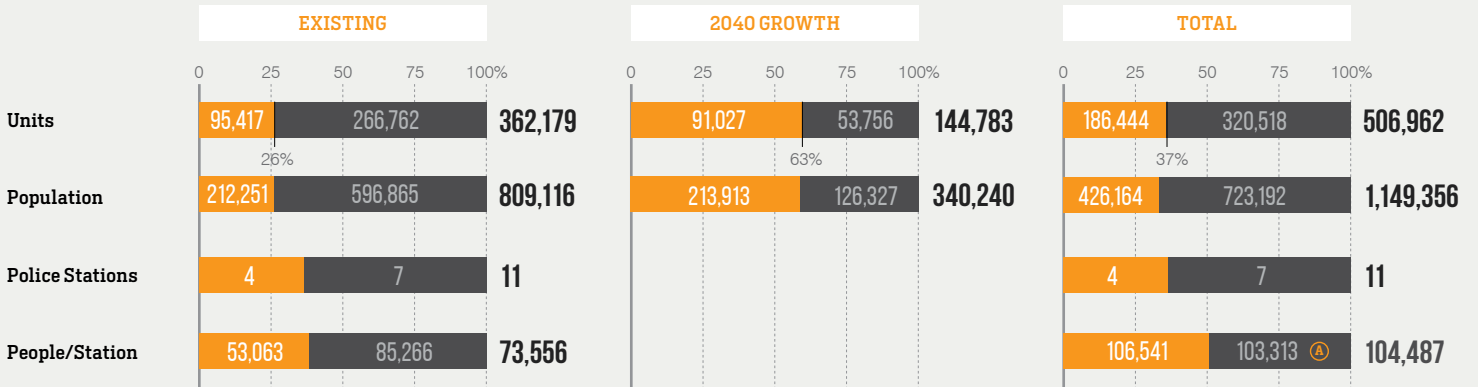
projected population growth in the Southeast necessitates a new police station, although they do cite the need for 11 new squad cars by the year 2025. Police facility needs are also analyzed in Environmental Impact Reports (EIR). The Environmental Impact Reports for the HOPE SF development (2014), Western SoMa Plan (2012), Transit Center District Plan (2011), and Hunters Point Shipyard/Candlestick Point Development (2009) analyzed whether the proposed rezoning would require a new police station in order to maintain existing service ratios. These reports identify the need for new staff to keep up with population growth, additional services, and a better workload distribution. However, none of these reports identify the need for a new station.

Planning for Future Needs

The City does not identify standards for number of police stations in the City. However, the General Plan, and the Eastern Neighborhood Nexus Study identify standards for the number of officers and the number of squad cars. By these existing standards, there may be a need for additional officers or squad cars to accommodate a growing population.



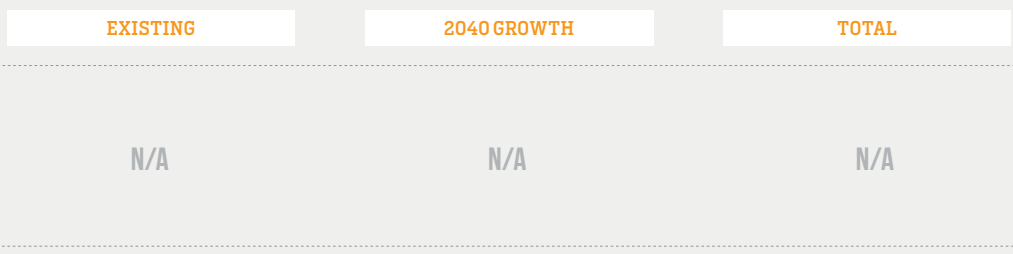
POPULATION & FACILITY: EXISTING & PROPOSED



METRICS & RESULTS

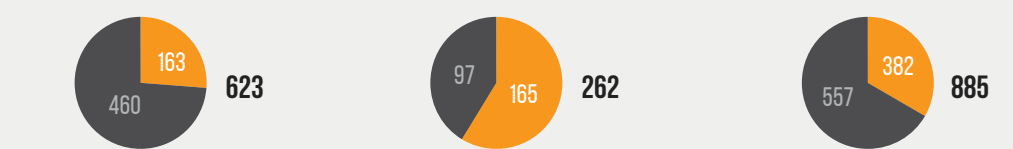
RETAIN CAPACITY

No. of Stations Needed to Retain Existing Level of Service
N/A

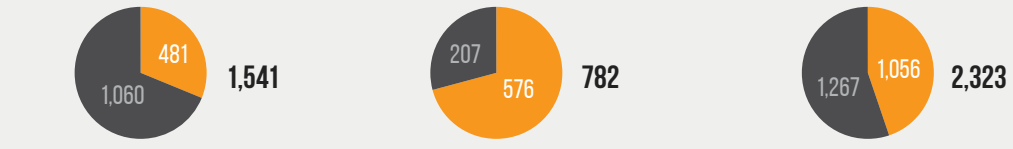


CAPACITY TARGET

No. of Squad Cars to Meet Level of Service Metric
0.77 Squad Cars/1,000 Residents

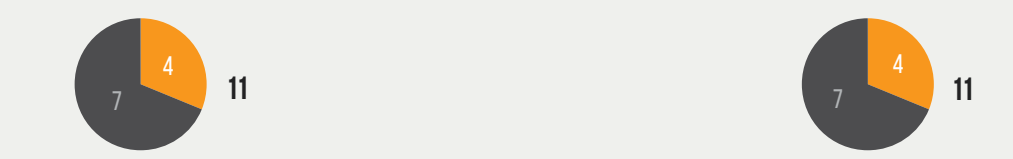


No. of Squad Cars to Meet Level of Service Metric
2.7 Officers/1,000 Residents



EQUAL ACCESS

No. of Stations Suggested
103,300 People/Station (A)





SUMMARY OF METRICS AND GIS ANALYSIS

This analysis shows San Francisco’s population and different scenarios for how growth will impact the city’s police stations and service capacity. The first section of the analysis includes three basic scenarios: existing service ratios, service ratios to accommodate expected population growth by 2040, and total facility numbers and service ratios. Each of these scenarios incorporates four distinct categories: housing units, population, facilities, and people per facility. The bar diagrams at the top of the page show that the southeast makes up about a quarter of the existing units and population of the city. However, over 60% of the city’s growth by 2040 will occur in the southeast. This dramatic shift in the population could increase the usage and service expectations of existing police stations in the southeast.

The second half of the analysis looks at the number of police stations, officers, and squad cars necessary to meet the service ratios identified in the Nexus Study and General Plan.

The first row, for retaining existing capacity, is blank because there is no broad consensus on how police stations should serve a city based on the number of residents. The following three rows show the number of squad cars and officers needed to meet the number called for in the General Plan and Nexus Study. We do not have data on the current number of squad cars and officers, although the SFPD can use these numbers to gauge their level of service.

Analyzing the service of the Police Department is different from other community facilities since service and need is based on numerous factors other than population and proximity; different communities and demographics need different things from the police.

EXISTING MAIN POLICE STATIONS & GROWTH

- 2040 HOUSING GROWTH
- EXISTING POLICE STATION





Bayview Library. Photo by Bruce Damonte.

RECOMMENDATIONS FOR

All Community Facilities

In an effort to identify gaps and find potential for integration across City agencies, the Southeast Framework recommends the following to ensure that the quality of life and access to amenities and services is equivalent to those enjoyed by all neighborhoods of San Francisco.

1

Allow and incentivize community uses at the ground floor

The City should explore locations where community facilities could be programmed into existing ground floors. In many instances ground floor spaces remain vacant although rents remain high. Community serving uses are a viable ground floor use that benefit the development project and activate the ground floor. Ground floor uses should consider flood maps and reduce risk and damage where possible.

Responsible Agency: Office of Economic Workforce & Development, Planning

2

Include new community space in master developments taking into account long term resiliency

The City should integrate space for community facilities into new developments and plan for long-term resiliency of these spaces. These community spaces provide amenities for new residents as well as existing residents, and in circumstances such as the COVID pandemic and climate change-related events, these facilities can also serve as part of an emergency response plan. The exact type and scale of facilities can be determined per project in the initial planning phase.

Responsible Agency: Real Estate, Capital Planning

3

Study co-location of community facilities

The City should coordinate agencies to co-locate complementary uses. This could take different forms, programming a shared space or sharing a building or a parcel. It can be cost effective for agencies to co-locate and share resources, and it can be more convenient for the population that is being served.

Responsible Agency: Capital Planning, Office of Economic Workforce & Development

4

Maximize the use of existing City facilities

Consider physical expansion of existing community facilities to increase capacity within existing the building. In many cases it may be more cost effective to redesign and rebuild an existing building to increase capacity.

Responsible Agency: All

5

Increase budget for staffing, management, and maintenance costs

Existing facilities can expand service to residents by increasing the budget to allow for increased hours of operation and additional staffing. Compared to building new facilities, this is a relatively inexpensive way to increase service and ensures that the City is using its existing assets to their fullest.

Responsible Agency: Each Agency, Mayor’s budget office

6

Ensure more robust data collection, data sharing and analytical capacity to better understand how facilities are used today and in the future

City agencies should collect data from users and residents to understand how their facilities are being used and where there is overcrowding. This data collection should inform changes to existing operations including hours of operation, type of programming, and available equipment.

Responsible Agency: All

7

Develop a citywide process to identify and prioritize new community facilities.

The City should develop a near term and long term community facilities plan to understand how population growth will affect their facilities. Agencies should regularly discuss their needs with Capital Planning to best serve the existing and future population of San Francisco.

Responsible Agency: Capital Planning, Each Agency

8

Study the creation of a public lands policy for community facilities.

Currently the City’s policy is to build housing on surplus public lands. This is not informed by analysis of future community facility needs. There is not a formal policy or program to plan for new community facilities.

Responsible Agency: Capital Planning

9

Engage in a community-led process in the planning for new community facilities and in making improvements to existing community facilities.

The City should develop a near term and long term community facilities plan to understand how population growth will affect existing facilities. Agencies should get input on their capital plans from the community and regularly discuss their needs with Capital Planning to best serve the existing and future population of San Francisco.

Responsible Agency: Each Agency, Capital Planning

10

Apply a racial and social equity lens in the planning and programming of existing and future community facilities.

Applying this lens includes identifying a desired outcome, determining who benefits and/or who is burdened, conducting meaningful community engagement, identifying strategies to advance racial and social equity outcomes, and evaluating and reporting back on progress in meeting the desired outcome.

Responsible Agency: All

11

When considering how to address community facility needs, consider building new facilities, improving programming and/or improving access to existing facilities

As agencies plan for future facilities, the City should develop strategies to fund new facilities if needed, evolve programming appropriate to communities and/or ensure that the City's Transit First policies are being implemented adjacent to facilities.

Responsible Agency: All

12

The City should continue to ensure equitable transit access to community facilities

City agencies should consider the many factors that are critical to accessing a facility including transit and topography. As such, the City should continue to ensure that all residents have access to safe, healthy, convenient, and affordable public transportation as a means to get to and from community facilities. The City should also ensure that facilities are accessible to pedestrians and bicyclists.

Responsible Agency: All

RECOMMENDATIONS FOR

Specific Facilities

Below are recommendations for each individual agency in addition to the Citywide recommendations on the left page. These recommendations are informed by GIS analysis, existing standards and conversations with City Departments.



Libraries

- Integrate library services into HOPE SF projects, which provide a wide range of community serving uses.
- Explore new service models and opportunities for more bookmobiles in the southeast.
- Consider co-locating a library with other community facilities that provide complimentary services, such as recreation centers, child care facilities and schools.
- Analyze not only the geographic location of libraries but also the different amenities and conditions of each library to determine whether there is equitable access for all residents.
- Explore opportunities in the South Downtown Area (SODA) in OCII properties where there is vacant retail at the ground floor.
- Explore the feasibility of a new full service library in the Southeast.



Police Stations

- On June 20, 2020, the Mayor announced a plan to fundamentally alter the nature of policing in San Francisco. The public safety funds previously allocated to expansion of facilities or size of police force will be redirected toward efforts that will counteract structural inequalities that have led to disproportionate harm to the African American community. Given these changes, there are no recommendations to expand or analyze the need of new stations in this report.



Fire Stations

- Encourage the search for a new training facility in the southeast part of the City.
- Explore the feasibility of a new Fire Station in Bayview to fill the gap between stations 9, 25, 17, and 42



Public Health Centers

- Complete the renovation of the Southeast Health Center.
- Geographic proximity of health care facilities should be combined with services or programs most needed by the immediate residents.
- Assess public health facility needs as new demographic data comes available to ensure needs are being met.
- Consider co-locating health centers with other community facilities such as libraries or child care facilities.



Child Care Facilities

- Consider co-locating child care centers with other community facilities such as public health centers, recreation center, libraries, schools, etc.
- Explore new child care facilities in city owned and leased buildings.
- Consider child care facilities as a ground floor use in affordable housing developments.
- Work with private development to encourage and incentivize the construction of new child care facilities.
- Create approximately 12,000 new child care spaces to meet planned growth in the Southeast.



Recreation Centers

- Complete the renovation of Gene Friend Recreation Center in Soma
- Assess users of existing recreation facilities to understand needs and gaps in service, and adjust services and programming based on these needs.
- Continue to work with CBOs to allow use of RPD facilities when RPD-led programs are not taking place.
- Increase budget for staffing to expand services and programs in existing facilities.
- Explore the feasibility of two new recreation centers in the Southeast based on community needs and agency priorities.
- Continue to coordinate with City agencies on the planning of future open and recreation spaces in the waterfront. Coordination is needed to ensure that recreation centers and amenities are complimentary to adjacent neighborhoods.
- Continue to improve the reservation systems to ensure the public has the ability to reserve bookable recreational amenities across the City despite agency ownership (i.e. Port, RPD, etc.)
- Continue to support the access and use of facilities that do not require payment or reservations.



Public Schools

- Coordinate City services with SFUSD as they plan for a new school in Mission Bay and in Bayview-Hunters Point.
- Explore new models for school facilities and consider mixed uses.
- Develop a five-year and a ten-year plan for new school facilities.
- Identify opportunities to include SFUSD in early discussions around available spaces for community facilities.
- Adjust planning for school facilities to respond to any future changes to the student assignment policy.
- Closely monitor how housing growth might impact the need for additional schools and coordinate with the City as more information becomes available.

RECOMMENDATIONS FOR

New Facilities (Near-Term)

Recommendations for community facilities that could be built in the near term (5-10 years) have been developed based on feedback from City agencies, a review of existing standards and informed by an inventory of planned community facilities included in the table above. Near term recommendations for new community facilities are summarized in the table below and include one full service library, a fire station, and approximately 12,000 more spaces for infants, toddlers, and preschool age children.



Library

- 1 new full service library
- Expanded programming in each Hope SF site



Police Station

- No additional facilities



Fire Station

- 1 new fire station in Bayview



Public Health Clinic

- No additional facilities



Child Care Facility

- Additional 8,900 more infant/toddler spaces and 5,400 more preschool spaces in the Southeast Approximately 700-1500 spaces will be met through planned facilities



Recreation Center

- No additional facilities



Public School

- Develop schools on identified sites and consider where and how to increase additional capacity for student growth, whether through additional new sites or renovations at existing sites



Palega Recreation Center. Photo courtesy of SFMOHCD.

Appendix

The following table describes the data sources and calculations for assessing existing and future child care demand. The methodology has been sourced from the Citywide Nexus Study update scheduled to be published in early 2021.

CURRENT INFANT/TODDLER DEMAND

<i>Variable Name</i>	<i>Data Point</i>	<i>Value</i>	<i>Source</i>
A	% of SF children under 5 that are 0-2	64%	2017 ACS 5-Year Estimates, B09001
B	Resident children under 5	18,763	Childcare Estimates from Hatch in Citywide Nexus Study
C	Resident children 0-2	12008.32	A*B
D.1	Total SF Residents (ACS)	864,263	2017 ACS 5-Year Estimates, S0101
D.2	Total Employed SF Residents	504,914	2017 ACS 5-Year Estimates, DP03
D	% of SF Residents who are employed	58%	D.2/D.1
E	SE Residents	316387	LUA Spreadsheet
F	Employed SE Residents	183504.46	D*E
G	% of Employed Residents working outside SF	24%	2017 ACS 5-Year Estimates, S0801
H	Employed SE Residents working outside of SF	44041.0704	F*G
I	% of works who seek child care where they work rather than where they live	5%	SF 2014 Nexus Study
J	Resident children needing child care outside SF (assumes one child per working adult)	2202.05352	H*I
K	Resident children 0-2 needing childcare outside SF	1409.314253	J*A
L	Remaining resident children (0-2) potentially needing childcare	10599.00575	C-K
M	% of young children in hhs with all working parents	71%	2017 ACS 5-Year Estimates, B23008
N	Resident children (0-2) with working parents	7525.294081	L*M
O	% of children (0-2) with working parents	37%	SF 2014 Nexus Study
P	Resident children (0-2) needing licensed care in SF	2784.35881	N*O
Q.1	Total jobs in SF (LEHD)	642,375	
Q.2	Total employees that live elsewhere but work in SF	387,117	
Q	% of jobs filled by non-SF residents	60%	Q.2/Q.1
R	SE Jobs	356419	LUA Spreadsheet
S	Employees that live elsewhere	213851.4	Q*R
T	Children of employees from elsewhere needing licensed child care in SF	10692.57	S*I
U	% of children needing care who are ages 0-2 in general	50%	SF 2014 Nexus Study
V	Non-resident employees' children (0-2) needing care in SF	5346.285	T*U
W	Total children (0-2) needing care in SF	8130.64381	V+P
X	Current available spaces for children aged 0-2	1179	Citywide Nexus Study
Y	% of demand met by existing slots	0.145006967	

CURRENT PRESCHOOL DEMAND

<i>Variable Name</i>	<i>Data Point</i>	<i>Value</i>	<i>Source</i>
A	% of SF children under 5 that are 3-4	36%	2017 ACS 5-Year Estimates, B09001
B	Resident children under 5	18,763	Childcare Estimates from Hatch in Citywide Nexus Study
C	Resident children 3-4	6754.68	A*B

D.1	Total SF Residents (ACS)	864,263	2017 ACS 5-Year Estimates, S0101
D.2	Total Employed SF Residents	504,914	2017 ACS 5-Year Estimates, DP03
D	% of SF Residents who are employed	58%	D.2/D.1
E	SE Residents	316387	LUA Spreadsheet
F	Employed SE Residents	183504.46	D*E
G	% of Employed Residents working outside SF	24%	2017 ACS 5-Year Estimates, S0801
H	Employed SE Residents working outside of SF	44041.0704	F*G
I	% of works who seek child care where they work rather than where they live	5%	SF 2014 Nexus Study
J	Resident children needing child care outside SF (assumes one child per working adult)	2202.05352	H*I
K	Resident children 3-4 needing childcare outside SF	792.7392672	J*A
L	Remaining resident children (3-4) potentially needing childcare	5961.940733	C-K
M	% of young children in hhs with all working parents	71%	2017 ACS 5-Year Estimates, B23008
N	Resident children (3-4) with working parents	4232.97792	L*M
O	% of children (3-4) with working parents	100%	SF 2014 Nexus Study
P	Resident children (3-4) needing licensed care in SF	4232.97792	N*O
Q.1	Total jobs in SF (LEHD)	642,375	
Q.2	Total employees that live elsewhere but work in SF	387,117	
Q	% of jobs filled by non-SF residents	60%	Q.2/Q.1
R	SE Jobs	356419	LUA Spreadsheet
S	Employees that live elsewhere	213851.4	Q*R
T	Children of employees from elsewhere needing licensed child care in SF	10692.57	S*I
U	% of children needing care who are ages 3-4 in general	50%	SF 2014 Nexus Study
V	Non-resident employees' children (3-4) needing care in SF	5346.285	T*U
W	Total children (3-4) needing care in SF	9579.26292	V+P
X	Current available spaces for children aged 0-2	6364	Citywide Nexus Study
Y	% of demand met by existing slots	0.664351741	

INFANT/TODDLER DEMAND BY 2040

<i>Variable Name</i>	<i>Data Point</i>	<i>Value</i>	<i>Source</i>
A	% of SF children under 5 that are 0-2	64%	2017 ACS 5-Year Estimates, B09001
B	Resident children under 5	22,920	Childcare Estimates from Hatch in Citywide Nexus Study
C	Resident children 0-2	14668.8	A*B
D.1	Total SF Residents (ACS)	864,263	2017 ACS 5-Year Estimates, S0101
D.2	Total Employed SF Residents	504,914	2017 ACS 5-Year Estimates, DP03
D	% of SF Residents who are employed	58%	D.2/D.1
E	SE Residents	688431.6	LUA Spreadsheet (projection)
F	Employed SE Residents	399290.328	D*E
G	% of Employed Residents working outside SF	24%	2017 ACS 5-Year Estimates, S0801
H	Employed SE Residents working outside of SF	95829.67872	F*G
I	% of works who seek child care where they work rather than where they live	5%	SF 2014 Nexus Study
J	Resident children needing child care outside SF (assumes one child per working adult)	4791.483936	H*I
K	Resident children 0-2 needing childcare outside SF	3066.549719	J*A
L	Remaining resident children (0-2) potentially needing childcare	11602.25028	C-K
M	% of young children in hhs with all working parents	71%	2017 ACS 5-Year Estimates, B23008
N	Resident children (0-2) with working parents	8237.597699	L*M

O	% of children (0-2) with working parents	37%	SF 2014 Nexus Study
P	Resident children (0-2) needing licensed care in SF	3047.911149	N*O
Q.1	Total jobs in SF (LEHD)	872,510	
Q.2	Total employees that live elsewhere but work in SF	523,506	
Q	% of jobs filled by non-SF residents	60%	Q.2/Q.1
R	SE Jobs	450706	LUA Spreadsheet
S	Employees that live elsewhere	270423.6	Q*R
T	Children of employees from elsewhere needing licensed child care in SF	13521.18	S*I
U	% of children needing care who are ages 0-2 in general	50%	SF 2014 Nexus Study
V	Non-resident employees' children (0-2) needing care in SF	6760.59	T*U
W	Total children (0-2) needing care in SF	9808.501149	V+P
X	Current available spaces for children aged 0-2	1179	Citywide Nexus Study
Y	% of demand met by existing slots	0.120201852	

PRESCHOOL DEMAND BY 2040

<i>Variable Name</i>	<i>Data Point</i>	<i>Value</i>	<i>Source</i>
A	% of SF children under 5 that are 3-4	36%	2017 ACS 5-Year Estimates, B09001
B	Resident children under 5	22,920	Childcare Estimates from Hatch in Citywide Nexus Study
C	Resident children 3-4	8251.2	A*B
D.1	Total SF Residents (ACS)	864,263	2017 ACS 5-Year Estimates, S0101
D.2	Total Employed SF Residents	504,914	2017 ACS 5-Year Estimates, DP03
D	% of SF Residents who are employed	58%	D.2/D.1
E	SE Residents	688431.6	LUA Spreadsheet (projection)
F	Employed SE Residents	399290.328	D*E
G	% of Employed Residents working outside SF	24%	2017 ACS 5-Year Estimates, S0801
H	Employed SE Residents working outside of SF	95829.67872	F*G
I	% of works who seek child care where they work rather than where they live	5%	SF 2014 Nexus Study
J	Resident children needing child care outside SF (assumes one child per working adult)	4791.483936	H*I
K	Resident children 3-4 needing childcare outside SF	1724.934217	J*A
L	Remaining resident children (3-4) potentially needing childcare	6526.265783	C-K
M	% of young children in hhs with all working parents	71%	2017 ACS 5-Year Estimates, B23008
N	Resident children (3-4) with working parents	4633.648706	L*M
O	% of children (3-4) with working parents	100%	SF 2014 Nexus Study
P	Resident children (3-4) needing licensed care in SF	4232.97792	N*O
Q.1	Total jobs in SF (LEHD)	872,510	
Q.2	Total employees that live elsewhere but work in SF	523,506	
Q	% of jobs filled by non-SF residents	60%	Q.2/Q.1
R	SE Jobs	450706	LUA Spreadsheet
S	Employees that live elsewhere	270423.6	Q*R
T	Children of employees from elsewhere needing licensed child care in SF	13521.18	S*I
U	% of children needing care who are ages 3-4 in general	50%	SF 2014 Nexus Study
V	Non-resident employees' children (3-4) needing care in SF	6760.59	T*U
W	Total children (3-4) needing care in SF	10993.56792	V+P
X	Current available spaces for children aged 0-2	6364	Citywide Nexus Study
Y	% of demand met by existing slots	0.578883948	



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