

CITY AND COUNTY OF SAN FRANCISCO
BOARD OF SUPERVISORS

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Policy Analysis Report

To: Supervisor Danny Sauter
From: Budget and Legislative Analyst's Office
Re: Opportunities for Using Vacant, Underutilized, Surplus, and other Public Properties for Housing and other Public Purposes
Date: September 29, 2026



Summary of Requested Action

Your office requested that we review current City policies and approaches to identifying and utilizing vacant, underutilized, and surplus City and educational entity properties in San Francisco to determine if current methods result in identifying land that could potentially be use for affordable housing or other public purposes. You also asked that we review the real estate portfolios of the City and County of San Francisco, the San Francisco Unified School District, and the San Francisco Community College District.

For further information about this report, contact Fred Brousseau, Director of Policy Analysis, at the Budget and Legislative Analyst's Office: fred.brousseau@sfgov.org

Executive Summary

- **City-Owned land represents an opportunity to increase housing production.** As of 2025, only 12 percent of the City's overall housing production goal had been achieved. City-owned land provides an opportunity to increase housing production. According to the City's master database of City-owned real property, land, and leased facilities, San Francisco owns more than 1,735 parcels totaling approximately 37 million square feet, including 1,211 parcels located within the City and County of San Francisco.
- **Public property in San Francisco can support housing in several ways.** Potential approaches include developing affordable or market-rate housing on vacant property, consolidating or relocating public facilities to free land for redevelopment, combining housing with existing public uses through joint development, and selling or leasing surplus property to generate revenue for housing or other public purposes. These approaches, however, must be balanced against departments' operational needs, financial considerations, legal requirements, and other City priorities. Exhibit A summarizes these approaches.

Exhibit A: Strategies for Using City-Owned Land to Advance Housing Production and other Public Purposes

Potential Strategy	Description
Affordable Housing Development	Transfer City-owned property to Mayor's Office of Housing and Community Development (MOHCD) or developers for development of affordable housing through competitive solicitations.
Public Facility Consolidation or Relocation	Consolidate administrative offices, storage facilities, or other municipal uses into fewer buildings to free sites for redevelopment.
Sale or Lease of Surplus Property	Sell or lease properties that are no longer needed for municipal purposes, such as after consolidating uses on fewer properties, and dedicating proceeds to affordable housing or other capital priorities.
Joint Development	Construct housing while maintaining or improving existing public uses on properties such as libraries, transit facilities, fire stations, or parking lots/garages.
Other Redevelopment	Redevelopment of existing properties to support other public uses, such as parks or open space.

- **Funding and high construction costs remain significant barriers to developing housing, even when suitable sites are available.** According to a 2025 report by San Francisco Planning, more than 12,600 affordable housing units across 59 projects were awaiting funding in the pre-construction [pipeline](#). At the City's current production rate, funding the existing pipeline alone could take more than ten years.¹ Without sufficient and consistent funding, identifying additional City-owned sites alone will not accelerate affordable housing production. Treating City real estate holdings as a strategic asset would open up opportunities for new sources of funding such as through the sale or lease of properties not needed for other City purposes and through joint development efforts.
- **The City does not currently have a comprehensive, Citywide approach to evaluating its real estate portfolio.** City staff reports 2,073 affordable units and 1,475 market rate units have been built on public land between 2015 and 2026. Currently, approximately 13,025 affordable and 16,043 market rate units are under construction or in pre-development. Most of the housing completed and planned on public properties in San Francisco (which includes state and federally owned land) has been accomplished by agencies with a development mission, including the Transbay Joint Powers Authority, Treasure Island Development Authority, and the Office of Community Investment and Infrastructure, the successor to the Redevelopment Agency. While these and other efforts all contribute much needed housing to the City, they do not stem from a Citywide approach to maximizing the use of its real estate and instead required

¹ San Francisco Planning Department, *Affordable Housing Sites Analysis and Strategies: Final Report*, December 2025.

sustained efforts by individual departments, agencies, developers, or other stakeholders to advance these housing projects.

- **The City's primary Citywide process for identifying City-owned property that may be suitable for affordable housing has been unsuccessful.** Enacted in 2002, the Surplus Public Lands Ordinance requires most City departments to annually identify and report surplus and underutilized property to the City Administrator to identify sites suitable for affordable housing. Despite the ordinance's intent, the process has identified few properties for affordable housing development. No new surplus properties were submitted to the City Administrator by City departments for the eight year period between FY 2017-18 and FY 2025-26 under the Surplus Public Lands Ordinance. The most recent additions occurred in FY 2016-17, but MOHCD determined that none of the properties identified were suitable for affordable housing development.
- **The current Citywide process has several limitations.** First, it relies substantially on individual departments to identify their own surplus and underutilized properties. Departments may have operational or financial reasons to retain properties even when the properties could potentially support other Citywide objectives. Second, several major public agencies and separate jurisdiction educational districts are exempt from the ordinance, including the Port, Public Utilities Commission, Municipal Transportation Agency, Recreation and Parks Department, San Francisco Unified School District, and San Francisco Community College District. These entities control a substantial portion of the City's public real estate. Finally, the process generally focuses on whether properties are surplus or underutilized rather than whether existing properties could be used more effectively through redevelopment, facility consolidation, or joint development.
- Examples of more comprehensive evaluations of publicly owned properties which we conclude should be emulated by the City as a whole include:
 1. **New York City**, where the Mayor has issued Executive Order 4 calling for greater use of the City's properties to support production of 25,000 housing units. This would include mixed use developments such as building housing on top of public libraries and senior centers.
 2. The **San Francisco Municipal Transportation Agency (SFMTA)** has embarked on a Joint Development Program to proactively identify opportunities to generate revenue, modernize transportation facilities, and support housing production. Joint Development is defined by the Agency as the use of SFMTA property for non-SFMTA purposes, such as housing and commercial development.

BLA Evaluation of Public Owned Land

- Our office conducted a preliminary Citywide review of land owned by 28 agencies of the City and County of San Francisco and the San Francisco Unified School District and San Francisco Community College District to identify properties with potential for

development, secondary uses, or joint development. We identified these properties using the following criteria:

- **Properties in poor or deficient condition or identified as seismically unsafe.** Such properties may require significant capital investment, meaning they should be evaluated to determine whether redevelopment or replacement would better meet departmental and Citywide needs.
 - **Properties with potential for joint development** (e.g., parking lots, parking garages, open non-recreational space, and similar sites)
 - **Vacant or soon-to-be-vacant properties.** Such properties may present near-term redevelopment opportunities.
 - **Properties with excess land or low site utilization.** Properties where existing facilities occupy only a portion of the parcel may have capacity to accommodate additional development while continuing current operations.
- **We identified 147 properties across 15 departments that met our criteria and warrant additional review to determine feasibility for development, joint use, or sale to provide resources for affordable housing and other public purposes.** Additional analysis that considers market conditions, zoning, historic preservation requirements, environmental constraints, financing, net revenue to the agency, pertinent state regulations, and site-specific feasibility would be required before a property could be recommended for redevelopment. Inclusion in this list does not indicate that housing development is legally permitted under current State or local law or consistent with adopted City policy, including the General Plan. Some properties may require changes to applicable land use policies or regulations before housing or other development could be considered.

Exhibit B presents properties identified through our review that we conclude have potential for development, repurposing, joint use, or sale or lease by department.

Exhibit B: Properties with Potential for Development and/or Joint Use by Department

Department	Property Count	Facility Size (sq ft)	Lot Size (sq ft)
Art Commission (ART)	1	26,481	29,942
City Administrator (ADM)	3	1,254,461	289,192
City College (CCSF)	8	387,856	24,526
Fire (FIR)	16	177,798	362,247
Homelessness and Supportive Housing (HSH)	3	124,916	37,825
Human Services Agency (HSA)	1	171,385	42,521
Library (LIB)	10	114,907	689,310
Municipal Transportation Agency (MTA)	30	3,388,367	1,850,518
Police (POL)	9	152,783	388,908
Port (PRT) ¹	32	2,354,766	192,316
Public Health (DPH)	7	217,707	228,988
Public Utilities Commission (PUC)	3	35,000	156,901
Recreation and Parks (RPD)	9	117,283	867,244

Treasure Island Development Authority (TIDA)	1	149,799	140,000
San Francisco Unified School District (USD)	14	479,739	945,165
Total	147	9,153,248	6,245,603

The identified properties include a broad range of uses, shown in Exhibit C.

Exhibit C: Properties with Potential for Development and/or Joint Use by Use Type			
Use Type	Property Count	Facility Size (sq ft)	Lot Size (sq ft)
Administrative	15	1,398,610	719,534
Bus Facility	6	704,200	1,190,871
Criminal Courts, Law Enforcement	1	615,241	212,677
Cultural Center	1	26,481	29,942
Educational Facility	7	338,825	85,840
Fire Station	12	157,898	229,805
Health Center	4	53,707	73,811
Housing	3	124,916	37,825
Leased	3	152,503	102,350
Library	10	114,907	689,310
Open Space	1	-	100,000
Parking Garage	7	2,633,167	338,127
Parking Lot	21	-	439,818
Police Station	7	124,997	187,908
Rail Facility/ Station	3	51,000	183,919
Recreation Center	7	104,283	842,244
Training Facility	3	27,732	312,811
Vacant	36	2,524,781	468,811
Total	147	9,153,248	6,245,603

- We identified the following five categories of properties that may present the greatest opportunity to support housing production and thus warrant further analysis of specific property characteristics and constraints:
 - Parking lots and parking garages,
 - Aging and seismically vulnerable facilities,
 - Vacant and soon-to-be vacant properties,
 - Facilities with opportunity for consolidation of uses, and
 - Properties with Joint Development potential.
- Of the 147 properties identified with opportunity to support housing production, we highlight examples of properties that appear to be strong candidates for such review and potentially for housing or other public purposes, as summarized in Exhibit D. In some cases, the example properties were identified by the agency possessing the properties themselves; in other cases, we independently identified them using our screening criteria.

In all cases, our review was provided to the owner departments for confirmation of their properties' characteristics and for input on limitations on changing uses of the properties.

Exhibit D: Examples of Properties Warranting Further Analysis to Assess their Feasibility for Repurposing, Joint Development, or Sale

Property Type	Examples
Parking lots and garages	Parking could be retained while adding housing above or adjacent to the parking facilities. SFMTA, owner of most City parking lots, is currently evaluating their parking facilities and other properties for opportunities for joint development, or maintaining their core purpose and adding revenue-generating uses such as market-rate housing to the sites. The Port and SFPUC also have parking lots with similar potential.
Aging & seismically vulnerable	Needed capital improvements for aging and seismically vulnerable facilities could be funded by integrating market-rate and/or affordable housing with municipal purposes. The eight story Human Services Agency headquarters at 170 Otis Street is a facility in poor condition with significant seismic vulnerabilities that may present opportunities for housing development. City staff and services will be relocated by 2029 and we estimate the site could potentially accommodate approximately 272 housing units.
Vacant or soon-to-be vacant	These include a number of Port properties as well as One South Van Ness Avenue, which will be vacated in the near future. These properties have potential for future housing development. In a 2026 real estate portfolio analysis SFUSD identified two vacant properties that could support approximately 1,045 housing units, including affordable, market-rate, and educator housing. Collaborations between the City and District could potentially help expedite developments such as these. Vacant or soon to be vacant Port properties have unique challenges as direct waterfront and submerged properties are governed by the California Public Trust Doctrine that prohibits many non-maritime uses. But other Port properties such as seawall lots and properties not directly on the waterfront have potential for housing, subject to local laws and regulations.
Consolidation opportunities	SFUSD has evaluated its properties used for administrative functions and concluded that at least two could be converted to housing in lieu of their current underutilization. The City's Fire and Police departments have numerous facilities whose operations could potentially be consolidated to fewer higher capacity sites that would allow repurposing properties no longer needed for operations.

Joint use potential

The Recreation and Parks Department's recreation centers located outside of parks offer potential worthy of further review though non-recreational uses on these park properties are not allowed without a Charter amendment approved by a vote of the people. The City has begun exploring the joint use approach through SFMTA's systematic analysis of its properties including parking lots and garages, described above, an approach that should be expanded to other departments.

Policy Options

Currently, the City does not conduct a Citywide review of its real estate portfolio to optimize asset utilization. A Citywide portfolio review could identify opportunities for redevelopment, joint public and private uses, property sales that generate revenue, and facility consolidation while considering department operational needs and Citywide objectives. Such a review would allow the City to evaluate properties and uses together through long-term, strategic, and coordinated planning to determine the highest and best use of its real estate assets. We recommend establishing a Citywide directive and assigning responsibility for this function to support long-term asset planning.

The Board of Supervisors should:

1. **Establish a Citywide policy for leveraging public property to advance housing and other Citywide objectives.** Adopt a resolution establishing the Board's support for a Citywide policy and perspective to proactively evaluate and leverage City-owned property for housing development, joint development, facility consolidation, and other uses that advance Citywide goals. The policy should clearly state the City's intent to consider the potential of public property to advance Citywide objectives while recognizing departmental operational needs and other applicable requirements.
2. **Assign responsibility for a Citywide review of City property.** Assign responsibility to an appropriate City entity, such as the Office of Economic and Workforce Development, a division of the City Administrator's Office, or another entity, to conduct a Citywide review of City property and identify opportunities for market-rate and affordable housing development, joint development, facility consolidation, sale, or other City uses.
 - a. **Facilitate coordination with relevant entities.** The entity responsible should facilitate coordination with relevant City agencies whose expertise and functions are key to identifying and advancing opportunity sites. This includes but is not limited to the Real Estate Division, Mayor's Office of Housing and Community Development, Office of Resilience and Capital Planning, Office of Economic and Workforce Development, Planning Department, and the Department of Public Works.

- b. **Establish mechanisms to address the operational and financial concerns that may prevent departments from pursuing redevelopment or relinquishing properties.** For example, the City could dedicate proceeds from property sales or capital financing to backfill or improve the space or services that a department is potentially losing by converting its use to housing or another use. Providing departments with a clear path to address facility needs could reduce the incentive to retain properties because replacement facilities have not been identified or funded.
3. **Include and collaborate with enterprise departments, educational districts, and State-owned property in the Citywide review.** Include property controlled by enterprise departments, educational districts, and State agencies in the Citywide portfolio review. This includes the Port, Airport, Public Utilities Commission, Municipal Transportation Agency, Recreation and Parks Commission, San Francisco Unified School District, San Francisco Community College District, and State agencies such as Caltrans, the California Employment Development Department, UCSF, and UC Law. Although these non-City entities have jurisdiction over their properties, they control substantial amounts of public land that could contribute to housing and other Citywide objectives and could potentially benefit from the resources the City could offer for such endeavors. Including these properties would provide a more comprehensive assessment of opportunities the City could pursue in coordination with the entities' operational needs and objectives.
4. **Fund dedicated staff and consultant services to implement the Citywide review.** Fund one or more full-time positions within the designated City entity to coordinate the Citywide property review, work with departments to advance identified opportunities, and coordinate development activities. Also provide funding for specialized consultant services and analyses needed to evaluate and advance properties, including market, financial, development feasibility, and other site-specific analyses.

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Introduction

San Francisco Faces a Significant Housing Production Shortfall

Under the state-mandated Regional Housing Needs Allocation (RHNA) process, the City and County of San Francisco is required to plan for 82,069 new housing units between 2023 and 2031. As of 2025, housing production remains well below the pace needed to meet this target, particularly for very low- and low-income households. As shown in Exhibit 1, only about 12 percent of the City's overall housing goal had been achieved as of 2025, with only approximately 14 percent of required very low- and low-income units completed.

Exhibit 1: San Francisco RHNA FY 2023-2031 Goals and Progress as of 2025

Income Level	RHNA Housing Goals	Progress	% Progress
Very Low (<50% AMI)	20,867	2,981	14%
Low (50-80% AMI)	12,014	1,682	14%
Moderate (80-120% AMI)	13,717	1,402	10%
Above Moderate (>120% AMI)	35,471	3,516	10%
Total	82,069	9,581	12%

Source: Final Regional Housing Needs Allocation (RHNA) Plan, San Francisco Bay Area, 2023-2031 and 2025 Housing Inventory Report, SF Planning Department, published April 2026

City-Owned Land Represents an Opportunity to Increase Housing Production

City-owned land provides an opportunity to increase housing production while advancing other public policy objectives. According to the City's Facility System of Record (FSR), the City's master database of its real property, land, and City-owned or leased facilities, San Francisco owns more than an estimated 1,735 parcels totaling approximately 37 million square feet, including an estimated 1,211 parcels located within the City and County of San Francisco.² Because a single City property or facility may consist of multiple parcels, parcel counts differ from the number of City-owned properties discussed elsewhere in this report.

Exhibit 2 below shows property controlled by City departments and two educational districts, the San Francisco Unified School District and the City College of San Francisco. However, public property controlled by the State and federal government also offers opportunities to advance housing development in San Francisco. For example, housing has been developed or is planned on former State and federal properties at Treasure Island, former Caltrans sites, and other publicly owned sites. State and federal properties are outside the scope of this analysis but demonstrate the broader role that public land can play in housing production.

² DataSF, City Facilities, City-owned and leased facilities maintained in the City's Facility System of Record (FSR). Note that data are from the FSR is not complete or fully accurate.

Exhibit 2: City Departments and San Francisco Educational Entities with the Most Parcels

Department	Count
Recreation And Parks	456
Port	213
San Francisco Unified School District	155
Municipal Transportation Agency	127
Public Utilities Commission	70
Fire Department	57
GSA - Real Estate Division	57
Public Health	41
City College of San Francisco ¹	35
Total	1,211

Source: DataSF, City Facilities, City-owned and leased facilities maintained in the City's Facility System of Record (FSR). Because a single City property or facility may consist of multiple parcels, parcel counts differ from the number of City-owned properties discussed elsewhere in this report.

¹ City College property data was not available in the DataSF City Facilities dataset and was provided directly by the San Francisco Community College District. All other departments reflect data from the FSR. Note: Data from the FSR may not be complete or fully accurate. Property records may be missing, and reported square footage may overstate or understate actual property area. We include the data to illustrate the general universe of properties controlled by agencies. It should not be interpreted as a comprehensive inventory of these agencies' property holdings.

The City's properties include administrative facilities, public safety facilities, libraries, parks, utility infrastructure, and other public assets. As shown in Exhibit 3, the City can use its real estate portfolio in several ways to support housing production or other public purposes, including transferring property to developers for affordable housing development, consolidating municipal facilities to free up space for housing or other purposes, leasing or selling surplus property to provide funding for affordable housing and/or facility improvements on other properties, and pursuing joint development projects that combine housing with public uses.

Exhibit 3: Strategies for Using City-Owned Land to Advance Housing Production

Potential Strategy	Description
Affordable Housing Development	Transfer City-owned property to Mayor's Office of Housing and Community Development (MOHCD) or developers for development of affordable housing through competitive solicitations.
Public Facility Consolidation or Relocation	Consolidate administrative offices, storage facilities, or other municipal uses into fewer buildings to free sites for redevelopment.
Sale or Lease of Surplus Property	Sell or lease properties that are no longer needed for municipal purposes, such as after consolidating uses on fewer properties, and dedicating proceeds to affordable housing or other capital priorities.
Joint Development	Construct housing while maintaining or improving existing public uses on properties such as libraries, transit facilities, fire stations, or parking lots/garages.
Other Redevelopment	Redevelopment of existing properties to support other public uses, such as parks or open space.

Source: Budget and Legislative Analyst

Funding is a Key Barrier to Affordable Housing Development

Funding is a significant barrier to developing affordable housing, even when suitable sites are available. According to a 2025 report by San Francisco Planning, more than 12,600 affordable housing units across 59 projects were awaiting funding in the pre-construction [pipeline](#). At the City's current production rate of approximately 650 new 100 percent affordable units annually, funding the existing pipeline alone could take more than ten years.³

High construction costs further limit the number of affordable housing units that can be developed with available funding. San Francisco Planning reports that total development costs have increased to approximately \$1 million per two-bedroom affordable housing unit, with construction costs accounting for more than 60 percent of total development costs. Construction costs increased approximately 31 percent over the past four years. By comparison, land costs have averaged approximately \$121,000 per affordable housing unit over the past decade, or about 10 percent of total development costs.⁴ These cost pressures can make projects less financially feasible and reduce the number of units that can be produced with each dollar of public funding.

The City has substantially increased local investment in affordable housing and used local funds to leverage state and federal resources. Over the past decade, voters approved \$310 million in affordable housing General Obligation bonds in 2015, \$600 million in 2019, and \$300 million in 2024, in addition to other City budget allocations. Because of this investment, and due to poor financial conditions for private sector housing development, affordable housing accounts for 65% of all units currently under construction according to MOHCD. However, despite this investment,

³ San Francisco Planning Department, *Affordable Housing Sites Analysis and Strategies: Final Report*, December 2025.

⁴ Ibid., p. 6.

the City continues to fall short of its RHNA goals, and the availability of funding remains variable.⁵ **Without sufficient and consistent funding, identifying additional City-owned sites alone will not accelerate affordable housing production.** Using the City's real estate as a strategic asset could help provide some new flows of funding for affordable housing through, for example, sales and leasing.

The [Affordable Housing Leadership Council's](#) 2024 recommendations identified expanding and diversifying funding sources as a key strategy for addressing the City's affordable housing needs. The recommendations included increasing federal, state, and regional funding; maintaining or increasing local funding; improving coordination among City agencies; and pursuing alternative financing approaches, including public-private partnerships, and other innovative financing tools. In September 2025, the Board of Supervisors adopted a [resolution](#) calling on City agencies to assess potential affordable housing funding tools, including Enhanced Infrastructure Financing Districts (EIFDs). In a June 2026 report, our office provided funding alternative recommendations for affordable housing, including follow-up on Affordable Housing Leadership Council recommendations, and other options.⁶

⁵ Ibid., p. 14.

⁶ San Francisco Budget and Legislative Analyst, *Funding and Incentivizing Affordable Housing in San Francisco*, June 5, 2026.

The City Has Developed Housing on Public Land Through Multiple Processes, but Lacks a Citywide Approach to its Property Portfolio

The City has developed and planned affordable and market-rate housing on public land through a variety of approaches, including master plans for large-scale developments, development agreements, and partnerships with other public agencies such as the [Planning Department's Public Land for Housing initiative](#). According to MOHCD, of all affordable housing units under construction in summer 2026, 808 units, or 41 percent, are on public land, including State property, HOPE SF properties, Treasure Island, and Balboa Reservoir. In total, the City reports 2,073 affordable units and 1,475 market rate units built on public land between 2015 and 2026 and approximately 13,025 affordable and 16,043 market rate units currently under construction or in pre-development. As shown in Exhibit 4, many of these developments are sponsored by public agencies with a development mission, including: the Treasure Island Development Authority, the Transbay Joint Powers Authority, and the Office of Community Investment and Infrastructure.

The City's housing on public lands identified in Exhibit 4 required sustained efforts by individual departments, agencies, developers, or other stakeholders to advance them. **However, the City lacks a Citywide, coordinated process for ongoing evaluation of its property portfolio to identify opportunities to optimize asset utilization, including identifying sites with opportunity for housing, facility consolidation across departments, joint development, and revenue generation. The City would benefit from a long-term holistic planning effort around property use optimization.** In the subsection that follows, we address the Citywide mechanism that is in place intended to identify surplus and underutilized City properties with potential for affordable housing development that has largely been unsuccessful.

Exhibit 4: Housing Projects on Public Lands in San Francisco

Address	Agency	Unit Count	Type of Units
Completed			
255 Broadway	MTA	75	affordable
55 Laguna	State	40	affordable
95 Laguna	State	79	affordable senior
88 Broadway / 725 Davis	Port	178	affordable
1950 Mission Street	SFUSD	157	affordable
2060 Folsom	SFPUC	127	affordable
1064 Mission	Federal	256	affordable PSH
Balboa Upper Yard	MTA	131	affordable
The Kelsey / 234 Van Ness	RED	110	affordable
Shirley Chisholm Village	SFUSD	135	affordable
78 Haight	Caltrans	64	affordable
Transbay Joint Development Authority	TJDA	721	affordable
Transbay Joint Development Authority	TJDA	1,475	market rate
Subtotal (affordable)		2,073	
Subtotal (market rate)		1,475	
Completed Total		3,548	

<i>Under Construction / In Predevelopment</i>			
750 Golden Gate	State	75	affordable
850 Turk	State	92	affordable
Balboa Reservoir	SFPUC	550	affordable
Balboa Reservoir	SFPUC	550	market rate
Transbay Joint Development Authority	TJDA	635	affordable
Transbay Joint Development Authority	TJDA	542	market rate
Potrero Yard	MTA	~100	affordable
Treasure Island	TIDA		affordable
		2,173	
Treasure Island	TIDA		market rate
		5,827	
HOPE SF	SFUSD + SFHA	4,550	affordable
Candlestick Point and Hunters Point Shipyard	RED + OCII	3,348	affordable
Candlestick Point and Hunters Point Shipyard	RED + OCII	7,324	market rate
DMV, 1377 Fell St.	State	372	affordable
Laguna Honda Hospital	SFDPH	130	affordable senior
Pier 70	Port	~500	affordable
Pier 70	Port	~900	market rate
Mission Rock	Port	~500	affordable
Mission Rock	Port	~900	market rate
<i>Subtotal (affordable)</i>		<i>13,025</i>	
<i>Subtotal (market rate)</i>		<i>16,043</i>	
Under Construction/Predevelopment Total		29,068	
Grand Total		32,616	

Source: MOHCD, Planning Department

The City's Existing Citywide Process for Identifying City-owned Property for Affordable Housing has been Unsuccessful

The Surplus Public Lands Ordinance is the City's primary Citywide process for identifying City-owned property that may be suitable for affordable housing. Enacted in 2002, the ordinance requires most City departments to annually identify and report surplus and underutilized property to the City Administrator. The ordinance defines **surplus property** as property that is no longer required for a department's operational needs or another governmental purpose. **Underutilized property** includes property that is vacant, intermittently used, partially used, or otherwise capable of accommodating affordable housing while allowing existing City operations to continue.⁷ Under

⁷ Pursuant to Administrative Code Section 23A.4, "Underutilized Property" is defined as an entire Property or portion thereof (including air rights), with or without improvements, that is used by the City only at irregular periods of time or intermittently, or that is used by the City for current purposes that can be satisfied with only a portion of such Property, or that is not currently occupied or used by the City and for which there are no plans by the City to occupy or use such Property, and that has a potential for development as Affordable Housing while maintaining the existing and anticipated City uses of the Property.

the ordinance, the City Administrator reviews department-reported properties and prepares an annual Surplus Property Report, after which the Board of Supervisors holds a public hearing and MOHCD evaluates identified properties for affordable housing feasibility.

Despite the ordinance's intent, the process has identified few properties for affordable housing development. During the eight-year period between FY 2017-18 and FY 2025-26, no new properties were added to the annual Surplus Property Report. The most recent additions occurred in FY 2016-17, but MOHCD determined that none of the properties identified were suitable for affordable housing development. According to the City's Real Estate Division, the only affordable housing project resulting from the ordinance involved identification of several small City-owned parcels near Grove Street and Van Ness Avenue completed in 2025 that were reconfigured with adjacent private property to create the site for the Kelsey Civic Center affordable housing development. No properties have been sold under the ordinance to generate revenue for affordable housing or homelessness services purposes.

The limited number of properties identified through the process reflects limitations in how the City currently evaluates its property portfolio. The sections that follow address the limitations of the Surplus Public Lands Ordinance in advancing affordable housing production on public land.

Reliance on Departmental Self-Reporting Limits Property Identification

The City's Surplus Public Lands Ordinance process relies on departments identifying and reporting their surplus or underutilized properties. Departments have broad discretion to determine whether properties may be needed for future operational purposes. The ordinance does not require departments to demonstrate that anticipated future uses or modifications are funded, formally planned, or expected within a specified timeframe. Consequently, departments may retain vacant or underutilized properties for potential future use without reporting them through the Surplus Public Lands Ordinance process. This reliance on departmental judgment may reduce the number of properties identified for housing development.

Departments may also have limited incentives to identify properties that could have greater public value under a different use. A department may choose to retain property for future service delivery or revenue generation without certainty about future funding or operational needs. Giving up a property can also require the City to incur costs to replace or reacquire facilities if operational needs change. Without a Citywide process for weighing these tradeoffs, the current approach may not identify properties that could support multiple City objectives while maintaining necessary services.

Statutory Exemptions Limit the Process's Comprehensiveness

Several large public agencies, including enterprise departments and educational districts in the City, are exempt from the Surplus Public Lands Ordinance's reporting requirements, limiting the City's ability to evaluate housing opportunities across its entire real estate portfolio. These include the Port, the Public Utilities Commission, MTA, Recreation and Parks Commission, the Fine Arts Museum Board of Trustees, the San Francisco Unified School District and the San Francisco Community College District (the latter two being separate jurisdictions from the City). Together, these agencies control a substantial portion of the City's real estate as shown in Exhibit 5 below.

All of these exempt departments have jurisdiction over their properties, which are subject to City, state, and federal requirements related to their use and disposition.⁸ However, collaboration between the City and the education districts are possible and have taken place in the past. There are opportunities for Citywide coordination to help identify opportunities that advance both department-specific and Citywide objectives. For example, the San Francisco Unified School District has evaluated properties for workforce housing that could support the district's teacher recruitment and retention goals while also increasing the City's housing supply.

Exhibit 5: Agencies Exempt from the Surplus Public Lands Ordinance Control a Large Share of the City's Real Estate

Department	Parcel Count
City College of San Francisco ¹	35
Fine Arts Museums	2
Municipal Transportation Agency	127
Port	213
Public Utilities Commission	70
Recreation And Parks	456
San Francisco Unified School District	155
Total	1,058

Source: DataSF, City Facilities, City-owned and leased facilities maintained in the City's Facility System of Record (FSR). Only includes parcels in the City and County of San Francisco.

Note: Data are from the FSR may not be complete or fully accurate. Property records may be missing, and reported square footage may overstate or understate actual property area. We include the data to illustrate the general universe of properties controlled by agencies. It should not be interpreted as a comprehensive inventory of these agencies' property holdings.

¹ City College property data was not available in the DataSF *City Facilities* dataset and was provided directly by the San Francisco Community College District.

The Current Process Does Not Evaluate Whether City-Owned Land Is Being Optimized

The City's Surplus Public Lands Ordinance process focuses on whether a property is surplus or underutilized but does not evaluate whether occupied properties are generating the greatest public value. For example, the process does not assess whether properties with below-market leases, aging facilities requiring significant capital investment, or other occupied sites could support housing through redevelopment, consolidation of uses, or joint development. A property may be fully occupied and necessary for a department's current operations but still present an opportunity for housing through redevelopment, consolidation, or joint development.

A Citywide Portfolio Review Is Needed

There is no agency or position in the City with specific authority and responsibility for evaluating the City's property portfolio from a Citywide perspective. A Citywide portfolio review would consider departments operational needs alongside Citywide goals and evaluate the highest and best use of City property over time. This could include opportunities to optimize existing assets

⁸Any development, lease or sale of a property by SFUSD is also subject to Education Code requirements and must be approved by the Board of Education. SFUSD provides an annual property report to the Office of Public School Construction per Education Code Requirements.

through long-term asset planning, consolidation of facilities or uses, redevelopment, joint public and private uses, or property sales that generate revenue for the City.

Identifying opportunities for housing on public property requires more than identifying properties that are vacant or underutilized as narrowly defined by the Surplus Public Lands Ordinance. Few City properties fit this definition because most properties serve an existing or potential need for departments. **Determining whether a property could instead be used for housing or another purpose requires an ongoing comprehensive assessment of competing City needs, strategic planning about meeting the needs of City departments, coordination, legal requirements, and long-term planning to determine the highest and best use of each public property.** A Citywide portfolio review could identify these opportunities by considering properties and City needs together rather than evaluating each property in isolation.

More Comprehensive Property Evaluation Is Feasible

Some jurisdictions and agencies have adopted more comprehensive approaches that evaluate publicly owned land strategically to identify opportunities for housing development and other public purposes. The examples below illustrate two different approaches: a citywide review of publicly owned land in New York City and a portfolio-wide evaluation of departmental assets by the San Francisco Municipal Transportation Agency (SFMTA).

New York City Uses a Citywide Approach to Identify Housing Opportunities

In January 2026, New York City Mayor Mamdani signed [Executive Order 4](#), which established the Land Inventory Fast Track (LIFT) Task Force to conduct a citywide review of publicly owned land suitable for housing development. Unlike San Francisco's process, which considers only vacant and underutilized properties self-identified by departments, the LIFT Task Force was directed to evaluate the City's real estate portfolio citywide and develop strategies to support construction of at least 25,000 housing units over the next decade.

New York also created the Neighborhood Builders Fast Track to shorten the process for selecting affordable housing developers on City-owned land.⁹ Together, these initiatives pair a citywide inventory of development opportunities with a streamlined process for bringing those sites to construction.

SFMTA's Portfolio-Wide Approach to Identify Development Opportunities

While most City departments rely on the Surplus Public Lands Ordinance or respond to development opportunities on an ad hoc basis, one City agency has adopted a more systematic approach to evaluating their real estate portfolio. In 2025, the San Francisco Municipal Transportation Agency (SFMTA) adopted a [Joint Development Program Goals and Policy](#) to proactively identify opportunities to generate revenue, modernize transportation facilities, and support housing production. Under the program, **Joint Development** is defined as the use of SFMTA property for non-SFMTA purposes, such as housing and commercial development. As part of this effort, SFMTA conducted a portfolio-wide desktop assessment of approximately 90 properties to identify potential joint development opportunities. The Board of Supervisors endorsed the program through [Resolution No. 25-0128](#), setting the Citywide policy to support joint development of transit and housing projects in the City.

The Joint Development Program is intended to advance both SFMTA's operational priorities and broader City policy goals. For SFMTA, the program provides a strategy to generate new revenue, modernize aging transportation facilities, and help address the agency's projected structural operating deficit. At the same time, the program seeks to support Citywide priorities by increasing housing production, encouraging transit-oriented development, and contributing to neighborhood revitalization. Thus, the SFMTA is evaluating how its real estate portfolio can meet its core responsibilities as a transportation agency and, if feasible, support multiple other public objectives simultaneously.

⁹ New York City Mayor's Office. (2026, March 25). *Mamdani administration launches new program to deliver affordable housing on city-owned land faster.*

The SFMTA is currently working with a consultant on a grant-funded evaluation of their real estate portfolio and the development of a Joint Development Program Strategic Plan. The property evaluation will assess the potential benefits of joint development opportunities, including:

- Residential unit and commercial development potential
- Transit ridership generation
- Revenue to the SFMTA and the City

The Strategic Plan will provide a roadmap for advancing joint development over the coming years, including the identification of priority properties and strategies to accelerate project delivery. These strategies may include zoning modifications, financing tools, and other measures to help realize redevelopment opportunities.

BLA Evaluation of Publicly Owned Land

Rather than relying on properties that departments identified as surplus or underutilized, our office conducted a preliminary Citywide review of land owned by the City and County of San Francisco, the San Francisco Unified School District, and the San Francisco Community College District (City College) to identify properties with potential for development, secondary uses, or joint development. The review was intended to identify potential opportunities across these real estate portfolios using consistent evaluation criteria.

Scope

Our review included properties under the jurisdiction of 28 City departments and agencies and two public educational entities located within the City and County of San Francisco. Our evaluation excluded properties located outside San Francisco. Property information was obtained from the City's *Facility System of Record* (FSR) and supplemented with information provided by individual departments and the educational districts, including facility condition, planned capital projects, and operational uses. Exhibit 6 identifies the departments reviewed.

Exhibit 6: City Departments and SF Education Districts Reviewed

1	Academy Of Sciences	16	Mayor
2	Airport	17	Municipal Transportation Agency
3	Arts Commission	18	Police Department
4	Asian Art Museum	19	Port
5	City College of San Francisco	20	Public Health
6	Emergency Management	21	Public Library
7	Fine Arts Museums	22	Public Utilities Commission
8	Fire Department	23	Public Works
9	Convention Facilities Management	24	Recreation And Parks
10	Medical Examiner	25	San Francisco Unified School District
11	Office Of Contract Administration	26	Sheriff
12	Real Estate Division	27	Superior Court
13	Homelessness And Supportive Housing	28	Technology
14	Human Services Agency	29	Treasure Island Development Authority
15	Juvenile Probation	30	War Memorial

Source: Budget and Legislative Analyst

Evaluation Criteria

For purposes of this report, properties were identified through a high-level preliminary screening based on meeting one or more of the following criteria:

- **Properties in poor or deficient condition or identified as seismically unsafe.** These properties may require significant capital investment, creating opportunities to evaluate whether redevelopment or replacement would better meet departmental and Citywide needs.

- **Properties with potential for joint development.** Surface parking lots, parking garages, open non-recreational space, and similar sites may accommodate housing or other uses while maintaining existing public functions.
- **Vacant or soon-to-be-vacant properties.** Properties that are vacant or expected to become vacant may present near-term redevelopment opportunities.
- **Properties with excess land or low site utilization.** Properties where existing facilities occupy only a portion of the parcel may have capacity to accommodate additional development while continuing current operations.¹⁰

For entities that have conducted comprehensive real estate analyses of their portfolios, which include the SFUSD and SFMTA, we did not independently assess their properties and instead relied on the sites identified through their analyses. SFUSD did not contribute to the analysis or report recommendations; District information presented is based on publicly available information.

Limitations

The screening identified properties that warrant further evaluation based on meeting the criteria and does not determine whether a property is suitable for development or joint use. First, the City must consider agencies' operational needs. **Additional analysis that considers market conditions, zoning, historic preservation requirements, environmental constraints, financing, net revenue to the agency, pertinent state regulations, and site-specific feasibility would be required before a property could be recommended for redevelopment.** Furthermore, inclusion in this list does not indicate that housing development is legally permitted under current State or local law or consistent with adopted City policy, including the General Plan. Some properties may require changes to applicable land use policies or regulations before housing or other development could be considered.

Nevertheless, evaluating properties across the City's entire real estate portfolio provides a broader perspective than reviewing departments' properties individually. A Citywide assessment can identify opportunities to consolidate facilities, support joint development, or increase housing production that may not be apparent when properties are evaluated solely to meet the needs of individual departments. Once identified, significant staffing and capital resources would be needed to accomplish redevelopment or joint development.

Properties Identified with Potential for Development and/or Joint Use

Based on our preliminary assessment, the BLA identified 147 properties across 15 departments that met our criteria, representing approximately 9.2 million square feet of existing facilities on approximately 6.2 million square feet of publicly owned land. As shown in Exhibit 7, the largest number of properties identified are managed by the Port of San Francisco (32 properties) followed by the San Francisco Municipal Transportation Agency (30 properties), the Fire Department (16 properties), the San Francisco Unified School District (14 properties), the Recreation and Parks Department (10 properties), and the Library (9 properties).

¹⁰ This criterion could not be applied to all parcels as the database does not include both parcel and building/facility square footage in many cases.

Exhibit 7: Properties with Potential for Development and/or Joint Use by Department

Department	Property Count	Facility Size (sq ft)	Lot Size (sq ft)
Art Commission (ART)	1	26,481	29,942
City Administrator (ADM)	3	1,254,461	289,192
City College (CCSF)	8	387,856	24,526
Fire (FIR)	16	177,798	362,247
Homelessness and Supportive Housing (HSH)	3	124,916	37,825
Human Services Agency (HSA)	1	171,385	42,521
Library (LIB)	10	114,907	689,310
Municipal Transportation Agency (MTA)	30	3,388,367	1,850,518
Police (POL)	9	152,783	388,908
Port (PRT) ¹	32	2,354,766	192,316
Public Health (DPH)	7	217,707	228,988
Public Utilities Commission (PUC)	3	35,000	156,901
Recreation and Parks (RPD) ²	9	117,283	867,244
Treasure Island Development Authority (TIDA)	1	149,799	140,000
San Francisco Unified School District (USD) ³	14	479,739	945,165
Total	147	9,153,248	6,245,603

Source: Budget and Legislative Analyst preliminary assessment of City-owned land.

Notes:

¹ Port properties identified as vacant may face significant constraints to housing development. First, the California Public Trust Doctrine generally prohibits housing on navigable waterways and tide and submerged lands generally under the control of the Port. A limited number of Seawall lots, generally north of Mission Creek, are not subject to the Public Trust and may have greater flexibility for housing. Housing on other Port property, particularly over-water piers, would require State approval, which may be difficult to obtain. Second, Port properties in the southern waterfront, including the backlands and Piers 80 and 96, are designated for core industrial and PDR uses and housing would not be consistent with the General Plan unless it is amended.

² BLA analysis of RPD properties included only recreation centers. Due to Charter limitations on uses on City parklands, all parks were excluded from the analysis.

³ SFUSD properties are based on publicly available information. SFUSD did not contribute to the analysis. The BLA's preliminary screening identifies properties that warrant further evaluation and does not determine whether a property is suitable for development or joint use. See limitations subsection for more detail on the limitations.

The identified properties include a broad range of facility types. As shown in Exhibit 8, the properties identified span a broad range of uses, with the largest concentrations found in parking facilities, vacant or soon-to-be vacant properties, administrative facilities, fire stations, and libraries.

Exhibit 8: Properties with Potential for Development and/or Joint Use by Use Type

Use Type	Property Count	Facility Size (sq ft)	Lot Size (sq ft)
Administrative	15	1,398,610	719,534
Bus Facility	6	704,200	1,190,871
Criminal Courts, Law Enforcement	1	615,241	212,677
Cultural Center	1	26,481	29,942
Educational Facility	7	338,825	85,840
Fire Station	12	157,898	229,805
Health Center	4	53,707	73,811
Housing	3	124,916	37,825
Leases ¹¹	3	152,503	102,350
Library	10	114,907	689,310
Open Space	1	-	100,000
Parking Garage	7	2,633,167	338,127
Parking Lot	21	-	439,818
Police Station	7	124,997	187,908
Rail Facility/ Station	3	51,000	183,919
Recreation Center	7	104,283	842,244
Training Facility	3	27,732	312,811
Vacant	36	2,524,781	468,811
Total	147	9,153,248	6,245,603

Source: Budget and Legislative Analyst preliminary assessment of City-owned land.

Note: BLA's preliminary screening identifies properties that warrant further evaluation and does not determine whether a property is suitable for development or joint use. See limitations subsection for more detail on the limitations.

Based on this review, the BLA identified several categories of properties that present the greatest opportunity to support housing production. These include:

- Parking lots and parking garages,
- Aging and seismically vulnerable facilities,
- Vacant and soon-to-be vacant properties,
- Facilities with opportunity for consolidation of uses, and
- Properties with Joint Development potential.

The categories identified below are not intended to represent properties that should be redeveloped. Rather, they identify types of City-owned assets that warrant additional feasibility analysis to determine whether redevelopment or joint development could advance housing production or other public purposes while continuing to meet departments' operational needs. These categories are described in the sections below. Other properties could be added to the list as further review and analysis of the properties are conducted.

Parking Lots and Parking Garages

Surface parking lots and parking garages represent a category of City-owned properties that may provide opportunities for housing and joint development. These facilities can occupy relatively

¹¹ This includes properties owned by the City and leased to third parties.

large parcels. Redeveloping these sites could allow the City to retain parking or other transportation functions while adding housing above or adjacent to the parking facility. We identified 28 City-owned parking facilities, presented in Exhibit 9, that warrant further evaluation for redevelopment or joint development. Most of these properties are owned or controlled by the San Francisco Municipal Transportation Agency (SFMTA) and are currently being considered for other or additional uses as part of the agency's [Joint Development Program](#) as previously described in this report.

Exhibit 9: Parking Lots and Parking Garages

#	Dept	Property	Address	Property Size (sq ft)
1	DPH	Laguna Honda Northwest Parking Lot	Northwest Parking Lot	100,000 ¹
2	MTA	5th & Mission Garage	833 Mission Street	120,600
3	MTA	Ellis-O'Farrell Garage	123 O'Farrell Street	33,687
4	MTA	Moscone Center Garage	255 3rd Street	40,655
5	MTA	Performing Arts Garage	360 Grove Street	49,159
6	MTA	Pierce Street Garage	3252 Pierce Street	13,750
7	MTA	Polk Bush Garage	1399 Bush Street	10,380
8	MTA	Sutter-Stockton Garage	444 Sutter Street	69,896
9	MTA	24th & Noe	4061 24th Street	5,700
10	MTA	West Portal/14th Ave	174 West Portal Avenue	6,237
11	MTA	21st & Geary	5732 Geary Boulevard	7,375
12	MTA	19th & Ocean	3000 19th Avenue	7,723
13	MTA	Junipero Serra & Ocean	2500 Ocean Avenue	8,328
14	MTA	Castro & 18th	457 Castro Street	8,433
15	MTA	18th & Collingwood	4116 18th Street	8,473
16	MTA	20th & Irving	1275 20th Avenue	8,500
17	MTA	9th & Clement	330 9th Avenue	9,000
18	MTA	18th & Geary	421 18th Avenue	12,000
19	MTA	8th & Irving	1325 8th Avenue	12,000
20	MTA	8th & Clement	324 8th Avenue	12,275
21	MTA	Claremont & Ulloa	807 Ulloa Street	12,900
22	MTA	California & Steiner	2450 California Street	18,657
23	PUC	Miraloma Park Improvement Association	350 O'Shaughnessy	9,901
24	PORT	01-Southern	Pier 92	23,965
25	PORT	02-China Basin	Pier 68	56,100
26	PORT	04-Northeastern	Seawall Lot 314	31,115
27	PORT	04-Northeastern	Seawall Lot 321	53,199
28	PORT	04-Northeastern	Seawall Lot 351	27,937
Total				1,677,946

Source: Budget and Legislative Analyst preliminary assessment of City-owned land.

Notes: (1) estimated using Google Maps area calculator tool.

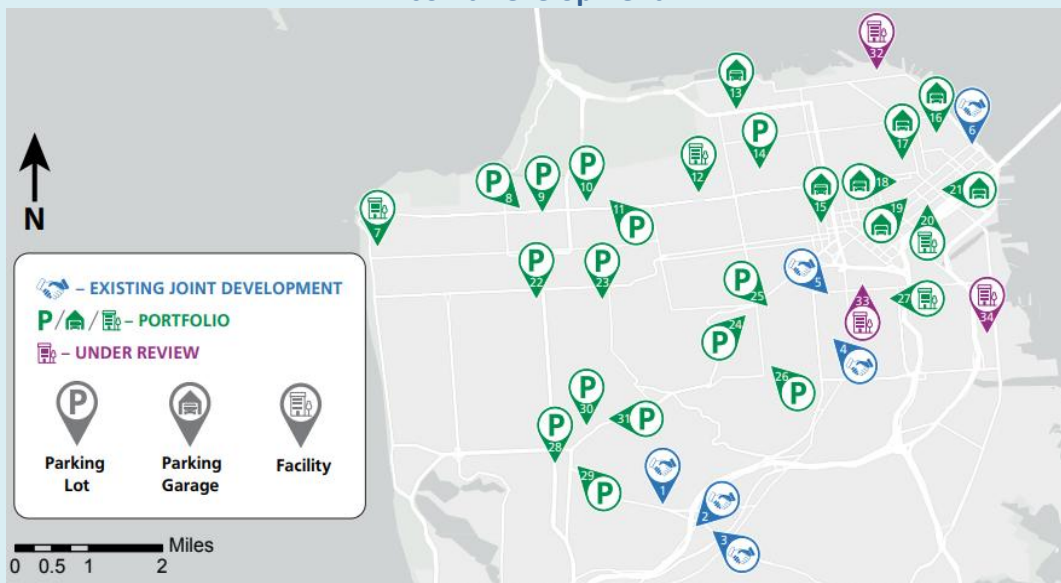
Joint Development: Parking and Affordable Housing

SFMTA parking lots and parking garages are examples of facilities that may present opportunities for affordable housing development.

As previously discussed, SFMTA's Joint Development Program is identifying parking garages and surface parking lots as potential development sites and is intended to use existing public land to generate long-term revenue for the transportation system while creating inclusive, well-connected communities. SFMTA's portfolio includes properties that remain necessary for current agency operations, thus inclusion in the portfolio does not mean that a property is surplus or available for immediate development but could be redeveloped with additional uses such as housing. In addition, SFMTA parking garages and lots currently generate significant revenue for the agency through parking fees, parking tax revenues, and ancillary retail revenues. Accordingly, the SFMTA would likely require a substantial projected return to justify redevelopment, given the potential impact on net revenue and the risks the agency would assume in partnering with a private developer on these properties. Each property would require additional evaluation of existing and future operations, site constraints, development potential, net revenue, and applicable approvals.

Exhibit 10 below identifies properties currently under joint development or being evaluated for future joint development opportunities. Because of the MTA's current efforts underway to identify properties for potential development and redevelopment, we have not independently assessed the agency's properties or estimated the number of housing units that could potentially be constructed on selected properties.

Exhibit 10: SFMTA Properties under Joint Development or Consideration for Future Joint Development



Source: Joint Development Program Goals, Approved by Board of Supervisors, Resolution No. 25-0204

Aging and Seismically Vulnerable Facilities

Many City-owned facilities require substantial capital investment to address deferred maintenance, aging infrastructure, or seismic deficiencies. Rather than investing significant resources to rehabilitate existing facilities, the City may have opportunities to replace aging facilities with modern buildings that continue to provide municipal services while incorporating market-rate and/or affordable housing. Redevelopment may also improve operational efficiency by replacing outdated facilities with buildings that better meet current service needs.

We identified 65 properties that are in poor condition and/or seismically vulnerable that warrant further evaluation for development. The inventory includes a broad range of facilities, including administrative offices, public safety facilities, transit facilities, recreation centers, shelters, and schools. As shown in Exhibit 12, these facilities are rated poor, very poor, critical, or deficient, and/or have been identified as seismically vulnerable with Seismic Hazard Ratings of SHR-3 (Major Damage) and SHR-4 (Partial / Total Collapse). Appendix B lists the sites that are aging and/or seismically vulnerable.

Exhibit 12: Aging and Seismically Vulnerable Facilities

Condition	Count
Seismically Vulnerable ¹	17
Acceptable / Near Poor Condition	4
Poor Condition ²	28
Seismically Vulnerable and Poor Condition	16
Total	65

Source: City and County of San Francisco Capital Plan FY 2026–2027; Budget and Legislative Analyst requests to City departments. Where an official facility condition score was unavailable, BLA estimated the condition based on the facility's year built and year of last major renovation.

Notes:

¹ This includes properties identified as seismically vulnerable with Seismic Hazard Ratings of SHR-3 (Major Damage) and SHR-4 (Partial / Total Collapse).

² Poor condition category includes facilities rated poor, deficient, critical, and very poor. This list does not include properties that are vacant or soon to be vacant.

Redevelopment of Aging and Seismically Vulnerable Facilities for Housing

170 Otis Street is an example of a facility in poor condition and with significant seismic vulnerabilities that may present opportunities for housing development.

170 Otis Street, the Human Services Agency (HSA) headquarters, is an eight-story office building, with a garage underneath, of approximately 170,000 square feet on a 0.98-acre site. The building has been identified as posing a significant seismic hazard (Seismic Hazard Rating 4), and the City is in the process of vacating the building. HSA estimates that staff and services will be relocated by 2029. Because the City is already planning for the relocation of staff and services, the site may present a particularly strong opportunity for redevelopment.

As shown in Exhibit 13, we estimate that 170 Otis could potentially accommodate approximately 272 housing units. The 170 Otis tower itself is zoned C-3-G and some of the site is zoned P-Public. C-3-G allows for mixed-uses such as retail, offices, and housing development (both affordable and market-rate).

Exhibit 13: Redevelopment Opportunity Sites, Seismically Vulnerable Facilities

Site	170 Otis
Potential Program	12-story mid-rise
Estimated Units	272
Housing Type	Affordable + Market Rate

Source: BLA estimate based on MOHCD data for 11 new construction affordable housing projects completed in CY 2025. BLA used the average units per 1,000 square feet of facility space and estimated building footprints from these projects, along with the applicable zoning and height and bulk districts of the identified development opportunity sites, to estimate potential units. Estimates are illustrative and do not account for site-specific development constraints or project feasibility.

Vacant or Soon-to-be Vacant Properties

Vacant City-owned properties may present some of the most immediate opportunities for housing development because they do not require relocation as compared to occupied facilities. As shown in Exhibit 14, we identified 44 vacant or soon-to-be-vacant properties that may warrant further evaluation. Most of these properties are owned by the Port and collectively comprise approximately 2.4 million square feet of vacant property, as shown in Appendix A.

Vacancy, however, does not necessarily indicate that a property is currently feasible for development. For example, according to the Port, market conditions currently make development of many of its vacant properties financially infeasible because of high construction costs. These properties could become more viable as market conditions change. The Port's [Pier 70 Special Use District](#) and [Mission Rock](#) are both large mixed-use projects that include residential development and illustrate how Port-owned property could contribute to the City's housing goals when market and other conditions support development. Furthermore, the State Public Trust Doctrine prohibits housing on certain Port properties. However, a limited number of Seawall lots, generally north of Mission Creek, and select other Port properties are not subject to the Public Trust and may have greater flexibility for housing. Housing on other Port property, particularly over-water piers, would require State approval, which may be difficult to obtain. Lastly, Port properties in the southern waterfront, including the backlands and Piers 80 and 96, are designated for core industrial and PDR uses and housing would not be consistent with the General Plan without amendment.

Exhibit 14: Vacant or soon to be Vacant Properties

#	Owner	Property Name	Reason	Expected Vacancy Date
1	ADM	Hall of Justice	SHR 3*	2036
2	ADM	One South Van Ness	SHR 3*	2027
3	ADM	Youth Guidance Center (YGC) Bungalows	Vacant	Vacant
4	CCSF	Alemany Campus	Structural Issues	Vacant
5	CCSF	Downtown Campus	Underutilized	Vacant

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6	DPH	City Clinic	SHR 3*	2029
7	DPH	SFDPH Central Administrative Office	SHR 4*	2027
8	FIR	Fire Division of Training - Treasure Island	Relocating	2029
9	FIR	Fire Division of Training - Folsom St	Relocating	2029
10	HSA	Human Services Agency (HSA) Headquarters	SHR 4*	2029
11	POL	Old Potrero Police Station	Fire Damage	Vacant
12	PORT	01-Southern-Pier 80 Admin Bldg	Vacant	Vacant
13	PORT	01-Southern-Pier 90	Vacant	Vacant
14	PORT	01-Southern-On Egbert Ave & Arelious Walker Dr.	Vacant	Vacant
15	PORT	01-Southern-Pier 96 Shed A	Vacant	Vacant
16	PORT	01-Southern-Seawall Lot 344 - East	Poor Condition	Vacant
17	PORT	01-Southern-Pier 80	Vacant	Vacant
18	PORT	01-Southern-Seawall Lot 352	Vacant	Vacant
29	PORT	01-Southern-Pier 96	Vacant	Vacant
20	PORT	01-Southern-Pier 96	Vacant	Vacant
21	PORT	01-Southern-Backlands	Vacant	Vacant
22	PORT	01-Southern-Pier 94	Vacant	Vacant
23	PORT	02-China Basin-Pier 50 Shed A	Vacant	Vacant
24	PORT	02-China Basin-Pier 68	Vacant	Vacant
25	PORT	03-FP/SB-Ag Bldg	Vacant	Vacant
26	PORT	03-FP/SB-Pier 28	Vacant	Vacant
27	PORT	03-FP/SB-Pier 24 Annex	Vacant	Vacant
28	PORT	03-FP/SB-Pier 26	Vacant	Vacant
29	PORT	04-Northeastern-Pier 17	Vacant	Vacant
30	PORT	04-Northeastern-Pier 19	Vacant	Vacant
31	PORT	04-Northeastern-Pier 9	Vacant	Vacant
32	PORT	04-Northeastern-Roundhouse 2	Poor Condition	Vacant
33	PORT	04-Northeastern-Pier 29.5	Vacant	Vacant
34	PORT	04-Northeastern-Roundhouse 1	Vacant	Vacant
35	PORT	04-Northeastern-Pier 33	Vacant	Vacant
36	PORT	05-Fisherman's Wharf-Pier 43	Vacant	Vacant
37	PORT	05-Fisherman's Wharf-Pier 45 Shed C	Vacant	Vacant
38	PORT	05-Fisherman's Wharf-Pier 45 Shed D	Vacant	Vacant
39	PUC	City College, Southeast Campus	Vacant	Vacant
40	RPD	Gene Friend Extension	No Funding.	Vacant
41	RPD	Geneva Office Building	Vacant	Vacant
42	USD	1235 Mission St	SHR 4*	Vacant
43	USD	1620 7th Avenue	Undeveloped	Vacant
44	USD	200 Middle Point Road	Undeveloped	Vacant

Source: Budget and Legislative Analyst preliminary assessment of City-owned land.

(*)Seismic Hazard Rating (SHR) 3 indicates major damage; SHR 4 indicates partial or total collapse.

Note: Port properties identified as vacant may face constraints to housing development. First, the State Public Trust Doctrine prohibits housing on navigable waterways and tide and submerged lands generally under the control of the Port. A limited number of Seawall lots, generally north of Mission Creek, and other select properties are not subject to the Public Trust and may have greater flexibility for housing. Housing on other Port property, particularly over-water piers, would require State approval, which may be difficult to obtain. Second, Port properties in the southern waterfront, including the backlands and Piers

80 and 96, are designated for core industrial and PDR uses and housing would not be consistent with the General Plan unless it is amended.

Housing Development on Vacant Property

The potential for vacant public property to contribute to the City's housing goals is illustrated by two SFUSD properties identified in a 2026 District portfolio analysis as development opportunities. As shown in Exhibit 15 below, the analysis estimated that 1620 7th Avenue could support approximately 412 units through development of an eight-story mid-rise building. It estimated that 200 Middle Point Road could support approximately 633 units through a four-to six-story mixed-use development. Together, the two sites were estimated to have capacity for approximately 1,045 housing units, including affordable, market-rate, and educator housing.

Exhibit 15: Vacant SFUSD Development Opportunity Sites

Site	Potential Program	Est. Units	Housing Type
1620 7 th Avenue	8-story mid-rise	412	Market Rate + Affordable / Educator
200 Middle Point Road	Mixed 4-6 story	633	Affordable + Market Rate
Total		1,045	

Source: SFUSD Portfolio Analysis, Century Urban, May 5, 2026.

Note: SFUSD has a separate governing Board of Education, and its properties are under different jurisdiction. Any development, lease or sale of a property by SFUSD is also subject to Education Code requirements and must be approved by the Board of Education. SFUSD provides an annual property report to the Office of Public School Construction per Education Code Requirements. Information provided for SFUSD is based on publicly available information. SFUSD did not contribute to the analysis or report recommendations.

Opportunities for Consolidation

Administrative offices, storage facilities, and other municipal uses may provide opportunities for relocation or consolidation across departments. Unlike many operational facilities, administrative functions generally do not require a specific location or specialized site. Consolidating these functions could allow the City to reduce its facility footprint and potentially make strategically located properties available for housing or other uses. Consolidation could also reduce long-term operating and capital costs by allowing the City to concentrate functions in fewer, more efficient facilities. However, each potential consolidation would need to consider operational impacts, replacement facility costs, space requirements, zoning and land use laws affecting the subject properties, and the continued need for the existing facilities.

Several City departments operate numerous facilities that may provide opportunities to consolidate certain functions. The Fire Department and Police Department operate facilities across multiple locations. Consolidation could be considered when existing facilities are in poor condition or require substantial capital investment. For example, rather than replacing multiple aging facilities individually, the City could evaluate whether certain functions could be

accommodated in fewer, larger facilities. If consolidation were operationally feasible and resulted in excess property, the City could then evaluate the resulting sites for housing or other public uses.

The Fire Department may warrant particular consideration. A 2004 report by the Office of the Controller found that San Francisco had more fire stations per square mile than comparable communities.¹² The finding suggests that the City could periodically evaluate the distribution and utilization of fire stations to determine whether opportunities for consolidation exist. Similarly, the Police Department has multiple facilities identified as seismically vulnerable or in poor condition. When these facilities require replacement, the City could evaluate whether consolidating functions into fewer, higher-capacity facilities would be more cost-effective, would not affect service levels, and could create opportunities to repurpose or redevelop properties no longer needed for operations.

Consolidation of Administrative Buildings for Housing

Consolidating administrative functions could create opportunities to repurpose or redevelop City-owned or education district administrative properties for housing while maintaining essential public services. As shown in Exhibit 16, SFUSD has eight properties used for administrative purposes, totaling 262,706 square feet of building space on 467,205 square feet of property.

Exhibit 16: SFUSD Administrative Properties with Potential for Consolidation

Address	Facility Size	Property Size	Current Use
95 Gough Street	5,000	16,500	Administrative
20 Cook Street	22,350	51,909	Administrative
135 Van Ness Ave	116,087	88,406	Administrative
2055 Sunnydale Ave	37,700	125,000	Administrative
735 24th Avenue	37,380	73,490	Administrative
3045 Santiago Street	19,900	60,000	Administrative
1515 Quintara Street	14,915	42,000	Administrative
841 Ellis Street	9,374	9,900	Administrative
Total	262,706	467,205	

Source: Budget and Legislative Analyst preliminary assessment of City and education district-owned land.

SFUSD conducted a real estate portfolio analysis that evaluated the financial performance and future use of selected administrative properties. The analysis assessed opportunities to increase leasing revenue, improve property utilization, and identify sites with long-term redevelopment potential. The real estate analysis identified two administrative sites with feasibility for housing shown in Exhibit 17 below. Collectively, these sites have a potential of generating 331 housing units. Further, the analysis also identified four administrative sites (135 Van Ness, 735 24th Ave, 1515 Quintara, and 1060 Tennessee) in strong real estate markets where

¹² Office of the Controller, City Services Auditor, "Fire and Emergency Medical Services," April 28, 2004.

consolidation of District uses to other sites could free properties such as these for future leasing and generate additional revenue for SFUSD.

Exhibit 17: Redevelopment Opportunity Sites, Administrative Buildings

Site	Potential Program	Est. Units	Housing Type
95 Gough Street	8-story mid-rise	115	Affordable / Educator
20 Cook Street	7-story mid-rise	216	Market Rate

Source: SFUSD Portfolio Analysis, Century Urban, May 5, 2026.

Note: SFUSD has a separate governing Board of Education, and properties are under different jurisdictions. Any development, lease or sale of a property by SFUSD is also subject to Education Code requirements and must be approved by the Board of Education. SFUSD provides an annual property report to the Office of Public School Construction per Education Code Requirements. Information provided for SFUSD is based on publicly available information and SFUSD did not contribute to the analysis or report recommendations.

Joint Use

Joint development allows local governments to add housing while preserving existing public facilities. Rather than replacing a public use, joint development integrates housing with municipal infrastructure, enabling both uses to occupy the same site.

Across the United States, local governments have successfully incorporated housing into libraries, transit facilities, parking garages, community centers, and other public assets. The Urban Institute identified more than 20 library redevelopment projects that combine public library facilities with affordable or market-rate housing.¹³ Examples include a development above the Cornelius Public Library in Oregon that includes 45 affordable senior apartments and the Martin Luther King, Jr. Library and Library Lofts in Ohio, an 11-story mixed-use development containing a public library and 207 residential units. Local examples include the Glen Park Library, completed in 2007, which includes a mixed-use building with a grocery store and residential uses and the Mission Bay Library with 100 percent affordable housing.

San Francisco has also begun pursuing this approach. For example, the San Francisco Municipal Transportation Agency's Joint Development Program discussed above is evaluating agency-owned properties for opportunities to modernize transportation facilities while incorporating housing. Similar approaches could be evaluated for other City-owned facilities where municipal operations can continue while housing is added through redevelopment.

¹³ Yonah Freemark, Urban Institute, "Aging Libraries Could Offer Cities a Unique Opportunity to Build New Housing While Improving Public Services," October 8, 2025.

Joint-Use Development

The City could evaluate joint-use opportunities at Recreation and Park Department recreation centers that are in poor condition. Because the City Charter protects recreational property from conversion to non-recreational use, redevelopment of these sites would need to retain recreational use. A joint-use approach could potentially allow the City to modernize existing recreation centers while incorporating housing on the same site. Such changes may be subject to voter approval if not consistent with the Charter. As shown in Exhibit 18 below, we estimated housing capacity of 164 housing units at four recreation centers based on redevelopment that would retain community center space on the ground floor and add housing on the top floors.

Exhibit 18: Opportunities for Joint-Use at Recreation Centers

Site	Potential Program	Est. Units	Potential Program
Bernal Heights Recreation Center	4-story mid-rise	31	Mixed-income
Mission Recreation Center	4-story mid-rise	38	Mixed-income
Tenderloin Children's Recreation Center	8-story mid-rise	61	Mixed-income
Richmond Recreation Center	4-story mid-rise	34	Mixed-income
Total		164	

Source: BLA estimate based on MOHCD data for 11 new construction affordable housing projects completed in CY 2025. BLA used the average units per 1,000 square feet of facility space and estimated building footprints from these projects, along with the applicable zoning and height and bulk districts of the identified development opportunity sites, to estimate potential units. Estimates are illustrative and do not account for site-specific development constraints or project feasibility.

Note: Smaller housing projects may face significant development barriers that affect their financial feasibility. According to MOHCD, the per unit development cost for smaller buildings makes these properties infeasible. Rezoning to allow mixed-income development could improve the feasibility of smaller joint-use projects by allowing market-rate units to help offset development costs and increase interest among smaller developers. Market-rate housing developers may be able to make smaller unit buildings financially feasible.

Policy Options

Currently, the City does not conduct a Citywide review of its real estate portfolio to optimize asset utilization. A Citywide portfolio review could identify opportunities for redevelopment, joint public and private uses, property sales that generate revenue, and facility consolidation while considering department operational needs and citywide objectives. Such a review would allow the City to evaluate properties and uses together through long-term, strategic, and coordinated planning to determine the highest and best use of its real estate assets. We recommend establishing a Citywide directive and assigning responsibility for this function to support long-term asset planning.

The Board of Supervisors should:

1. **Establish a Citywide policy for leveraging public property to advance housing and other Citywide objectives.** Adopt a resolution establishing the Board's support for a Citywide policy and perspective to proactively evaluate and leverage City-owned property for housing development, joint development, facility consolidation, and other uses that advance Citywide goals. The policy should clearly state the City's intent to consider the potential of public property to advance Citywide objectives while recognizing departmental operational needs and other applicable requirements.
2. **Assign responsibility for a Citywide review of City property.** Assign responsibility to an appropriate City entity, such as the Office of Economic and Workforce Development, a division of the City Administrator's Office, or another entity, to conduct a Citywide review of City property and identify opportunities for market-rate and affordable housing development, joint development, facility consolidation, sale, or other City uses.
 - a. **Facilitate coordination with relevant entities.** The entity responsible should facilitate coordination with relevant City agencies whose expertise and functions are key to identifying and advancing opportunity sites. This includes but is not limited to the Real Estate Division, Mayor's Office of Housing and Community Development, Office of Resilience and Capital Planning, Office of Economic and Workforce Development, Planning Department, and Department of Public Works.
 - b. **Establish mechanisms to address the operational and financial concerns that may prevent departments from pursuing redevelopment or relinquishing properties.** For example, the City could dedicate proceeds from property sales or capital financing to backfill or improve the space or services that a department is potentially losing by converting its use to housing or another use. Providing departments with a clear path to address facility needs could reduce the incentive to retain properties because replacement facilities have not been identified or funded.
3. **Include and collaborate with enterprise departments, educational districts, and State-owned property in the Citywide review.** Include property controlled by

enterprise departments, educational districts, and State agencies in the Citywide portfolio review. This includes the Port, Airport, Public Utilities Commission, Municipal Transportation Agency, Recreation and Parks Commission, San Francisco Unified School District, San Francisco Community College District, and State agencies such as Caltrans, the California Employment Development Department, UCSF, and UC Law. Although these non-City entities have jurisdiction over their properties, they control substantial amounts of public land that could contribute to housing and other Citywide objectives and could potentially benefit from the resources the City could offer for such endeavors. Including these properties would provide a more comprehensive assessment of opportunities the City could pursue in coordination with the entities' operational needs and objectives.

4. **Fund dedicated staff and consultant services to implement the Citywide review.** Fund one or more full-time positions within the designated City entity to coordinate the Citywide property review, work with departments to advance identified opportunities, and coordinate development activities. Also provide funding for specialized consultant services and analyses needed to evaluate and advance properties, including market, financial, development feasibility, and other site-specific analyses.

Appendix A: Vacant or soon to be Vacant Properties

We conducted a preliminary Citywide review of property owned by the City and County of San Francisco, the San Francisco Unified School District, and the San Francisco Community College District to identify properties that were vacant or expected to become vacant. The list includes properties identified through BLA's review of the City's Facility System of Record (FSR) and information provided by City departments and educational districts. For properties that were not already vacant, the estimated vacancy date was based on information provided by department staff.

Disclaimer: Inclusion in this appendix indicates only that a property was identified as vacant or expected to become vacant. It does not indicate that the property is surplus, available for development, recommended for redevelopment, or suitable for housing. Vacancy is only one factor that may affect the potential future use of a property. Additional analysis is needed to determine development potential, including an agencies operational needs, zoning and land use policy considerations, site appropriateness for housing, market conditions, historic preservation requirements, environmental constraints, financing, net revenue to the agency, pertinent State regulations, and site-specific feasibility would be required before a property could be recommended for redevelopment.

#	Dept	Property Name	Address	Current Use	Facility Size (sq ft)	Lot Size (sq ft)	District	Est. Vacancy Date
1	ADM	Hall of Justice	850 Bryant	Criminal Courts	615,241	212,677	6	2036
2	ADM	One South Van Ness	1 South Van Ness Ave	Administrative	639,220	-	6	2027
3	ADM	Youth Guidance Center (YGC)	Adjacent to 375 Woodside Ave	Vacant	-	76,515	7	Vacant
4	CCSF	Alemany Campus	750 Eddy Street	Vacant	-	16,496	5	Vacant
5	CCSF	Downtown Campus	88 4th Street	Vacant	88,269	-	6	Vacant
6	DPH	City Clinic	356 07th St	Health Clinic	8,000	3,998	6	2029
7	DPH	SFDPH Central Admin Office	101 Grove	Administrative	104,000	24,811	5	2027
8	FIR	Fire Division of Training - TI	600 Avenue M	Training Facility	5,040	43,089	6	2029
9	FIR	Fire Division of Training - Folsom	2310 Folsom St	Training Facility	3,360	74,722	9	2029
10	HSA	HSA Headquarters	170 Otis St	Administrative	171,385	42,521	6	2029
11	POL	Old Potrero Police Station	2300 3rd Street	Vacant	8,454	6,000	10	Vacant
12	PRT	01-Southern	Pier 80 Admin Bldg	Vacant	11,710	-	10	Vacant
13	PRT	01-Southern	Pier 90	Vacant	13,353	-	10	Vacant
14	PRT	01-Southern	Egbert Ave & Arelious Walker	Vacant	15,000	-	10	Vacant
15	PRT	01-Southern	Pier 96 Shed A	Vacant	28,000	-	10	Vacant
16	PRT	01-Southern	Seawall Lot 344 - East	Vacant	43,560	-	10	Vacant
17	PRT	01-Southern	Pier 80	Vacant	84,556	-	10	Vacant

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18	PRT	01-Southern	Seawall Lot 352	Vacant	87,120	-	10	Vacant
19	PRT	01-Southern	Pier 96	Vacant	133,313	-	10	Vacant
20	PRT	01-Southern	Pier 96	Vacant	210,886	-	10	Vacant
21	PRT	01-Southern	Backlands	Vacant	609,840	-	10	Vacant
22	PRT	01-Southern	Pier 94	Vacant	729,437	-	10	Vacant
23	PRT	02-China Basin	Pier 50 Shed A	Vacant	25,072	-	6	Vacant
24	PRT	02-China Basin	Pier 68	Vacant	57,300	-	6	Vacant
25	PRT	03-FP/SB	Ag Bldg	Vacant	12,960	-	3	Vacant
26	PRT	03-FP/SB	Pier 28	Vacant	16,661	-	3	Vacant
27	PRT	03-FP/SB	Pier 24 Annex	Vacant	27,624	-	3	Vacant
28	PRT	03-FP/SB	Pier 26	Vacant	33,673	-	3	Vacant
29	PRT	04-Northeastern	Pier 17	Vacant	13,082	-	3	Vacant
30	PRT	04-Northeastern	Pier 19	Vacant	15,031	-	3	Vacant
31	PRT	04-Northeastern	Pier 9	Vacant	15,255	-	3	Vacant
32	PRT	04-Northeastern	Roundhouse 2	Vacant	16,544	-	3	Vacant
33	PRT	04-Northeastern	Pier 29.5	Vacant	19,650	-	3	Vacant
34	PRT	04-Northeastern	Roundhouse 1	Vacant	19,989	-	3	Vacant
35	PRT	04-Northeastern	Pier 33	Vacant	37,324	-	3	Vacant
36	PRT	05-Fisherman's Wharf	Pier 43	Vacant	17,552	-	3	Vacant
37	PRT	05-Fisherman's Wharf	Pier 45 Shed C	Vacant	29,000	-	3	Vacant
38	PRT	05-Fisherman's Wharf	Pier 45 Shed D	Vacant	31,274	-	3	Vacant
39	PUC	CCSF Southeast Campus	1800 Oakdale Ave	Vacant	35,000	47,000	10	Vacant
40	RPD	Gene Friend Extension	240 6th Street	Vacant	-	25,000	6	Vacant
40	RPD	Geneva Office Building	2301 San Jose Avenue	Vacant	13,000	-	11	Vacant
42	USD	1235 Mission St	1235 Mission Street	Leased	118,400	36,350	6	2026
43	USD	1620 7th Avenue	1620 7th Avenue	Undeveloped	-	82,570	7	Vacant
44	USD	200 Middle Point Road	200 Middle Point Road	Undeveloped	-	207,200	10	Vacant

Appendix B: Properties with Potential for Development or Joint Use

We conducted a preliminary Citywide review of property owned by the City and County of San Francisco, the San Francisco Unified School District, and the San Francisco Community College District. The screening was intended to identify properties that may warrant additional evaluation for development based on one or more characteristics, including excess land or low site utilization, vacant or soon to be vacant (shown in Appendix A), and poor or deficient facility condition or seismic vulnerability. The list includes properties identified through BLA's review of the City's Facility System of Record (FSR) and information provided by City departments and educational districts. For entities that had already conducted comprehensive real estate portfolio analyses, which include the San Francisco Unified School District and the San Francisco Municipal Transportation Agency, BLA relied on properties identified through those analyses rather than conducting an independent preliminary screening.

Disclaimer: No property should be considered a development opportunity or housing site based solely on its inclusion in this appendix. Inclusion in the appendix means only that the property met one or more preliminary screening criteria and may warrant further evaluation. It does not mean that the property is surplus, available for development, suitable for housing, or likely to be redeveloped. Additional analysis is needed to determine development potential, including an agency's operational needs, zoning and land use policy considerations, site appropriateness for housing, market conditions, historic preservation requirements, environmental constraints, financing, net revenue to the agency, pertinent state regulations, and site-specific feasibility would.

#	Dept	Property	Address	Facility Size (sq ft)	Lot Size (sq ft)	Current Use	District	Facility Condition	SHR**	Historic
1	ART	SOMArts	934 Brannan St	26,481	29,942	Cultural Center	6	Fair	SHR 4	Y
2	CCSF	Main Campus, Batemall Hall	50 Frida Kahlo Way	126,800	-	Educational Facility	7	Poor	-	-
3	CCSF	Main Campus, Creative Arts Extension	50 Frida Kahlo Way	33,104	-	Educational Facility	7	Poor	-	-
4	CCSF	Main Campus, Student Union	50 Frida Kahlo Way	13,622	-	Educational Facility	7	Poor	-	-
5	CCSF	Main Campus, Creative Arts	50 Frida Kahlo Way	60,478	-	Educational Facility	7	Very Poor	-	-
6	CCSF	Main Campus, Ornamental Horticulture	50 Frida Kahlo Way	9,706	-	Educational Facility	7	Very Poor	-	-
7	CCSF	Main Campus, Visual Arts	50 Frida Kahlo Way	30,585	-	Educational Facility	7	Very Poor	-	-
8	DPH	Potrero Hill Health Center	1050 Wisconsin St	6,500	20,691	Health Center	10	Fair	-	-
9	DPH	Silver Avenue Family Health Center	1525 Silver Ave	22,950	13,125	Health Center	9	Fair	-	-
10	DPH	Ocean Park Health Center	1351 24th Ave	16,257	35,997	Health Center	4	Fair	SHR 6	-
11	DPH	Laguna Honda Northwest Parking Lot	Northwest Parking Lot	-	100,000	Parking Lot	7	-	-	-

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12	DPH	Community Health Network HQ	2789 25th St	60,000	30,366	Administrative	9	Poor	-	-
13	FIR	Fire Station #8	36 Bluxome St	8,000	9,600	Fire Station	6	Critical*	SHR 4	-
14	FIR	Fire Station #40	2155 18th Ave	7,350	5,998	Fire Station	7	Critical*	SHR 4	-
15	FIR	Fire Station #13	530 Sansome St	18,790	8,939	Fire Station	3	Fair*	SHR 3	-
16	FIR	Fire Station #9	2245 Jerrold Ave	15,000	14,723	Fire Station	10	Fair*	SHR 5	-
17	FIR	Fire Station #2	1340 Powell St	16,920	4,556	Fire Station	3	Fair*	SHR 4	-
18	FIR	Old Fire Station 21	1152 Oak St	5,600	3,436	Fire Station	5	Fair*	SHR 4	-
19	FIR	Fire Station #11	3880 26th St	14,000	11,626	Fire Station	8	Poor*	SHR 4	-
20	FIR	Fire Station #15	1000 Ocean Ave	12,138	64,033	Fire Station	7	Poor*	SHR 4	-
21	FIR	Fire Station #21	1443 Grove St	8,000	8,163	Fire Station	5	Poor*	SHR 4	-
22	FIR	Fire Station #38	2150 California St	13,400	11,512	Fire Station	2	Poor*	SHR 4	-
23	FIR	Fire Station #6	135 Sanchez St	13,500	12,497	Fire Station	8	Poor*	SHR 4	-
24	FIR	Fire Station #7 - Division 3 HQ	2300 Folsom St	25,200	74,722	Fire Station	9	Poor*	SHR 4	-
25	FIR	Bureau of Equipment HQ	2501 25th St	7,000	7,496	Administrative	10	Poor*	-	Y
26	FIR	Fire Chief's Residence	870 Bush St	4,500	7,135	Administrative	3	Poor*	-	Y
27	HSH	Hamilton Family Residence	260 Golden Gate Ave	27,110	15,125	Housing	5	Poor*	SHR 4	-
28	HSH	Next Door Adult Shelter	1001 Polk	56,000	9,900	Housing	3	Poor*	SHR 4	-
29	HSH	MSC South Adult Shelter	525 5th St	41,806	12,800	Housing	6	Poor*	SHR 4	-
30	LIB	Glen Park Branch Library	2825 Diamond St	7,185	15,934	Library	8	Fair (3)	-	-
31	LIB	Mission Bay Library	960 04th St	8,500	46,983	Library	6	Fair (3)	-	-
32	LIB	Portola Library	380 Bacon St	6,427	7,688	Library	9	Fair (3)	-	-
33	LIB	Visitacion Valley Branch Library	201 Leland Ave	9,945	16,367	Library	10	Fair (3)	-	-
34	LIB	Marina Branch Library	1890 Chestnut St	7,633	524,876	Library	2	Fair (3)	-	Y
35	LIB	Noe Valley Branch Library	451 Jersey St	6,096	9,117	Library	8	Fair (3)	-	Y
36	LIB	Golden Gate Valley Branch Library	1801 Green St	7,432	6,233	Library	2	Fair (3)	-	Y
37	LIB	Presidio Branch Library	3150 Sacramento	10,205	35,113	Library	2	Fair (3)	-	Y
38	LIB	Excelsior Branch Library	4400 Mission St	8,302	10,000	Library	11	Fair (3)	-	Y
39	LIB	Library Support Services	190 09th St	43,182	16,999	Library	6	Fair (3)	-	Y
40	MTA	5th & Mission Garage	833 Mission Street	992,600	120,600	Parking Garage	6	Poor	-	-

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41	MTA	Moscone Center Garage	255 3rd Street	255,444	40,655	Parking Garage	6	Poor	-	-
42	MTA	Performing Arts Garage	360 Grove Street	213,564	49,159	Parking Garage	5	Poor	-	-
43	MTA	Polk Bush Garage	1399 Bush Street	73,860	10,380	Parking Garage	3	Poor	-	-
44	MTA	Sutter-Stockton Garage	444 Sutter Street	745,000	69,896	Parking Garage	3	Poor	-	-
45	MTA	Ellis-O'Farrell Garage	123 O'Farrell Street	314,549	33,687	Parking Garage	3	Very Poor	-	-
46	MTA	Pierce Street Garage	3252 Pierce Street	38,150	13,750	Parking Garage	2	Very Poor	-	-
47	MTA	18th & Collingwood	4116 18th Street	-	8,473	Parking Lot	8	-	-	-
48	MTA	18th & Geary	421 18th Avenue	-	12,000	Parking Lot	1	-	-	-
49	MTA	19th & Ocean	3000 19th Avenue	-	7,723	Parking Lot	7	-	-	-
50	MTA	20th & Irving	1275 20th Avenue	-	8,500	Parking Lot	4	-	-	-
51	MTA	21st & Geary	5732 Geary Blvd	-	7,375	Parking Lot	1	-	-	-
52	MTA	24th & Noe	4061 24th Street	-	5,700	Parking Lot	8	-	-	-
53	MTA	8th & Clement	324 8th Avenue	-	12,275	Parking Lot	1	-	-	-
54	MTA	8th & Irving	1325 8th Avenue	-	12,000	Parking Lot	7	-	-	-
55	MTA	9th & Clement	330 9th Avenue	-	9,000	Parking Lot	1	-	-	-
56	MTA	California & Steiner	2450 California St	-	18,657	Parking Lot	2	-	-	-
57	MTA	Castro & 18th	457 Castro St	-	8,433	Parking Lot	8	-	-	-
58	MTA	Claremont & Ulloa	807 Ulloa St	-	12,900	Parking Lot	7	-	-	-
59	MTA	Junipero Serra & Ocean	2500 Ocean Avenue	-	8,328	Parking Lot	7	-	-	-
60	MTA	West Portal/14th Ave	174 West Portal	-	6,237	Parking Lot	7	-	-	-
61	MTA	Cameron Beach Facility (1)	2301 San Jose Ave	51,000	118,986	Rail Facility/ Station	11	Poor	-	-
62	MTA	Forest Hill Subway Station (2)	354 Laguna Honda		50,133	Rail Facility/ Station	7	Poor	-	-
63	MTA	Central Subway—4th St/Folsom Site	266–286 4th Street	-	14,800	Rail Facility/ Station	6	Very Good	-	-
64	MTA	La Playa/Cabrillo Terminal Loop	La Playa & Cabrillo	-	19,200	Bus Facility	1	Fair	-	-
65	MTA	H. Welton Flynn Division	1940 Harrison Street	266,000	268,538	Bus Facility	9	Poor	-	-
66	MTA	John M. Woods Division	1001 22nd Street	158,000	362,157	Bus Facility	10	Poor	-	-
67	MTA	Kirkland Division	151 Beach/2301 Stockton	13,200	113,430	Bus Facility	3	Very Poor	-	-

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68	MTA	Potrero Division	2500 Mariposa Street	109,000	192,000	Bus Facility	9	Very Poor	SHR 4	-
69	MTA	Presidio Division	949 Presidio Ave	158,000	235,546	Bus Facility	2	Very Poor	SHR 4	-
70	POL	Bayview Station	201 Williams Ave	16,000	42,830	Police Station	10	Fair*	SHR 3	-
71	POL	Tenderloin Station	301 Eddy St	28,600	13,750	Police Station	5	Fair*	SHR 3	-
72	POL	Richmond Station	461 06th Ave	13,000		Police Station	1	Fair*	SHR 3	-
73	POL	Mission Station	630 Valencia St	25,000	44,195	Police Station	9	Good*	SHR 3	-
74	POL	Northern Station	1125 Fillmore St	18,462	65,993	Police Station	5	Good*	SHR 3	-
75	POL	Central Station	766 Vallejo St	8,000	4,643	Police Station	3	Poor*	SHR 3	-
76	POL	Taraval Station	2345 24th Ave	15,935	16,497	Police Station	4	Poor*	SHR 4	-
77	POL	Police Academy	350 Amber Dr	19,332	195,000	Training Facility	8	Poor*	SHR 3	-
78	PRT	01-Southern	Pier 92	-	23,965	Parking Lot	10	-	-	-
79	PRT	02-China Basin	Pier 68 - 19th St Lot	-	56,100	Parking Lot	6	-	-	-
80	PRT	04-Northeastern	Seawall Lot 314	-	31,115	Parking Lot	3	-	-	-
81	PRT	04-Northeastern	Seawall Lot 321	-	53,199	Parking Lot	3	-	-	-
82	PRT	04-Northeastern	Seawall Lot 351	-	27,937	Parking Lot	3	-	-	-
83	PUC	Twin Peaks Reservoir	199 Marview Way	-	100,000	Open Space	7	-	-	-
84	PUC	Miraloma Park Improvement Association	350 O'shaughnessy	-	9,901	Parking lot	7	-	-	-
85	RPD	Mission Arts Center	745 Treat Ave.	10,068	44,986	Recreation Center	9	Acceptable ⁵	-	-
86	RPD	Tenderloin Children's Recreation Center	570 Ellis St.	10,133	30,568	Recreation Center	5	Acceptable ⁵	-	-
87	RPD	Richmond Recreation Center	251 18th Ave.	18,470	40,434	Recreation Center	1	Acceptable ⁵	-	-
88	RPD	Mission Recreation Center	2450 Harrison St.	19,747	44,986	Recreation Center	9	Acceptable ⁵	-	-
89	RPD	Bernal Heights Recreation Center	500 Moultrie St.	5,008	35,838	Recreation Center	9	Deficient	-	-
90	RPD	Potrero Hill Recreation Center	801 Arkansas St.	18,804	267,463	Recreation Center	10	Deficient	-	-
91	RPD	St Mary's Recreation Center	Murray & Justin Dr.	22,053	377,969	Recreation Center	9	Deficient	-	-
92	TIDA	Building 1 (4)	39 Treasure Island	149,799	140,000	Administrative	6	Poor*	-	Y
93	USD	Leola M. Havard Early Education School	1520 Oakdale Ave	64,530	85,840	Educational Facility	10	Poor	-	-
94	USD	741 30th Avenue	741 30th Avenue	18,046	36,000	Leased	1	Good	-	-
95	USD	1060 Tennessee Street	1060 Tennessee St	16,057	30,000	Leased	10	Good	-	-

Report to Supervisor Sauter

September 29, 2026

96	USD	735 24th Avenue	735 24th Avenue	37,380	73,490	Administrative	1	Fair	-	-
97	USD	20 Cook Street	20 Cook Street	22,350	51,909	Administrative	2	Good	-	-
98	USD	2055 Sunnydale Avenue	2055 Sunnydale	37,700	125,000	Administrative	10	Good	-	-
99	USD	3045 Santiago Street	3045 Santiago St	19,900	60,000	Administrative	4	Good	-	-
100	USD	841 Ellis Street	841 Ellis Street	9,374	9,900	Administrative	5	Good	-	-
101	USD	1515 Quintara Street	1515 Quintara St	14,915	42,000	Administrative	4	Good	-	-
102	USD	SFUSD Administrative Building	95 Gough Street	5,000	16,500	Administrative	6	Poor	-	-
103	USD	135 Van Ness Avenue	135 Van Ness Ave	116,087	88,406	Administrative	5	Poor	-	-

*For properties where Departments did not have an official FCI score, the BLA estimated FCI score based on year built and year of last major renovations.

**Seismic Hazard Ratings (SHR) assigned in the City and County of San Francisco Capital Plan FY 2026–2027. SHR-3 indicates major damage, and SHR-4 indicates partial or total collapse.

(1) Portions of the Cameron Beach lot are a local, state, and national historic resource (i.e., Geneva Car Barn, which the SFMTA transferred to Rec & Park, not the remainder of the lot).

(2) SFMTA is only considering a portion of the parcel as potentially developable, specifically, the surface parking lot area. The station is a local historical landmark.

(3) According to the San Francisco Public Library, these facilities are classified as "Poor" under its internal Facility Condition Index (FCI) methodology. The Library states that these ratings are used as an internal planning tool to compare facilities and prioritize capital renewal investments. As a result, the term "Poor" should not be interpreted as describing the actual physical condition of the buildings.

(4) Subject to a provision in the development agreement that grants the principal developer the first right to master lease the building.

(5) While currently rated as acceptable, these properties are approaching deficient condition, with Facility Condition Index scores ranging from 0.70 to 0.74. Deficient condition is defined as an FCI score of 0.80 or higher.