

CHAPTER 3

Project Description

3.1 Introduction

The University of California, San Francisco (UC San Francisco or UCSF) is one of ten campuses in the University of California (UC) system, and is the only UC campus devoted solely to the health sciences. UCSF's mission is to advance health worldwide through innovative health sciences education, research and patient care.

In support of its mission, UCSF is preparing a new Long Range Development Plan (LRDP) to guide future campus growth and development over a 20+ year planning horizon through the year 2035. UCSF currently occupies 8.04 million gross square feet¹ (gsf) in owned and leased space (excluding 1.62 million gsf in structured parking) in San Francisco. The LRDP plans for projected campus growth of approximately 2.39 million gsf by 2035. Phase 2 of the Medical Center at Mission Bay is not included in the total anticipated development under the LRDP because the 793,500 gsf Phase 2 Medical Center is anticipated to be constructed after the LRDP horizon year of 2035; however, the impacts associated with its construction and operation are evaluated in this EIR in order to provide a conservative analysis of future development of the entire Mission Bay campus site. Therefore, the projected campus growth analyzed in the EIR is approximately 3.18 million gsf. The main objectives of the LRDP are to:

- respond to the City and community context;
- accommodate UCSF's growth through 2035;
- ensure UCSF's facilities are seismically safe;
- promote environmental sustainability; and
- minimize facility costs.

3.2 Purpose of the LRDP

Each UC campus is required to periodically prepare a LRDP to guide campus growth and future physical development. The 2014 LRDP is a comprehensive physical land use plan and policy document that articulates a long-term development strategy for achieving the academic, clinical and research missions of UCSF through the year 2035. It contains objectives to guide decisions for future facilities to meet needs over the next 20 years and projects the quantities and uses of new building space needed during this time frame. Future individual construction projects will be

¹ Gross square feet (gsf), as used for UC facilities, is the sum of all floor areas, finished and unfinished, on all floors of an enclosed structure. It excludes spaces such as attics without flooring, mezzanines, exterior courts, and balconies.

evaluated for general conformity with the LRDP and considered for approval following a community process and any additional environmental analysis and public review required under CEQA. A project is generally found to be in general conformance with the LRDP if the proposed land use is consistent with the functional zones for that campus site and the LRDP objectives. The 2014 LRDP also includes *Community Planning Principles* which were produced in collaboration with the UCSF Community Advisory Group. These *Principles* formalize UCSF's commitment to communicate with neighbors regarding its space needs and potential future development, in order to identify potential community concerns that may arise from UCSF's physical development prior to the time that individual projects are brought forward for approval.

These are intended to aid UCSF in both complementing and advancing the planning priorities of the City and of its campus neighbors. The planning process for the 2014 LRDP is an opportunity for UCSF to assess its needs, establish goals for the future and provide a forum to discuss issues of mutual concern to UCSF, the City and County of San Francisco (City) and the communities surrounding UCSF's main campus sites. The LRDP serves as UCSF's request to the Regents for approval of proposed land use designations, program square footage and population growth during the LRDP planning horizon.

Land use designations are described in the LRDP using functional zones, which provide guidance for where certain types of uses are best located based on desired land use adjacencies and other geographic considerations. The LRDP includes six categories of functional zones: research, clinical, support, housing, open space, and parking. Functional zone maps are provided for the three main campus sites (Parnassus Heights, Mission Bay, and Mount Zion) to guide the location of future capital construction and infrastructure development.

The 1996 LRDP focused on the acquisition of, and planning for, a major new site, which led to the development of the Mission Bay campus site, toward which UCSF has directed most of its capital resources in the intervening years. The 2014 LRDP contemplates investment in existing facilities and older sites, along with further development at Mission Bay.

In addition to land use designations, program square footage and population growth, the 2014 LRDP includes proposals, two of which would affect the campus as a whole – a Greenhouse Gas Reduction Strategy and an enhanced Transportation Demand Management Program; and a number of development proposals described in this chapter. The 2014 LRDP and its proposals are analyzed at a program level in this EIR, except as noted for those proposals that are analyzed at a project level for CEQA purposes.

This Draft EIR has been prepared in accordance with CEQA to analyze potential environmental impacts that could result from implementing the LRDP. Following public review, the EIR and LRDP will be finalized and submitted to the Regents for their review and approval. Upon adoption by the Regents, this LRDP will replace UCSF's 1996 LRDP, as amended.

3.3 Campus and Context

UCSF is an urban institution with campus sites throughout the City and some locations beyond the city limits comprising a total of approximately 198 acres, 61 of which make up the Mount Sutro Open Space Reserve at the Parnassus Heights campus site. UCSF occupies more than 8.04 million gsf of building space (excluding 1.62 million gsf of structured parking) in both owned and leased buildings. In addition to the three primary campus sites of Parnassus Heights, Mission Bay and Mount Zion, UCSF owns buildings at Mission Center (1855 Folsom Street), Laurel Heights (3333 California Street) and 654 Minnesota Street, which are predominately offices; animal care and research facilities at Hunters Point (830 and 831 Palou Street); a materiel management facility at Oyster Point (616 Forbes Boulevard in South San Francisco); and the Buchanan Dental Center (100 Buchanan Street). UCSF also leases more than a million square feet of space for a variety of purposes at numerous locations in San Francisco. **Figure 3-1** shows the main locations of UCSF-owned and leased sites in San Francisco.

UCSF has long-standing affiliations with San Francisco General Hospital and Trauma Center (SFGH), operated by the City; the San Francisco Veterans Affairs Medical Center (SFVAMC), operated by the U.S. Department of Veteran Affairs, where UCSF faculty provide patient care and conduct professional teaching and research programs; and with research entities such as the J. David Gladstone Institutes. While UCSF leases or otherwise occupies space in exchange for services at SFGH, UCSF does not lease or otherwise control any of the space at the SFVAMC. The remaining UCSF locations outside its main campus sites provide a variety of program space in buildings that are owned or leased by UCSF. UCSF also operates the UCSF Fresno Center for Medical Education and Research in the Central San Joaquin Valley, which provides training for doctors and other health professionals.

Unlike other UC campuses, UCSF has no undergraduate students, but instead has a small population of graduate and medical school students exclusively in health science related fields. The four schools are Dentistry, Medicine, Nursing and Pharmacy. UCSF also offers interdisciplinary graduate programs and numerous postdoctoral programs. UCSF's research enterprise conducts basic research in biology, biochemistry, and other disciplines related to health and disease; carries out translational medicine studies in epidemiology, behavioral, and social sciences; studies health care policies; and provides training in each of these fields. UCSF's clinical enterprise consists of the UCSF Health System—the UCSF Medical Center (the hospitals plus all clinics and physician practices operated by the Medical Center and the School of Medicine and UCSF Benioff Children's Hospital—and the UCSF Dental Center. The UCSF Medical Center is recognized as a world leader in health care. It consists of existing inpatient facilities at Parnassus Heights and Mount Zion, three new specialty hospitals under construction at Mission Bay (the new UCSF Benioff Children's Hospital facility at Mission Bay, plus the UCSF Betty Irene Moore Women's Hospital and the UCSF Bakar Cancer Hospital), and outpatient clinics at these sites and at numerous other locations throughout the City. UCSF Benioff Children's Hospital also entered into an affiliation agreement in January 2014 with Children's Hospital and Research Center Oakland (CHRCO), expanding UCSF's pediatric



SOURCE: UCSF

UCSF Long Range Development Plan Environmental Impact Report

Figure 3-1

UCSF Main Locations

network in the Greater Bay Area. Mount Zion will become UCSF's outpatient hub by 2015 when existing Mount Zion inpatient uses will relocate to Mission Bay.

Support facilities are designed for staff, students and visitors, and include campus housing, retail, child care, recreation and fitness facilities and parking.

As an urban institution with multiple campus sites, UCSF is located in neighborhoods of highly varied building use, density and design. UCSF facilities and property adjoin residential, neighborhood commercial, research and development, industrial and mixed use districts. All campus sites lie within the urban framework of the city and are served by the city's street network in well-established neighborhoods. The surrounding urban character influences how UCSF buildings and open spaces respond to their context and contribute to the public realm.

In addition, UCSF influences and is influenced by the city in a number of other ways. For example, UCSF maintains a network of shuttles that use city streets to transport faculty, staff, students, patients and patient family members, and formal guests among the campus sites. The amount of parking and housing provided on campus sites affects off-site traffic and off-site housing demand. Many of UCSF's facilities, such as recreation and fitness, child care and conference centers, as well as all of its outdoor areas, are available for public use. Consequently, UCSF works closely with both neighbors and city staff when planning development.

3.4 LRDP Objectives

UCSF's 2014 LRDP contains five main campus-wide objectives to guide UCSF's physical development. The campus-wide objectives are discussed below, followed by campus site-specific objectives.

3.4.1 Campus-Wide Objectives

1. Respond to the City and Community Context

- A. Coordinate with City agencies in areas of mutual interest
- B. Acknowledge and respond to local zoning and height and bulk limitations to the extent possible
- C. Design new buildings to be sensitive to the surrounding neighborhood and landscape, taking into account use, scale, and density
- D. Incorporate pedestrian-friendly urban design principles to relate campus buildings to surrounding streetscape and neighborhoods
- E. Consult with neighbors in proximity to UCSF's sites, guided by *Community Planning Principles* (see below).
- F. Consider neighborhood and city-wide impacts related to UCSF's physical growth

2. Accommodate UCSF's Growth Through 2035

- A. Meet physical needs for growth in research, clinical, and instructional programs at appropriate locations
- B. Address the need for campus housing for students, postdoctoral scholars, house staff and junior and incoming faculty at main campus sites by constructing an adequate number of new units while taking into account financial feasibility and physical site constraints
- C. Provide additional amenities such as retail, permanent child care facilities, recreation and fitness facilities, improved outdoor areas, and other support services to the extent feasible, to enhance the quality of campus life and the public realm
- D. Locate programs and activities at campus sites where they are suitable and compatible with UCSF's missions, and best foster collaboration, accommodate interdependent programs and reinforce academic and operational relationships
- E. Locate buildings in accordance with campus site-specific objectives, functional zones, and other LRDP elements related to open space, transportation, and utilities
- F. Site and design buildings and develop open space in accordance with the universal planning and design principles contained in UCSF's *Physical Design Framework*

3. Ensure UCSF's Facilities are Seismically Safe

- A. Ensure inpatient facilities meet state seismic requirements, as set forth in the *Alquist Seismic Safety Act* (SB 1953), by constructing and maintaining modern, seismically safe hospitals and facilities that will remain operational in the event of a major earthquake
- B. Plan new facilities and implement improvements to comply with UC's *Seismic Safety Policy*, to ensure a seismically safe environment for UCSF patient, visitors, physicians and staff
- C. Designate buildings for renovation, demolition, and replacement as warranted

4. Promote Environmental Sustainability

- A. Optimize the use of existing facilities, sites and campus space through repurposing, renovation, densification and consolidation where appropriate
- B. Reduce commute travel by providing additional campus housing
- C. Reduce the number of UCSF remote locations by consolidation of owned and leased sites, thereby reducing travel between sites
- D. Enhance the Transportation Demand Management program by developing adequate facilities and transportation demand reduction policies, to emphasize transportation alternatives that will lessen auto traffic in and around campus sites and to meet changing needs consistent with the City's *Transit First* policy
- E. Continue to prioritize scarce parking for use by patients and essential healthcare providers
- F. Facilitate growth in an environmentally responsible manner while reducing UCSF's greenhouse gas emissions in compliance with the UC *Sustainable Practices Policy*

and the goals of Assembly Bill 32 (AB32), the California Global Warming Solutions Act.²

5. Minimize Facility Costs

- A. Invest in existing facilities to reduce future maintenance costs
- B. Optimize use of existing space to forestall the construction of new buildings
- C. Consolidate leases at owned facilities when appropriate and cost-effective
- D. Eliminate remote campus sites
- E. Target site expansion in areas that strengthen programmatic relationships, allowing resources and support to be shared

3.4.1.1 Objective 1: Respond to the City and Community Context

UCSF's owned and leased facilities are dispersed throughout San Francisco, a dense urban area with over 825,000 residents living in roughly 49 square miles. Because UCSF facilities are physically integrated into the fabric of the city, and UCSF provides clinical and research services that complement City services (e.g., community clinics) or are in facilities owned by the City (e.g., SFGH), there is close collaboration between the two entities. In 1987, the City and UCSF entered into a *Memorandum of Understanding*, or MOU to foster harmonious relations between the City and UCSF regarding the growth and development of UCSF facilities within the City's boundaries. The MOU describes the responsibilities of the City and UCSF for the oversight of their respective land uses and of the development, maintenance, and use of physical facilities, including methods of communication and consultation regarding UCSF's development.

UCSF consults with the City when planning new development, especially if improvements are being proposed within City rights-of-way adjacent to campus sites. The City coordinates with UCSF whenever changes are being planned in the public streets that run through or adjacent to campus sites. UCSF coordinates on a regular basis with the City of San Francisco Planning Department, Municipal Transportation Agency, Department of Public Works and Office of Community Investment and Infrastructure, among other departments and agencies.

It is UCSF's intent to adhere, to the extent practicable, to City zoning codes related to building use, height, and bulk limitations; floor area ratios; and parking requirements or restrictions. At Mission Bay, campus development is subject to agreements that were negotiated by UCSF with the City and the developer as part of the *Mission Bay Redevelopment Area North and South Plans*.³ UCSF also works closely with surrounding community members in acknowledgement that UCSF affects neighbors in both positive and negative ways.

² UCSF is required to develop a long-term strategy for voluntarily meeting the State of California's goal for reducing greenhouse gas (GHG) emissions to 1990 levels by 2020, pursuant to the California Global Warming Solutions Act of 2006 (AB32).

³ North plan: www.sfdevelopment.org/Modules/ShowDocument.aspx?documentid=775
South plan: www.sfdevelopment.org/Modules/ShowDocument.aspx?documentid=777

3.4.1.2 Objective 2: Accommodate UCSF's Growth Through 2035

To achieve UCSF's mission over the next 20 years, the LRDP proposes an additional 2.39 million gsf in owned and leased buildings, for a total of 11.56 million gsf across all of UCSF's sites. For the purposes of the EIR analysis, total campus growth in 2035 assumes that the Phase 2 Medical Center at Mission Bay at 793,500 gsf would be constructed during the LRDP horizon. Therefore, the projected campus growth analyzed in the EIR is 3.18 million gsf.

The largest proportion of the LRDP increase in capacity is proposed as clinical space, closely followed by research and campus housing space. A substantial amount of support space is proposed, along with a minor amount of instruction space. The LRDP proposes to accommodate most of this growth in new buildings at the Mission Bay campus site, where there is undeveloped land available and infrastructure planned that will support such growth. Additional space in new buildings is proposed at the Parnassus Heights, Mount Zion, and Mission Center campus sites. At Parnassus Heights and Mount Zion, some existing buildings would need to be demolished to allow for new uses.

New clinical space would be distributed among the Parnassus Heights, Mission Bay, and Mount Zion campus sites as appropriate to maintain or improve operational efficiency and enhance adjacencies with related research programs.

New research space would be developed at Mission Bay and at Mount Zion. The LRDP proposes clinical expansion at the Mount Zion campus site, as well as the demolition of several older buildings. A new research building is being considered at SFGH to provide seismically safe research areas for UCSF employees.⁴ Didactic instruction is expected to remain primarily at Parnassus Heights, and new instruction space is expected there, as well as at Mission Bay and Mount Zion, to support overall growth. New campus housing would be developed at Parnassus Heights and at Mission Bay.

3.4.1.3 Objective 3: Ensure UCSF's Facilities are Seismically Safe

Many of the LRDP proposals for building renovation and demolition are in response to UCSF's need to ensure that its facilities are seismically safe.

UC Seismic Safety Policy

The purpose of the *UC Seismic Safety Policy*⁵ is to provide an acceptable level of earthquake safety, to the maximum extent feasible by present earthquake engineering practice and university resources, for students, employees and the public who occupy university buildings and other facilities. Feasibility is determined by weighing practicality and the cost of protective measures against severity and probability of injury resulting from seismic occurrences.

⁴ Although the new building is discussed in the LRDP, UCSF does not currently own any space at SFGH, and environmental review for the new building at SFGH would occur separately from the LRDP EIR.

⁵ <http://policy.ucop.edu/doc/3100156/SeismicSafety3100155>

In 2012, UCSF updated the seismic evaluations of buildings that had already been assessed, and evaluated those that had not, using a new rating system. This system has seven levels of earthquake damageability, with level V being “Serious,” level VI “Severe,” and level VII “Dangerous.” The highest-priority buildings (those rated level V and above) identified for seismic retrofit, removal, or other appropriate action are:

- **Parnassus Heights:** 735 and 374 Parnassus Avenue, which have since been removed; Clinical Sciences, for which retrofit plans are underway; and UC Hall and the Faculty Alumni House (745 Parnassus Avenue), which are proposed to be retrofitted
- **Mount Zion:** the Hellman and Brunn buildings which are planned for demolition, and the building at 2255 Post Street which is proposed to be retrofitted or demolished
- **SFGH:** five City-owned buildings in which UCSF leases space; UCSF is considering a replacement building

California Senate Bill 1953

In 1994, Senate Bill (SB) 1953 was passed by the California legislature as an amendment to the *Alquist Seismic Safety Act*. The law was in direct response to the Northridge earthquake, which damaged many hospitals in the Los Angeles area. SB 1953 requires hospitals to meet progressively higher levels of seismic safety by retrofitting or replacing facilities that do not meet the newer standards. The intent of the law is to ensure that hospitals are structurally sound and are able to offer uninterrupted service after an earthquake.

Moffitt Hospital and the hospital at Mount Zion have a Structural Performance Category (SPC) rating of SPC-2.⁶ These buildings do not significantly jeopardize life, but may not be repairable or functional following strong ground motion. To comply with SB 1953, UCSF is building a new hospital at Mission Bay (opening in February 2015), into which inpatient facilities from both Mount Zion and some from Parnassus Heights will relocate. To meet the 2030 deadline, rather than undergoing an extensive, expensive, and extremely disruptive retrofit of Moffitt Hospital, the UCSF Medical Center plans to build a New Hospital Addition to Long Hospital, which does comply with the higher seismic standards, and to decommission Moffitt Hospital for clinical uses. This addition would be built on the site of the Langley Porter Psychiatric Institute, which is proposed to be demolished.

3.4.1.4 Objective 4: Promote Environmental Sustainability

The University of California has expressed a commitment to responsible stewardship of its physical resources and to demonstrating leadership in sustainable practices. To that end, the UC President has adopted a detailed *Sustainable Practices Policy*⁷ that establishes goals for the individual campuses in nine areas of sustainable practices: green building, clean energy,

⁶ Buildings with SPC-2 ratings must be brought into compliance with the structural provisions of the Alquist Hospital Facilities Seismic Safety Act, its regulations or its retrofit provisions by January 1, 2030, or be removed from acute care service. http://www.oshpd.ca.gov/FDD/seismic_compliance/SB1953/SeisPerfRatings-v3-2.html#SPC2

⁷ policy.ucop.edu/doc/3100155/Sustainable%20Practices

transportation, climate protection, sustainable operations, waste reduction and recycling, environmentally preferable purchasing, sustainable foodservice and sustainable water systems. In addition, UCSF is striving to reduce the generation of hazardous materials and the use of toxic cleaning and other products. UCSF's Living Green program is intended to inform and engage the campus and medical center community to act more sustainably.

As part of implementing the *UC Sustainable Practices Policy*, UCSF has developed a Climate Action Plan, a long-term strategy for voluntarily meeting the State of California's goal for reducing greenhouse gas (GHG) emissions to 1990 levels by 2020, pursuant to the *California Global Warming Solutions Act of 2006* (AB 32),⁸ and also achieving climate neutrality as soon as possible thereafter.

In 2007, UCSF signed the *American College and University President's Climate Commitment* (ACUPCC)⁹ to complete an emissions inventory, set target dates and interim milestones for becoming climate-neutral,¹⁰ take steps to reduce GHG emissions and prepare public progress reports. UCSF GHG emissions reduction goals pertain to emissions of the six Kyoto greenhouse gasses originating from sources specified in the ACUPCC.¹¹ The sustainability policy specifies that these goals will be pursued while maintaining the primary research and education mission of the University.

As part of the LRDP, UCSF is updating its portfolio of GHG reduction strategies (see Appendix D). These strategies include the following: campus infrastructure improvements, renewable energy facilities construction, renewable energy purchase, equipment retrofits, operational energy efficiencies, new construction energy efficiency and measures that can be applied to individual projects with the goal of incrementally reducing UCSF's overall GHG emissions over the LRDP horizon.

The UC President has set a goal for UC to become a zero net energy consumer by 2025 and use only clean energy.¹² UC is now working on the President's initiative to be the first university to achieve net energy and carbon neutrality.

To grow as sustainably as possible, UCSF will minimize new development by reinvesting in existing facilities and utilizing them more efficiently. This will be accomplished by implementing a new campus space policy to ensure optimal use of space, and by increasing the density of occupants.

To promote sustainable transportation and minimize traffic impacts, UCSF proposes to seek opportunities to consolidate its campus population to fewer locations by terminating leases (or vacating spaces upon expiration of leases) and vacating sites in more remote locations, which will

⁸ www.leginfo.ca.gov/pub/05-06/bill/asm/ab_0001-0050/ab_32_bill_20060927_chaptered.pdf

⁹ www.presidentsclimatecommitment.org/about/commitment

¹⁰ Climate neutrality for UCSF is defined as the University having a net-zero impact on the Earth's climate; it will be achieved by minimizing GHG emissions as much as possible and using carbon offsets or other measures to mitigate the remaining GHG emissions (*UCSF Climate Action Plan*, December 2009).

¹¹ The six greenhouse gases identified in the Kyoto Protocol/ACUPCC are carbon dioxide, methane, nitrous oxide, sulfur hexafluoride, hydrofluorocarbons, and perfluorocarbons.

¹² <http://sustainability.universityofcalifornia.edu/documents/carbon-neutrality2025.pdf>

reduce the amount of private vehicle and UCSF shuttle traffic throughout the day between campus sites. In addition, UCSF proposes to build additional campus housing at the Parnassus Heights and Mission Bay campus sites to reduce commute travel; implement more robust Transportation Demand Management (TDM) measures; reduce truck deliveries to campus sites; prioritize scarce parking for use by patients and essential healthcare providers; and keep parking-space-to-building-space ratios low.

3.4.1.5 Objective 5: Minimize Facility Costs

UCSF proposes to control maintenance costs by investing in existing facilities; limit new construction by using existing and future space more efficiently; minimize the cost of building leases by moving programs into UCSF-owned buildings and consolidating leases; and avoid expensive investment and operational costs by reducing the number of remote campus sites.

3.4.2 Campus Site-Specific Objectives

1. Parnassus Heights

- A. Continue to promote excellence and leadership in health science education, maintaining the Parnassus Heights campus site as the central location for classroom instruction.
- B. Ensure that adequate space is provided to foster collaboration and to facilitate the interdependence and connectivity for operational efficiency and effectiveness of instruction, clinical, research and support uses in close physical proximity to each other.
- C. Ensure that Long Hospital and the New Hospital Addition have adequate clinical and administrative support and are aligned with education, research and specialized care programs and support that remain at the campus site.
- D. Provide additional campus housing and improve campus life amenities including outdoor space.
- E. Strive to better achieve the remaining unfulfilled components of the 1976 Regents' Resolution by reducing space, minimizing population growth, and improving transportation-related programs.
- F. Preserve the Mount Sutro Open Space Reserve as permanent open space, and serve as the steward of the Reserve by maintaining and expanding the trail system and by ensuring the safety of visitors and neighboring structures.

2. Mission Bay

- A. Accommodate the majority of UCSF's growth through the LRDP horizon.
- B. Allow for the consolidation of some of UCSF's leased and remote sites to Mission Bay to reduce operating and occupancy costs.
- C. Continue UCSF's commitment to excellence, innovation and collaboration as the university grows and expands the research and education programs at Mission Bay, and continue to support the new UCSF Medical Center at Mission Bay.

- D. Strategically expand the existing North Campus at Mission Bay by maximizing the development capacity under the 2014 LRDP while increasing efficiency by aligning and locating interdependent research and clinical teams and joint endeavors at the Mission Bay campus site.
- E. Complete Phase 1 of the Medical Center on the South Campus and consolidate specialized services associated with women's, children's and cancer services.
- F. Expand campus housing and child care on the North Campus and continue to develop the campus site with new other campus life amenities, such as retail, and outdoor recreation and fitness facilities.
- G. Relocate programs from Parnassus Heights to Mission Bay, if they complement programs already located at Mission Bay and are not required to be at Parnassus Heights to function efficiently.

3. Mount Zion

- A. Convert the Mount Zion campus site into a patient-friendly ambulatory care center to meet existing and future projected outpatient needs.
- B. Address seismically compromised and obsolete buildings.
- C. Develop new facilities to accommodate programmatic needs.

3.5 Plan Elements

The four required elements of an LRDP are: (1) land use, (2) open space, (3) circulation, transportation, and parking, and (4) utilities and other infrastructure. The land use element includes functional zone maps that illustrate the general location of proposed uses, which serves to guide future decisions as to where to locate buildings and uses. The open space element indicates the locations of open space, and how it relates to campus buildings and the campus as a whole. The circulation and transportation element considers how people get to and from and around campus sites using various modes of travel, and includes parking. The utilities and other infrastructure element addresses significant utility system or infrastructure facilities needed to accommodate growth. These elements are described in general terms below.

3.5.1 Land Use

UCSF building space is occupied for various institutional uses according to the following major categories:

- **Instruction**, including classrooms, teaching laboratories, seminar rooms, and academic offices
- **Research**, including research conducted in laboratories and offices
- **Clinical**, including space for services provided to patients in hospitals or clinics such as inpatient rooms, surgical rooms, radiation services, diagnostic laboratories, and treatment rooms, and for functions that directly support patient care such as nursing stations, administrative offices, and conference rooms

- **Support**, consisting of the following types of uses:
 - *Academic Support*, including library and animal care space
 - *Academic and Campus Administration*, including all administrative space at the department, school, and campus levels: deans' and directors' offices, conference rooms, copying facilities, etc., as well as non-academic support space such as police, personnel, and accounting offices
 - *Campus Community*, including campus amenities such as recreation, fitness, child care, conference centers, food service, and retail
 - *Logistics*, including space devoted to the delivery of materials and physical plant space such as machine shops, service yards, laundry services, utilities, and storage
- **Housing**, including residential facilities for students, postdoctoral scholars, clinical residents, and faculty

3.5.1.1 Functional Zones

Land use designations are described in the LRDP using functional zones, which provide guidance on where certain types of uses are best located, based on desired land use adjacencies and other geographic considerations. The LRDP includes six categories of functional zones: research, clinical, support, housing, open space, and parking. For program and operational efficiencies, clinical and research functional zones tend to cluster in an area. For circulation reasons, parking functional zones are typically situated on campus edges. To create an active and inviting campus setting, housing, open space and support zones are located throughout the campus sites. **Table 3-1** describes the land use functional zones for UCSF's main campus sites at Parnassus Heights, Mission Bay, and Mount Zion, and the predominant and secondary uses that are permitted within each zone. The space categories above are generally consistent with these functional zones, except instruction space, which is distributed throughout the research, clinical, and support zones.

3.5.2 Open Space

UCSF's open spaces vary widely in size and character. The Mission Bay campus site has a great deal of open space, including Koret Quad and open space plazas at all building entrances; open space and connectivity has been integral to every plan and design for the campus site. The Fourth Street Public Plaza, which is under construction at the UCSF Medical Center at Mission Bay campus site, will include landscaped areas, seating, an amphitheater, multi-use promenade, and bicycle paths. The 61-acre Mount Sutro Open Space Reserve (Reserve), an urban forest under the stewardship of UCSF, is located at the Parnassus Heights campus site and is open to the public; it includes a popular trail system for hiking and biking. The Recreation and Open Space Element of the *San Francisco General Plan* discusses the Green Connections Network, which identifies two trail systems—the Crosstown Trail and the Ridge Trail—that incorporate some of the trails of the Reserve. Otherwise, however, UCSF's open spaces are mainly limited to relatively small courtyards and plazas surrounded by campus buildings, and some tree-lined streets and landscaped areas. These open spaces and landscaped areas complement and provide valuable opportunities for people to relax, socialize, eat lunch, study, play, heal, or otherwise be outdoors.

**TABLE 3-1
PREDOMINANT AND SECONDARY USES IN FUNCTIONAL ZONES**

Functional Zone	Predominant Use	Secondary Uses
Research	<ul style="list-style-type: none"> Research activities 	<ul style="list-style-type: none"> Offices Clinics Instruction space Support uses Open space Parking
Clinical	<ul style="list-style-type: none"> Clinical activities 	<ul style="list-style-type: none"> Offices Research activities Instruction space Support uses Open space Parking
Support	<ul style="list-style-type: none"> Offices Food services Retail Child care Recreation and fitness Conference space Library Police services Animal care Utilities 	<ul style="list-style-type: none"> Instruction space Housing Open space Parking
Housing	<ul style="list-style-type: none"> Campus housing 	<ul style="list-style-type: none"> Support uses Open space Parking
Open Space ¹	<ul style="list-style-type: none"> Major open space areas 	<ul style="list-style-type: none"> Recreation and fitness Retail Parking
Parking	<ul style="list-style-type: none"> Structured parking 	<ul style="list-style-type: none"> Support uses Open space Surface Parking

¹ The area designated as Mount Sutro Open Space Reserve shall be kept free of any permanent structures or facilities except footpaths and appropriate landscape construction intended to enhance its use as a natural area.

Under the 2014 LRDP, UCSF is committed to improving existing open space and creating new open space areas as part of new building proposals. These will be improved or developed in accordance with the universal planning and design principles in the UCSF 2010 *Physical Design Framework*. Because of the lack of outdoor recreation and fitness facilities, one priority is a sports field, which can best be accommodated at the Mission Bay campus site.

3.5.3 Circulation, Transportation and Parking

UCSF proposes to continue to enhance its TDM program and encourage its faculty, staff and students to use alternative modes of travel to driving alone to campus sites. Growth would require some additional parking, but consistent with UCSF's parking policy, parking would be prioritized for patients and essential healthcare providers. The LRDP also proposes to reduce congestion and truck deliveries to campus sites through transportation improvement measures. A critical transportation goal is to reduce UCSF's greenhouse gas emissions.

Direct, aesthetic, and experiential pedestrian connectivity is stressed in the UCSF 2010 *Physical Design Framework* and will be considered as buildings and open space are developed. The needs of pedestrians on public streets that pass through campus sites and have UCSF shuttle and Muni stops, particularly Parnassus Avenue at Parnassus Heights, Fourth Street at Mission Bay, and Sutter and Divisadero Streets at Mount Zion, would be given the greatest consideration.

3.5.4 Utilities and Other Infrastructure

Under the 2014 LRDP, UCSF intends to invest considerable financial resources in improving and expanding its infrastructure. This would include utilities within and between existing buildings, as well as utilities to serve new structures. A goal of the LRDP is to shift away from equipping new buildings at the Mission Bay campus site with utilities that could be incorporated more efficiently in a central utility plant, and to install redundant utility loops at the Mission Bay and Parnassus Heights campus sites to increase service reliability.

3.6 Projected Growth

As explained in detail below, this LRDP would provide for an additional 2.39 million gsf of space through 2035 if all the planned capacity were to be developed within that time frame. As noted above, for the purposes of the EIR analysis, campus growth includes the 793,500 gsf Phase 2 Medical Center at Mission Bay. Thus, the total projected campus growth analyzed in the EIR is 3.18 million gsf.

The LRDP is intended to serve as a general guide to the physical development of the campus. The LRDP does not propose a commitment to any specific project, construction schedule or funding priority.

3.6.1 Existing Space and Buildings Under Construction

UCSF currently occupies approximately 8.04 million gsf in owned and leased space at all of its campus sites in San Francisco, excluding approximately 1.62 million gsf in structured parking. In addition to this, approximately 1.13 million gsf of new construction is underway at Mission Bay: the Phase 1 UCSF Medical Center at Mission Bay, scheduled for completion in 2015, and Mission Hall, scheduled for completion in 2014.

Figure 3-2 shows the allocation of all existing UCSF-owned and leased space at all sites in San Francisco among the major space categories. As can be seen in Figure 3-2, there are substantial amounts of support, research and clinical space, with the remaining space divided roughly equally between instruction and housing.

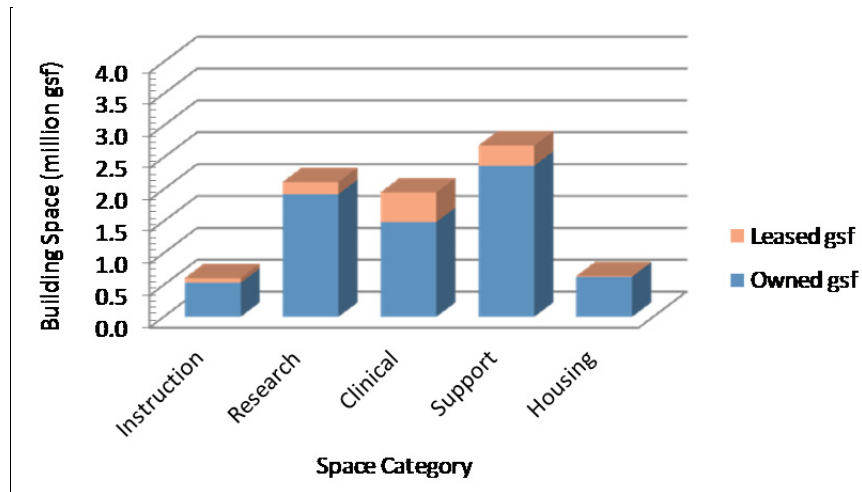


Figure 3-2
Existing Space at All Sites in 2014

3.6.2 LRDP Proposed Space Program

The LRDP proposes an additional 2.39 million gsf, for a total of 11.56 million gsf, in owned and leased buildings across all of UCSF's sites through 2035. The allocation of this space between instruction, clinical, research and support uses is described below. All square footage proposed under the LRDP is subject to funding availability and CEQA evaluation as individual projects arise for consideration.

Although a major portion of the additional space would be accommodated in new buildings on campus sites, some of the need for space would be met by improving utilization of existing vacant or underutilized space, consolidating existing functions or leases, converting existing space to other uses to meet changing priorities (e.g., converting office space at the Parnassus Heights campus site to housing and renovating Moffitt Hospital to provide hospital support areas after 2030).

3.6.2.1 Instruction

The proposed LRDP space program for instruction space is approximately 104,000 gsf over the existing amount of 608,000 gsf. This number is based on projected student enrollment, UCSF's financial ability to renovate academic space to accommodate the increase in the number of students, current classroom utilization rates and other factors.

Figure 3-3 illustrates the number of students projected to be enrolled in each of the four UCSF schools between 2013 and 2035. A total increase of 13% in enrollment is expected by 2025. For purposes of the LRDP, it is assumed that enrollment after 2025 would remain relatively flat because enrollment projections beyond 2025 would be highly speculative.

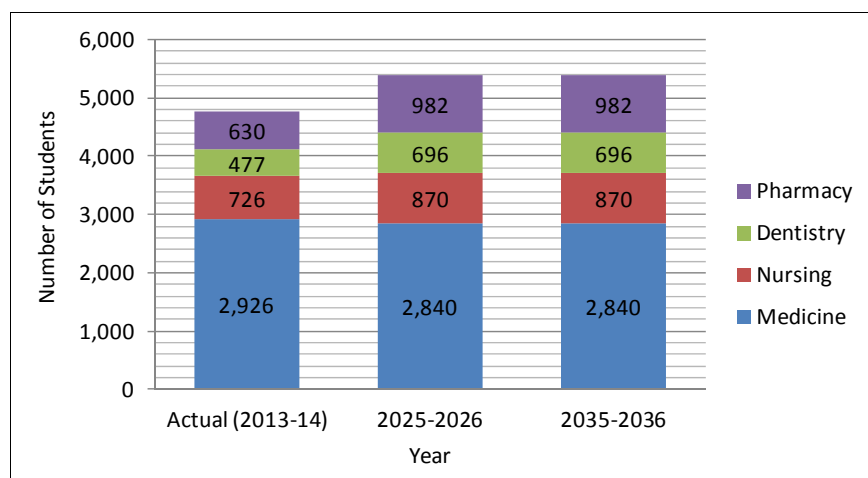


Figure 3-3
Existing and Projected Enrollment

3.6.2.2 Research

The existing amount of research space is about 2,116,800 gsf. The proposed LRDP research space¹³ program is 951,500 gsf over the existing amount, for a 2035 total of 3.07 million gsf. This includes space for wet and dry research laboratories, translational research, clinical trials and administrative and technology support. It is assumed that growth in research space need would be met in existing facilities through 2021. Between 2021 and 2030, an annual growth rate of 2.5% in research space need is assumed. Due to the uncertainty in funding, and due to industry trends that could affect research space needs and configurations, it is too speculative to assume additional space or faculty growth beyond 2030. It is assumed that research growth would occur at Mission Bay, both in support of the existing research programs and where future programs would align with the new Medical Center that is currently under construction. Also, additional research space could be developed at Mount Zion.

3.6.2.3 Clinical

The existing amount of clinical space is about 1,952,000 gsf. Driving the need for additional clinical space, the inpatient space need is expected to increase by 23% by 2035. This projection is based on the current hospital average daily census, historical growth, and staff estimates for growth in pediatric, obstetric and other adult programs. It reflects plans to backfill space vacated by moves to Mission Bay in Moffitt Long Hospital at Parnassus Heights and the hospital at Mount Zion after the new Medical Center at Mission Bay opens in early 2015, as well as in the new hospital addition planned at Parnassus Heights by 2030 to respond to the seismic deadline for inpatient facilities. Clinical space growth is expected to be highest in the near term with the opening of the Medical Center at Mission Bay, followed by less growth thereafter with the construction of the new hospital addition at Parnassus Heights by 2030. Between 2030 and 2035,

¹³ Research space does not include 18,000 gsf of research support functions and 79,200 gsf for animal care space that are included in the academic support category.

the inpatient average daily census is projected to grow by about 4% and would be accommodated in the new hospital addition at Parnassus Heights and the Medical Center at Mission Bay. Due to the financial resources that will be needed to complete the new hospital addition at Parnassus Heights, it is most likely that the Phase 2 Medical Center at Mission Bay will be built after 2035, beyond the LRDP Horizon. However, for purposes of the EIR analysis, it is assumed that it would be constructed prior to 2035. Outpatient volume is expected to grow by 72% by 2035.¹⁴ Including both inpatient and outpatient space, and assuming the Phase 2 Medical Center is constructed prior to 2035, the total increase in the clinical space¹⁵ program at LRDP horizon is 1,869,600 gsf.

3.6.2.4 Support

The proposed LRDP support space program is projected to be about 709,400 gsf. This growth includes plans to expand child care, retail, recreation and fitness and conference space but excludes structured parking.¹⁶

3.6.2.5 Housing

The projected LRDP growth of 667,600 gsf for housing is based on the potential capacity for new housing at Parnassus Heights and Mission Bay, and non-residential uses that could be converted to housing at Parnassus Heights.

3.6.2.6 Parking

Surface parking is proposed to be accommodated within each functional zone as an allowable secondary use. Structured parking (i.e., garages) is proposed in the Parking functional zone and is generally proposed to be located at the periphery of main campus sites to enable easier pedestrian movement within the campus core. Smaller garages would be allowed in non-parking zones if built as part of a larger structure such as faculty housing. A summary of existing and proposed parking facilities is shown in Table 4-18 of the Transportation Impact Study (Appendix G).

3.6.2.7 Total Space at LRDP Horizon

Total UCSF owned and leased space across all UCSF sites if all projects in the 2014 LRDP were implemented would be about 11.56 million gsf by 2035, which includes 1.13 million gsf of building space currently under construction at the Mission Bay campus site. This would be an increase of about 3.52 million gsf over the existing 8.04 million gsf; therefore, future growth under the LRDP by 2035 would be 2.39 million gsf.

¹⁴ This projection is based on compound annual growth rates of 3% through 2020, 2% from 2021 to 2030 and 1% from 2031 to 2035.

¹⁵ Clinical space includes 308,000 gsf of new inpatient space at Parnassus Heights, 172,700 gsf of new outpatient space at Parnassus Heights and Mount Zion, and 169,300 gsf of new academic office space at Parnassus Heights (150,100 gsf in UC Hall and CSB) and Mount Zion (19,200 gsf). Not included in Clinical space are office and outpatient space need at Mission Bay that will be accommodated in Mission Hall and in the Medical Center outpatient building to be built by 2015 and 2020, respectively.

¹⁶ Some of this space need was determined by applying multipliers to base space needs (e.g., research), or by assuming a constant ratio to the amount of existing space (e.g., logistics).

As assumed for purposes of the EIR, construction of the 793,500 gsf Phase 2 Medical Center at Mission Bay during the LRDP horizon would result in total space of about 12.36 gsf by 2035.

The distribution of total projected space in 2035 is shown in **Figure 3-4** below. **Figures 3-5** and **3-6** compare the existing and future distributions of building space by use category.

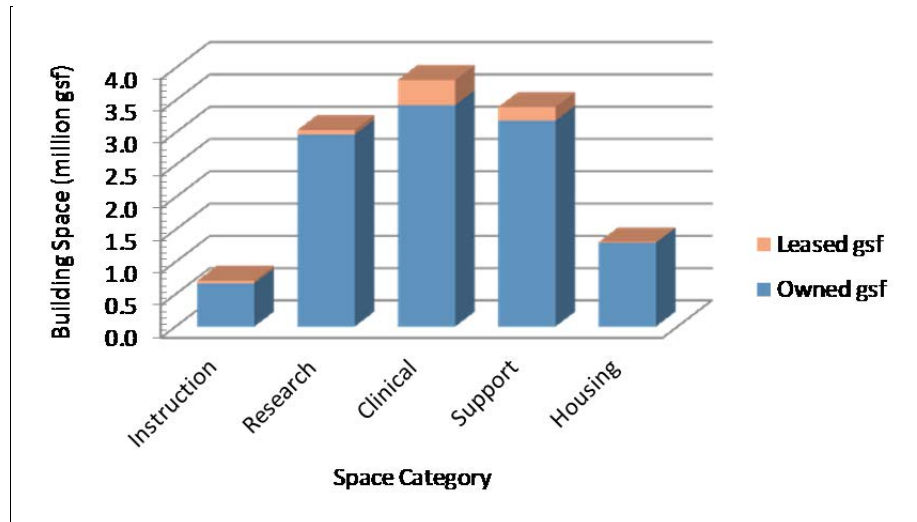


Figure 3-4
Proposed Space at All Sites in 2035

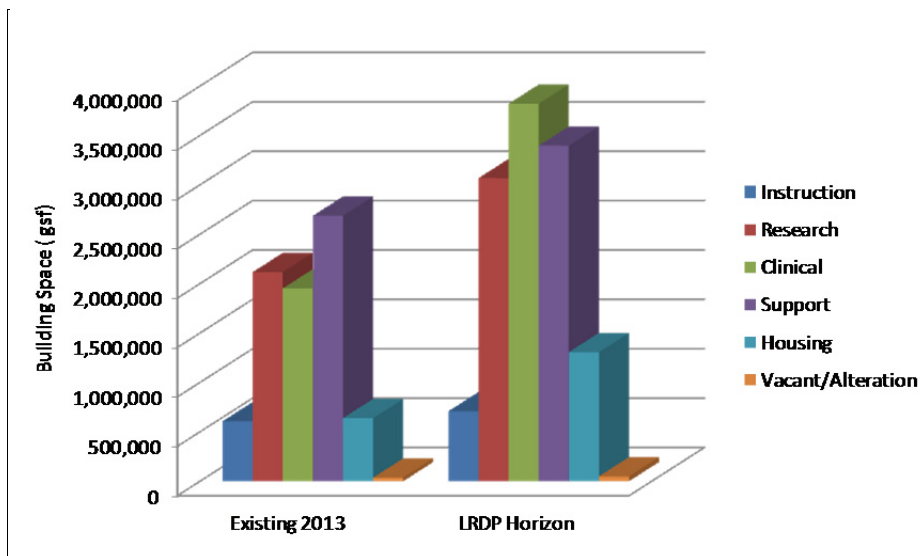


Figure 3-5
Space by Use Category,
Existing and LRDP Horizon

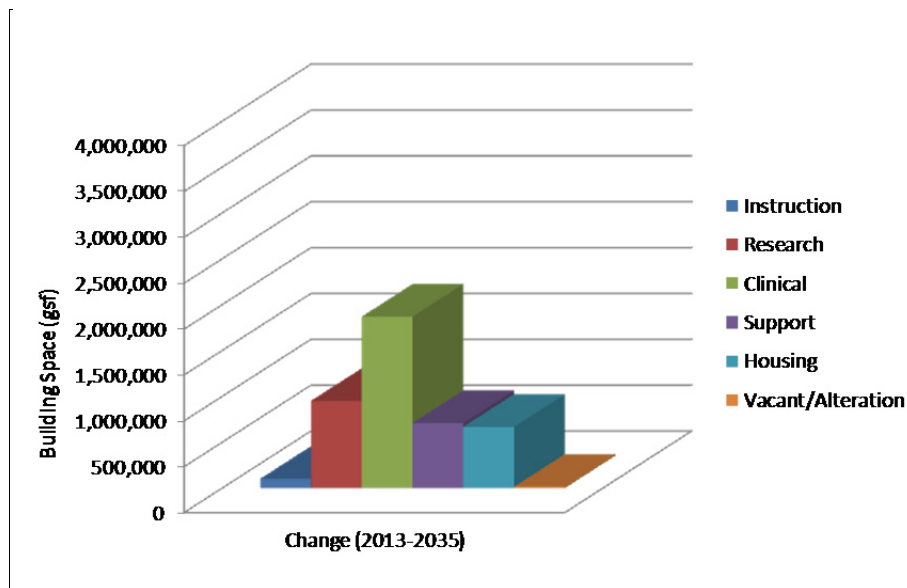


Figure 3-6
Change in Space by Use Category,
Existing to LRDP Horizon

The summary of existing and total projected gsf at LRDP horizon in 2035 is shown below in **Table 3-2**.

TABLE 3-2
SUMMARY OF TOTAL UCSF EXISTING AND LRDP HORIZON GSF

Type of Space	Existing ^{1,2} Total gsf	LRDP Horizon 2035 Total gsf
Instruction	607,500	708,800
Research	2,116,800	3,068,300
Clinical	1,952,000	3,821,600
Support		
Academic Support	414,400	569,600
Academic/Campus Admin	1,487,000	1,790,800
Campus Community	385,000	473,700
Logistics	<u>400,300</u>	<u>562,600</u>
Support Subtotal	2,687,300	3,396,700
Housing	638,500	1,306,100
Vacant/Alteration	36,200	49,700
Total	8,038,300	12,351,200

¹ Excluding 1,618,100 gsf of structured parking (653,700 gsf at Parnassus Heights; 176,500 gsf at Mount Zion; 680,500 gsf at Mission Bay; and 107,400 at Laurel Heights)

² Total leased space assumed to be reduced by approximately 300,000 gsf from 1,049,000 gsf at LRDP horizon

³ Includes the 793,500 gsf Phase 2 Medical Center at Mission Bay.

⁴ Includes Mission Hall and the Phase 1 Medical Center at Mission Bay, both of which are currently under construction on the Mission Bay campus site.

3.6.3 Existing and Projected Population

The estimated UCSF population across all sites in 2013, and upon full implementation of the LRDP space program, is shown below in **Table 3-3**. The projected population at LRDP horizon includes growth associated with the Phase 2 Medical Center at Mission Bay. The total population across all campus sites, including patients and visitors, would increase by approximately 17,000.

**TABLE 3-3
EXISTING AND PROJECTED UCSF POPULATION**

	Existing (2013)	Projected Population at LRDP Horizon (2035) ⁸	Total Change
Students ¹	4,760	5,390	630
Faculty ²	3,170	4,460	1,290
Staff ³	16,440	25,530	9,090
Unpaid Faculty ⁴	4,920	5,340	420
Postdoctoral Scholars ⁵	1,550	1,550	--
Patients ⁶	3,560	6,050	2,490
Visitors ⁷	5,020	8,100	3,080
Total	39,420	56,420	17,000

¹ Students as of Fall 2013; includes all Clinical Residents

² Does not include volunteer faculty and community health providers

³ Full-time equivalent staff as of Fall 2013

⁴ The majority of unpaid faculty not physically present on campus daily

⁵ Includes clinical fellows

⁶ Average daily inpatient population and outpatient visits to outpatient care clinics, private practice physicians, dental clinics and other referred visits.

⁷ Includes visitors to patients, faculty, students and staff; conference center visitors; participants in continuing education and recreation programs; volunteers; children at child care facilities; and vendors.

⁸ Includes population associated with Mission Hall and both Phase 1 and Phase 2 of the Medical Center at Mission Bay.

3.7 LRDP Proposals

The following campus-wide proposals are part of an ongoing planning process conducted by UCSF for the LRDP. Revisions and/or additions to these programs may be made during the LRDP planning process.

3.7.1 Greenhouse Gas Reduction Strategy

The University of California is committed to responsible stewardship of its physical resources and to demonstrating leadership in sustainable practices. To that end, the Regents have adopted a detailed Policy on Sustainable Practices.¹⁷ As part of implementing the policy, UCSF prepared a Climate Action Plan, a long-term strategy for voluntarily meeting the State of California's goal for reducing greenhouse gas (GHG) emissions to 1990 levels by 2020, pursuant to the California Global Warming Solutions Act of 2006 (AB 32).

¹⁷ <http://policy.ucop.edu/doc/3100155>

As an intermediate target, UCSF also has the goal of reducing GHG emissions to 2000 levels by 2014; and intends to achieve climate neutrality¹⁸ as soon as possible after achieving the 2014 and 2020 reduction targets.¹⁹ UCSF GHG emissions reduction goals pertain to Scope 1 and Scope 2 emissions²⁰ of the six Kyoto greenhouse gasses originating from sources specified in the American College and University Presidents Climate Commitment²¹ as well as Scope 3 emissions²² from business airline travel and commuting by UCSF staff and students. The Regents Policy specifies that these goals will be pursued while maintaining the primary research and education mission of the University.

UCSF has included its proposed GHG Reduction Strategy in the LRDP to provide CEQA analysis of the GHG Reduction Strategy and future development activities under the LRDP, pursuant to the streamlining provisions of CEQA Guidelines Section 15183.5. The GHG Reduction Strategy updates UCSF's portfolio of GHG reduction strategies in categories that pertain to physical development under the LRDP. These categories include the following: campus infrastructure improvements, renewable energy facilities construction, renewable energy purchase, equipment retrofits, operational energy efficiencies, and measures that can be applied to individual projects with the goal of incrementally reducing UCSF's overall GHG emissions over the LRDP horizon. UCSF has prepared and previously published comprehensive emissions inventories covering Scope 1 and 2 for the 1990 baseline, 2000 interim year, year 2008, year 2011, year 2012 and future projections (2014 and 2020).

UCSF reported its 2012 Scope 1 and Scope 2 emissions to The Climate Registry (TCR). Past inventories for 1990 and 2008 were revised during the development of the GHG Reduction Strategy due to discovered data errors (1990) and a change in the UCSF inventory organizational boundary starting in 2012.²³ UCSF total emissions (including Scope 3 emissions from business air travel and commuting) were 109,817 metric tons of carbon dioxide equivalents (CO₂e) in 1990; 156,339 metric tons CO₂e in 2008; and 150,258 metric tons CO₂e in 2012. UCSF's 2012 emissions make up about 2.8% of the City of San Francisco's estimated total emissions of 5.3 million metric tons of CO₂e/year.

¹⁸ Climate neutrality is defined as the University having a net zero impact on the Earth's climate, and will be achieved by minimizing GHG emissions as much as possible and using carbon offsets or other measures to mitigate the remaining GHG emissions (UCSF Climate Action Plan, December 2009).

¹⁹ CA Executive Order S-3-05 calls for reducing GHG emissions to 80% below 1990 levels by 2050.

²⁰ Scope 1 (Direct Emissions), includes stationary combustion such as boilers, hydrofluorocarbon (HFC) refrigerant use, or combustion of fuels in UCSF-owned vehicles; Scope 2 (Indirect Emissions) includes emissions from purchased electricity for UCSF facilities (UCSF Climate Action Plan, December 2009).

²¹ The six greenhouse gases identified in the Kyoto Protocol/ACUPCC are carbon dioxide, methane, nitrous oxide, sulfur hexafluoride, hydrofluorocarbons and perfluorocarbons.

²² Scope 3 emissions are indirect emissions (other than those associated with purchased electricity or steam) that are a consequence of the activities of UCSF, but occur from sources not owned or controlled by UCSF.

²³ As explained in the GHG Reduction Strategy, starting with the 2012 GHG inventory reported to TCR, UCSF delineates its organizational boundary using the financial control criterion. Under financial control, UCSF reports emissions from facilities and sources that are wholly-owned, and from facilities and sources that are partially-owned but where UCSF retains financial control (e.g., through a capital or financial lease, or where majority ownership establishes management control). Due to this organizational boundary change, the boundaries of inventories pre-dating 2012 were adjusted to enable direct comparison with current and future inventories. Essentially, emissions associated with leased facilities were removed from the pre-2012 inventories.

The California Air Resource Board has proposed an efficiency threshold of 4.6 metric tons of CO₂e /year per service population (residents plus employees) for the State in order to meet the year 2020 goal of AB 32. UCSF per capita emissions for 2013 were 5.5 metric tons of CO₂e/year, slightly lower than the 6.5 metric tons of CO₂e/year per capita emissions for the City of San Francisco.

UCSF currently has one facility – the Parnassus Central Utility Plant – that is subject to Cap-and-Trade rules under AB 32. UCSF has pre-purchased Cap-and-Trade allowances for this facility for future years. UCSF has also committed to purchasing additional offsets to meet its 2014 interim Sustainable Practices policy goal. Despite the addition of significant space and population over the life of the LRDP, UCSF anticipates meeting its 2020 emissions goals.

The UC President has set a goal for UC to become “carbon neutral” by 2025 and purchase only clean energy. UC is now working on the President’s initiative to be the first major research university to achieve net energy and carbon neutrality.²⁴

3.7.2 Transportation Demand Management Program

UCSF currently manages a robust campus-wide TDM program with the goal of reducing single-occupant vehicle (SOV) trips to all of the campus sites. The details of this program are presented in Section 5.14, *Transportation and Traffic*. To minimize traffic generated by UCSF current and planned facilities, UCSF proposes to implement more robust TDM measures. These measures were developed as part of an internal planning process to identify feasible TDM measures that could reasonably result in a reduction in UCSF-generated SOV trips, given UCSF’s already low SOV rate.²⁵ To accomplish this, UCSF would implement some or all of the following in the 2014 LRDP:

- Expand UCSF Vanpool Program (add new vanpools and subsidize costs to attract new riders);
- Develop more robust UCSF Carpool Matching and convert additional parking spaces to carpool only;
- Enhance existing City CarShare pods on campus sites and participate in the city’s new Medical Center Rideshare program;
- Increase supply and access to bicycle parking and showers/lockers;
- Enhance shuttle system with Wifi and Next Bus;
- Limit parking for non-faculty tenants in new housing;
- Gradually increase cost of employee parking, over time; and
- Promote flexible work schedules, as possible.

²⁴ President Janet Napolitano in an address to the UC Board of Regents, November 2013.

²⁵ At present, less than 35% of all UCSF-generated trips are by single-occupant vehicle.

As a matter of course in managing campus operations, UCSF monitors transportation conditions at all campus sites, and, in relation to the proposed 2014 LRDP, would continue to do so in particular at the four UCSF campus sites where development is proposed. As the campus sites develop, UCSF would monitor vehicle traffic conditions, transit operations, shuttle ridership, adequacy of pedestrian and bicycle facilities, and loading and parking conditions within and surrounding the campus sites. The results of monitoring would inform when and whether UCSF would implement these additional TDM strategies, enhance shuttle service, or make other operational improvements to ensure transportation facilities are sufficient and safe.

3.8 Campus Site Locations and Proposed Physical Development Plans

The following development plans are part of an ongoing planning process conducted by UCSF for the LRDP. Revisions and/or additions to these programs may be made during the LRDP planning process.

3.8.1 Parnassus Heights

The Parnassus Heights campus site is the oldest and largest of the UCSF campus sites, occupying about 107 acres of land at the base of Mount Sutro, in the Inner Sunset mixed-use neighborhood. The campus site is bounded by Carl and Irving Streets to the north, Fifth Avenue to the west and Clarendon Avenue, Christopher Drive and Crestmont Drive to the south. The eastern boundary abuts the Cole Valley neighborhood and the City's Interior Greenbelt Natural Area. UCSF's facilities are concentrated at the north end of the campus site where Moffitt and Long Hospitals, the four schools, clinics, research, auxiliary services, housing, parking and other support uses are located. The 61-acre Mount Sutro Open Space Reserve (Reserve) occupies the central and southern portion of the campus site, up to 400 feet in elevation above Parnassus Avenue. The Reserve is designated by the Regents as permanent open space and is available for public use. Adjacent to the Reserve are three small office and support buildings, Environmental Health and Safety, Aldea Housing (formerly the Aldea San Miguel apartment complex), and a community center. These buildings are accessible via Medical Center Way, a narrow, two-lane campus road.

Parnassus Heights is the primary UCSF campus site for providing instruction, a role that is expected to continue through the 20+ year planning horizon of the LRDP. The population of the campus site consists of students, faculty and staff, patients, visitors and residents of UCSF housing. The total population of Parnassus Heights is not expected to grow substantially over the life of the LRDP. Changes in population, however, will reflect changes in the types and uses of space at the site. As of 2013, approximately 80% of UCSF's 4,760 students are educated at Parnassus Heights. The majority of the projected growth in student enrollment is expected to occur here. An additional 630 students are expected at Parnassus Heights. There are currently over 8,300 UCSF faculty and staff employed at the Parnassus Heights campus site, which is not expected to increase under the LRDP. 560 residents currently reside in UCSF housing at Parnassus Heights. This number could grow to 980 residents with the proposed new housing and with the future conversion of existing program space into housing. Over 256,000 outpatient visits per year are currently seen at clinics at

Parnassus Heights. Depending on the future mix of services, this number could grow to 340,000 outpatient visits per year during the life of the LRDP.

3.8.1.1 1976 Regents' Resolution

In the 1976 Regents' Resolution²⁶, that was adopted to address potential impacts associated with development of the Parnassus Heights campus site, the Regents' designated the Mount Sutro Open Space Reserve as a permanent open space²⁷; defined campus boundaries to prohibit further property acquisition (by purchase, condemnation or gift) and leasing of private residential properties outside this area by UCSF; directed that the houses acquired and occupied by UCSF on Third Avenue, Fifth Avenue, Parnassus Avenue, Irving Street and Kirkham Street be returned to residential use, and that some be sold; and adopted a limit on the amount of built space of 3.55 million gsf, commonly referred to as the "space ceiling", within the newly designated campus site boundaries. The space ceiling applies to all building space, including parking structures, but excludes residential uses in UCSF buildings on Third, Fourth, Fifth, and Parnassus Avenues and Kirkham and Irving Streets. The space ceiling was intended to limit environmental impacts such as traffic and parking impacts on the neighborhoods surrounding the Parnassus Heights campus site by limiting UCSF's square footage. Currently, Parnassus Heights contains approximately 3.845 million gsf of space, approximately 295,000 gsf or 8.3% above the space ceiling limit. The LRDP identifies strategies to reduce the space ceiling overage over the life of the LRDP.

The 1976 Regents' Resolution also recognized the principle of limiting the average daily population at Parnassus Heights to be substantially in accordance with the level projected in the 1976 LRDP EIR (13,400 persons). The 1982 LRDP limited use of the Parnassus Heights campus site to purely academic and clinical functions and called for the relocation of most campus-wide administrative functions to other sites that subsequently had to be purchased or leased. The 1996 LRDP established a new goal to limit the average daily population to 16,000 persons. Currently, the average daily population at Parnassus Heights is estimated at approximately 17,950 persons.

3.8.1.2 Proposed Update to the 1976 Regents' Resolution

UCSF proposes to ask the Regents to update the 1976 Regents' Resolution to:

- Reaffirm continuing commitments, including 1) maintaining the designation of the Mount Sutro Open Space Reserve as permanent open space; 2) continuing to respect the Parnassus Heights campus boundary established in 1976; and 3) continuing to adhere to the expansion restriction area within which UCSF would not acquire property or lease residential property.
- Remove references to aspects of the 1976 Regents' Resolution that have already been fulfilled, including 1) the conversion of office space in houses on Third, Fifth, and Parnassus Avenues back to residential use; 2) the sale of certain parcels on Third Avenue; and 3) the allocation of funds for traffic studies related to the 1976 LRDP.

²⁶ The 1976 Regents' Resolution was incorporated in the 1976 LRDP and all subsequent EIRs.

²⁷ The reserve on Mount Sutro was designated as open space for a 25-year period by the Regents in 1975. In the 1976 Regents' Resolution, the Regents increased the Mount Sutro Open Space Reserve from 52 acres to 58 acres and made the open space designation permanent. The 1996 LRDP updated the boundaries of the Reserve to reflect the results of a survey which found that the Reserve contained an additional three acres, for a total of 61 acres.

- Modify the way space and population are monitored at the Parnassus Heights campus site by 1) excluding all housing from the calculation of space subject to the Parnassus Heights space ceiling, and 2) tying the average daily population goal for the Parnassus Heights campus site to population projections contained in the LRDP EIR, as it may be updated from time to time. Both of these proposed modifications are discussed further below.

The 2014 LRDP proposes to exclude all residential space within the Parnassus Heights campus site boundaries from the space ceiling calculation, regardless of where it is located, to help meet UCSF's housing goals and support city-wide housing goals. With this change, the three older Aldea Housing buildings and University House, which together contain approximately 132,400 gsf, would be removed from the space ceiling calculation. The proposed modification to exclude all residential space from the space ceiling calculation recognizes the importance of campus housing in supporting Citywide housing goals, improving UCSF's jobs-housing balance, lessening traffic impacts, and enhancing campus vitality and focuses the monitoring of space on non-residential space. This proposed change also recognizes the growing community sentiment that UCSF should provide on-campus housing, and this is something to be fostered, not penalized. All non-residential space²⁸ would continue to be included in the space ceiling calculation.

The exclusion of all residential space from the space ceiling calculation, plus all of the physical proposals for the Parnassus Heights campus site described in the 2014 LRDP and analyzed in this EIR, would decrease the amount of space subject to the space ceiling to approximately 3.61 million gsf by the LRDP horizon of 2035, or approximately 60,000 gsf (1.7%) above the 3.55 million gsf space ceiling limit.

With the proposed modification to the *1976 Regents' Resolution*, described above, to remove all residential space from the space ceiling calculation, the three older Aldea Housing buildings (which contain a total of 42 one-bedroom units) previously planned for demolition are proposed to be retained, due to the current demand for housing in San Francisco and the scarcity of affordable housing options for UCSF population groups; retention of the units would provide much needed housing for UCSF students and personnel. The 2014 LRDP and update to the *1976 Regents' Resolution* would supersede the Aldea Agreements²⁹ to reflect this change.

As described above, the principle of administering the Parnassus Heights campus site in accordance with average daily population projections contained in the LRDP EIR was included in the *1976 Regents' Resolution*. The 2014 LRDP reaffirms this principle, and proposes to tie average daily population projections for the Parnassus Heights campus site to the then-current LRDP EIR, as updated from time to time and approved by the Regents. The 2014 LRDP EIR projects an average daily population for the Parnassus Heights campus site of approximately 18,600 persons in 2035.

²⁸ Non-residential space subject to the space ceiling is measured using Basic Gross Area, which is the sum of all area, finished and unfinished, on the floors of the building included within the outside face of the environmentally controlled envelope for all stories or areas which have floor surfaces. Basic Gross Area includes garages, lobbies and other such spaces, but excludes all open to the weather spaces, such as light wells, courts, balconies, plazas, etc.

²⁹ The Aldea Agreements are a series of agreements related to the occupancy/demolition of the remaining older Aldea Housing buildings. For information, please see the Draft 2014 LRDP, p. 53.

3.8.1.3 Proposed Functional Zones

The existing functional zones of the Parnassus Heights campus site is depicted in **Figure 3-7**. Proposed functional zones are shown in **Figure 3-8**. These zones reflect the desired predominant land uses through 2035. Other uses may occur in these zones as indicated in Table 3-1.

Under the 2014 LRDP, the Housing zone would be enlarged to capture UC Hall and Proctor, which are proposed for housing³⁰, from the Instruction and Research zone (which would be reclassified as Research). The Kirkham Child Care Center would be reclassified from Housing to Support. The Environmental Health and Safety Annex and the Mechanical Annex (formerly known as Emergency Fire Water Pumphouse and Ammonia Tank) on Parnassus Avenue would be newly classified as Support. The former Campus Community and Logistical Support functional zones would be combined into a single Support zone, with a new, separate Parking zone for structured parking. The footprints of the Environmental Health and Safety, Surge and Woods buildings proposed for demolition would be reclassified as Open Space and would become part of the Reserve.

3.8.1.4 Proposed Plan

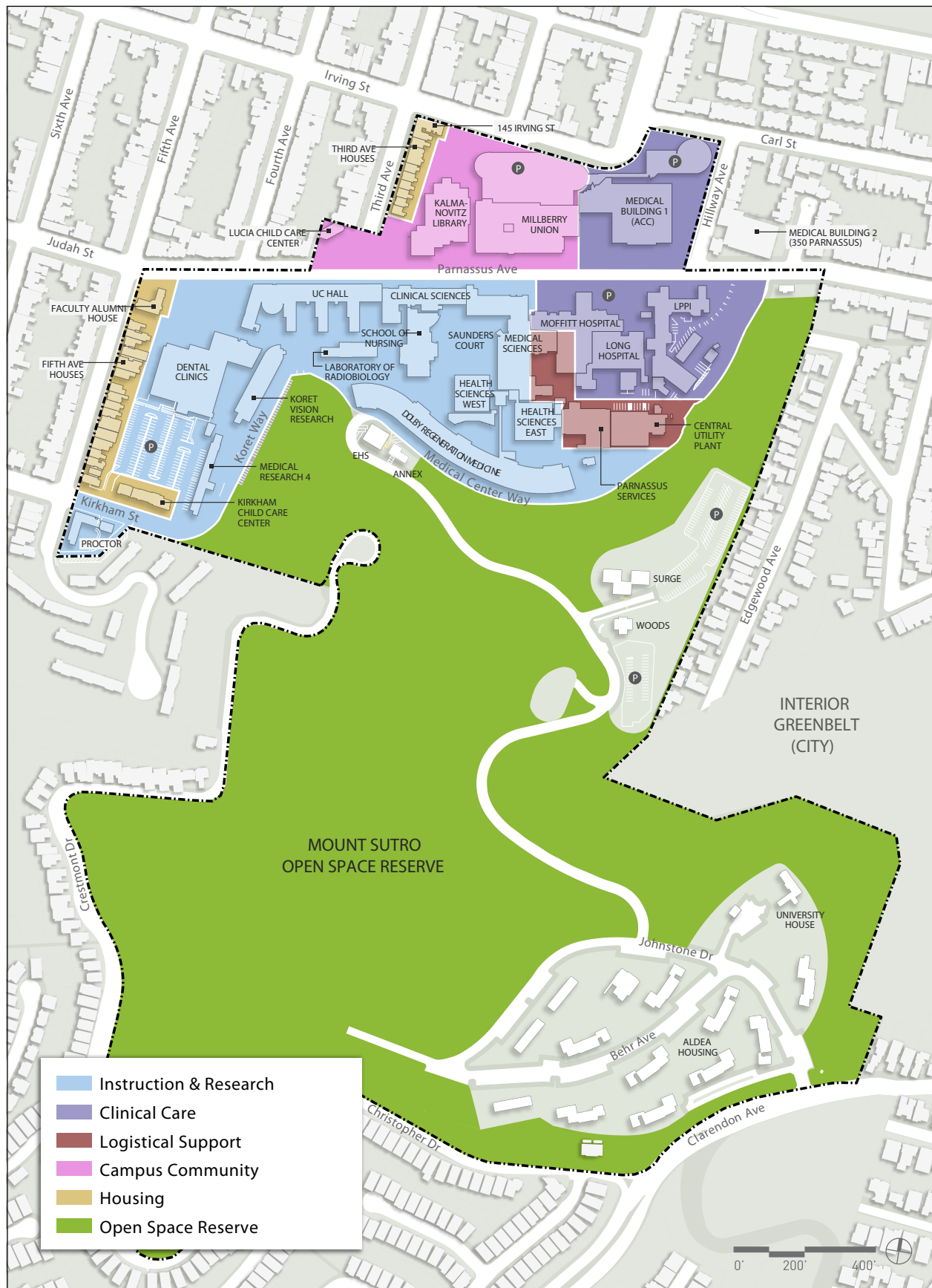
With the goal of reducing the space ceiling overage, the LRDP proposes to: 1) convert some existing office space (in UC Hall and Millberry Union towers) to residential use, and 2) demolish a number of buildings and either move occupants and programs to other campus sites or absorb them into other buildings at Parnassus Heights.

UCSF would also implement additional TDM measures beyond those that have already been implemented to further help reduce traffic impacts on neighbors. In addition, high-volume clinics may be relocated to other campus sites. Many of these actions are proposed for implementation before the New Hospital Addition would be built by 2030. The proposed New Hospital Addition is driven by a State mandate to address seismically vulnerable buildings in compliance with SB 1953 by 2030. UCSF currently plans to comply with this legislation by decommissioning Moffitt Hospital for acute care use and constructing a New Hospital Addition physically connected to Long Hospital (which does comply with SB 1953) after demolishing the Langley Porter Psychiatric Institute building.

Because UCSF proposes to backfill Moffitt Hospital with outpatient facilities, hospital support and other campus uses after the New Hospital Addition is constructed, the overall gross square feet at Parnassus Heights campus site would increase and other actions would need to be considered to offset the net new space both before and after the New Hospital Addition is built.

LRDP proposals at the Parnassus Heights campus site are discussed below and depicted on **Figure 3-9**.

³⁰ The Proctor site could instead become open space.

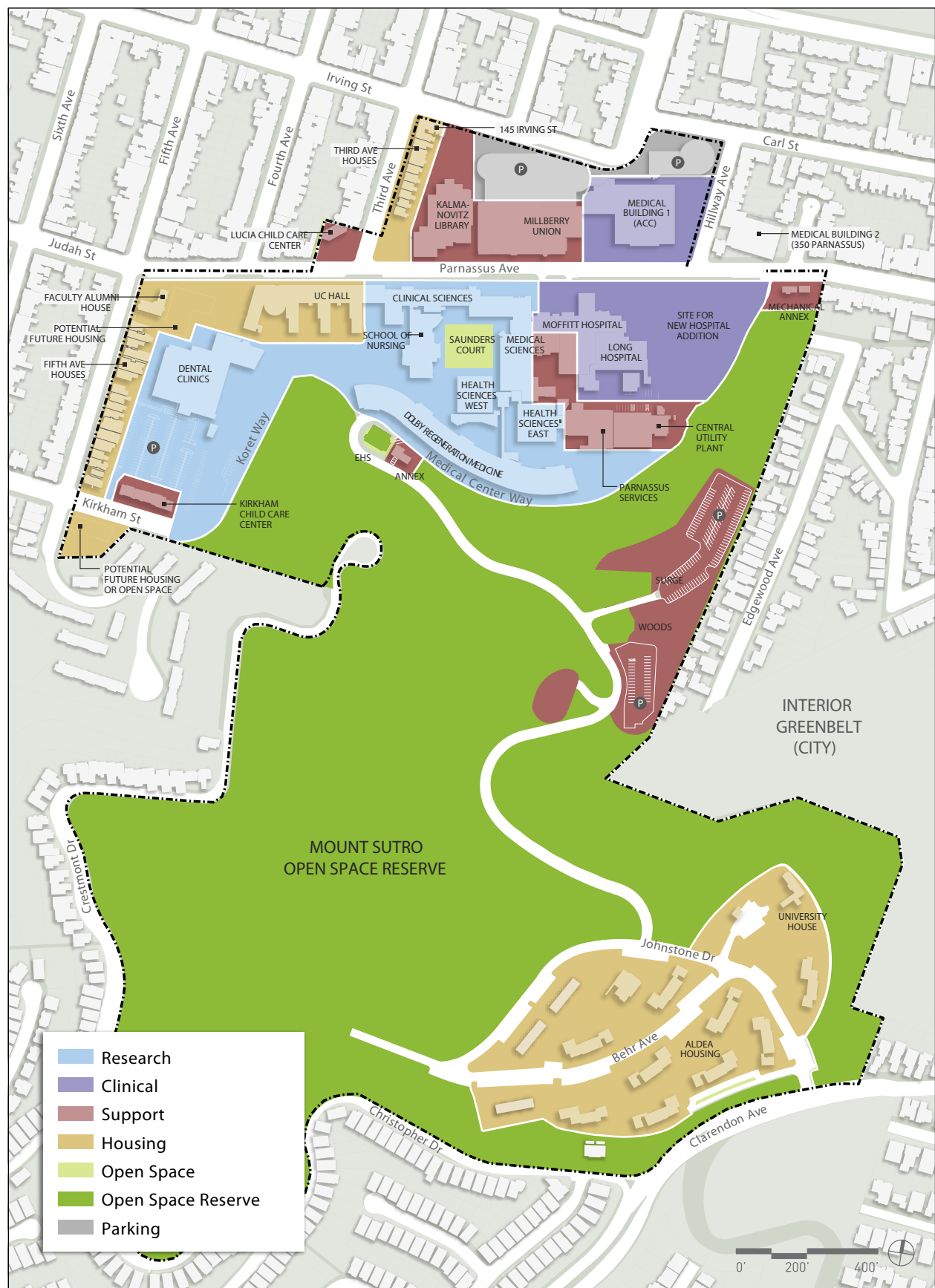


SOURCE: UCSF

UCSF Long Range Development Plan Environmental Impact Report

Figure 3-7

Parnassus Heights-Existing Functional Zones



SOURCE: UCSF

UCSF Long Range Development Plan Environmental Impact Report

Figure 3-8

Parnassus Heights-Proposed Functional Zones

SOURCE: UCSF

3.8.1.5 2014 LRDP Proposals at the Parnassus Heights Campus Site

The following proposals fulfill the 2014 LRDP site-specific objectives at the Parnassus Heights campus site:

Land Use

Demolish the Laboratory of Radiobiology, Medical Research 4, Surge, Woods, Environmental Health and Safety (EHS), Langley Porter Psychiatric Institute (LPPI), Koret Vision Research (Koret), and Proctor buildings.

In order to reduce the space ceiling coverage, the 1996 LRDP proposed to demolish seven small buildings, five of which have not yet been demolished: the Laboratory of Radiobiology, Medical Research 4, Surge, Woods, and the Proctor building (735 and 374 Parnassus Avenue have been demolished). Together, these five buildings contain about 55,600 gsf. None of the small buildings are potentially eligible for the CRHR or the NRHP, with the exception of the Surge building, which was constructed in 1966 and would likely be eligible for the CRHR and NRHP when it reaches 50 years of age in 2016.³¹

After demolition of the Laboratory of Radiobiology and the Medical Research 4 buildings, their sites would be used for construction staging for the renovation of the Clinical Sciences building and UC Hall, and would subsequently be developed to provide additional surface parking. The Clinical Sciences building is scheduled to be renovated in mid-2014 and is not included as part of the LRDP proposals. The Medical Research 4 site may also be developed with an expanded outdoor play yard space for the nearby Kirkham Child Care Center. The Surge and Woods building sites would be restored to open space and incorporated into the Reserve, though their existing parking areas would remain.

The two-story 6,200 gsf EHS building is located south and uphill of the Dolby Regeneration Medicine building across Medical Center Way on the northern edge of the Reserve. The occupants would be moved into other buildings on the campus site and the building demolished before the construction of a New Hospital Addition. The site would be restored as open space and added to the Reserve, though the existing parking area would remain. The building was constructed in 1971. It was determined to be ineligible for inclusion in the CRHR or the NRHP and is not listed on a local register. Hence, it is not considered to be a historic resource. The adjacent Annex building would remain.

LPPI is located on the east side of the campus site on Parnassus Avenue and Medical Center Way. The seven-story 104,800 gsf LPPI building houses psychiatric inpatient and outpatient uses, as well as instruction, research and administrative space. LPPI and three small support structures are planned to be demolished to allow for construction of a New Hospital Addition. The LPPI building, constructed in 1941, and the three small support buildings have been determined to be ineligible for inclusion in the CRHR and the NRHP. They are not identified on any local registers or surveys and are not considered historic resources.

Located behind the Dental Clinics building and UC Hall on Koret Way, the four-story Koret Vision Research building contains approximately 43,000 gsf. The Koret Vision

³¹ Carey & Company, Inc., *UCSF Historic Resources Survey*, February 8, 2011, p. 49.

Research building would be demolished toward the end of the LRDP horizon, after the New Hospital Addition is built and Moffitt Hospital is renovated and can accommodate Koret Vision Research occupants and programs. The demolition would help UCSF reduce the space ceiling overage. The site may be developed with parking or open space. Constructed in 1986, this building will be 49 years old by 2035. It has not yet been evaluated for its historic significance.

Because the Proctor building was constructed with funds donated by the Proctor family for use by the foundation for its clinical, research and teaching functions, UCSF is obligated to provide the Proctor Foundation with comparable replacement space or funds to construct equivalent new space. Such obligations must be met before the building is vacated and demolished; therefore, demolition of the Proctor building is likely to occur toward the end of the LRDP horizon.

Construct a New Hospital Addition building on the LPPI site. In order to comply with the requirements of the *Alquist Seismic Safety Act*, as amended, a New Hospital Addition, containing approximately 308,000 gsf and connected to Long Hospital is proposed on the LPPI site, to replace inpatient facilities currently in Moffitt Hospital. Construction would take about four years, ending by 2030. The New Hospital Addition would contain up to 140 beds and would be seven stories or about 110 feet in height, excluding rooftop mechanical equipment which could add up to an additional 17 feet. The building has not yet been designed, but is proposed to be set back from Parnassus Avenue to include a loop driveway for passenger drop-off/pick-up, parking and loading, and exiting directly across from Hillway Avenue. When the building is designed in the future, some of the current loading areas may be redesigned or repurposed to provide additional loading space off of Medical Center Way. During the LRDP planning process, desirable building features were identified for the hospital addition design. It is important that the New Hospital Addition have an attractive appearance and pedestrian scale along Parnassus Avenue, and the upper portion of the building be designed to minimize shade on the street. As the eastern gateway to the campus site, the building would be designed to be architecturally prominent.

Renovate and reuse Moffitt Hospital with non-acute care uses. After the addition to Long Hospital is constructed, the inpatient uses currently in Moffitt Hospital would be moved to a New Hospital Addition. The decommissioned Moffitt Hospital would be renovated and repurposed for outpatient, hospital support and other non-acute care uses. The existing circular driveway along Parnassus Avenue, which would no longer be needed for patient drop-off and pick-up, would be repurposed and could be used for commercial loading, shuttle loading or open space.

Renovate and reuse UC Hall. Built in 1917, UC Hall is one of the oldest buildings on the Parnassus Heights campus site. It is potentially eligible for the California Register of Historical Resources (CRHR) and the National Register of Historic Places (NRHP). This seven-story building is located on Parnassus Avenue, at the west end of the campus site, and constitutes approximately 148,300 gsf. UC Hall was identified for demolition in the 1996 LRDP and 1982 LRDP in order to reduce the space ceiling overage. However, UCSF now proposes to retain, seismically retrofit, renovate and reuse UC Hall for housing and offices by 2019. This would allow UCSF to preserve an historic resource, help meet campus housing goals, and reduce the overage of program space that counts against the space ceiling, by reusing UC Hall for housing which is exempt from the space ceiling calculation. In Phase 1, it is proposed that the top three floors be renovated for student housing and the lower three

floors for offices. Retail, meeting, housing, office, and storage space could be located on the ground floor, along with a new loading dock at the west end of the building. In Phase 2, it is proposed that the three floors with offices be converted to housing; this would occur after Moffitt Hospital is decommissioned, renovated, and available for other uses, including the office use displaced from UC Hall. With the completion of Phase 2, it is estimated that the building would contain approximately 210 beds in about 170 units. UCSF retained the firm of Page & Turnbull, an architectural firm specializing in historic preservation, to make preliminary recommendations regarding alterations to the exterior of UC Hall that would be consistent with the Secretary of the Interior's Standards for Rehabilitation. UCSF would follow those recommendations to ensure that, in carrying out the renovation project, the Secretary of the Interior's Standards for Rehabilitation are met.

Convert Millberry Union towers from office to residential use. The Millberry Union towers, used as office space, constitute about 47,100 gsf. UCSF proposes to convert the upper levels to student housing (the original use of the towers). Preliminary studies indicate that up to 83 studio and one-bedroom units could be provided. This conversion is expected to occur toward the end of the LRDP horizon after Moffitt Hospital is vacated and renovated, so that the office occupants in the Millberry Union towers could be relocated into Moffitt. The support uses on Millberry Union's ground floor and the levels below, which are mostly retail, office and a limited amount of outpatient space, are expected to continue.

Construct faculty housing at Fifth Avenue and Parnassus Avenue. UCSF may propose to build faculty housing next to the Faculty Alumni house at 745 Parnassus Avenue. UCSF is currently conducting a feasibility analysis for constructing five units of housing on the 1414 Fifth Avenue site and up to 40 units on the former site of 735 Parnassus for a total of up to 45 units and about 48,400 gsf in an L-shape configuration around the Faculty Alumni House.

Construct faculty housing on the Proctor site. The Proctor site may be developed with housing if it is not developed as open space. The Proctor site may be developed with up to 32 residential units.

Complete the Conversion of Fifth Avenue houses to faculty housing. UCSF owns 17 houses along Fifth Avenue between Parnassus Avenue and Kirkham Street, of which approximately two-thirds are used as faculty housing. Over the LRDP horizon, UCSF proposes to continue to convert the remaining houses on Fifth Avenue to faculty housing.

Seismically retrofit the Faculty Alumni House. UCSF proposes to retrofit the Faculty Alumni House at 745 Parnassus Avenue to meet seismic standards.

Open Space

Continue to manage the Mount Sutro Open Space Reserve as permanent open space, and create new/restored trails. To enhance and improve access throughout the Reserve for the enjoyment of visitors three new trails are proposed in the Mount Sutro Reserve: 1) a trail on the north side of the Reserve connecting the Historic Trail to the campus, allowing for ease of access to/from the campus (Sunset Trail). This trail would begin near the Koret Vision Research building and connect with Medical Center Way before continuing to the Historic Trail; 2) a trail connecting the South Ridge and Quarry Road Trails to Christopher Drive, allowing for easier public access from the south side of the Reserve (Christopher

Trail); and 3) an extension of this trail to Clarendon Avenue, which also would provide access to trails in the Interior Greenbelt (on City-owned land) located southeast of the Reserve (Clarendon Trail). The proposed trail alignments are approximate and have not yet been designed. Creating these new trails will require minimal vegetation removal, minor amounts of grading and new trail markers. (See **Figure 3-10**)

Renovate Saunders Court and enhance the pedestrian spine. The LRDP proposes to renovate Saunders Court to improve its functionality for general use and special events, to make it more attractive and engaging, and to provide greater connectivity to Parnassus Avenue through Clinical Sciences. Improvements may include an expansion of the pavement, seating and tables at the north end to accommodate more people without compromising pedestrian movement between Medical Sciences and School of Nursing buildings; a new diagonal walkway with historic information about UCSF, which would cut through the center of the courtyard; conversion of part of the lawn to a different surface material; new plants; features that minimize windy conditions; and better access for the disabled and for fire trucks. (See **Figure 3-11**)

An existing walkway between the Schools of Dentistry and Nursing and extending to the south past the Koret Vision Research building is referred to as the campus pedestrian spine. As adjacent buildings are renovated or demolished, UCSF would consider additional landscaping, seating nodes, better lighting, higher quality paving, and weather protection to enhance the pedestrian experience and to encourage more social interaction.

Circulation, Transportation and Parking

Implement Parnassus Avenue Streetscape Plan. As UCSF renovates the Clinical Sciences and UC Hall buildings, and builds new faculty housing near the Fifth and Parnassus Avenue intersection, UCSF proposes to begin implementing the Parnassus Avenue Streetscape Plan. This plan calls for improvements that make crossing the street safer and more convenient for pedestrians; increase bicycle safety; reorganize and improve transit and UCSF shuttle operations; create more usable outdoor space; strengthen UCSF's identity; and enhance the public realm as called for in the *Physical Design Framework*. Improvements may include new paving, street furniture, lighting and street trees, as well as sidewalk and crosswalk widening and better defined campus gateways. These improvements are proposed to occur in phases starting on the south side of Parnassus Avenue, at the west end at Fifth Avenue, and moving through the campus core of the campus site and along the front of the New Hospital Addition, finishing at Medical Center Way.

Reduce congestion through parking and loading improvements. To reduce congestion on Parnassus Avenue, UCSF proposes to develop more off-street parking and loading and increase parking enforcement to reduce competition for on-street parking. UCSF proposes new loading areas accessible from Parnassus Avenue, and new parking areas, accessible through the Fifth and Kirkham intersection. Most of the new parking will be designated as contractor parking, which generates less traffic throughout the day than patient or visitor parking. In addition, some loading areas would be removed as a result of proposed building demolitions.

In order to improve loading and delivery operations, UCSF proposes to implement a cross-docking model where vendors deliver goods to Oyster Point and goods are consolidated onto UCSF vehicles for delivery, limiting the number of individual deliveries to this and other campus sites. Oyster Point houses UCSF's Distribution and Storage warehouse,

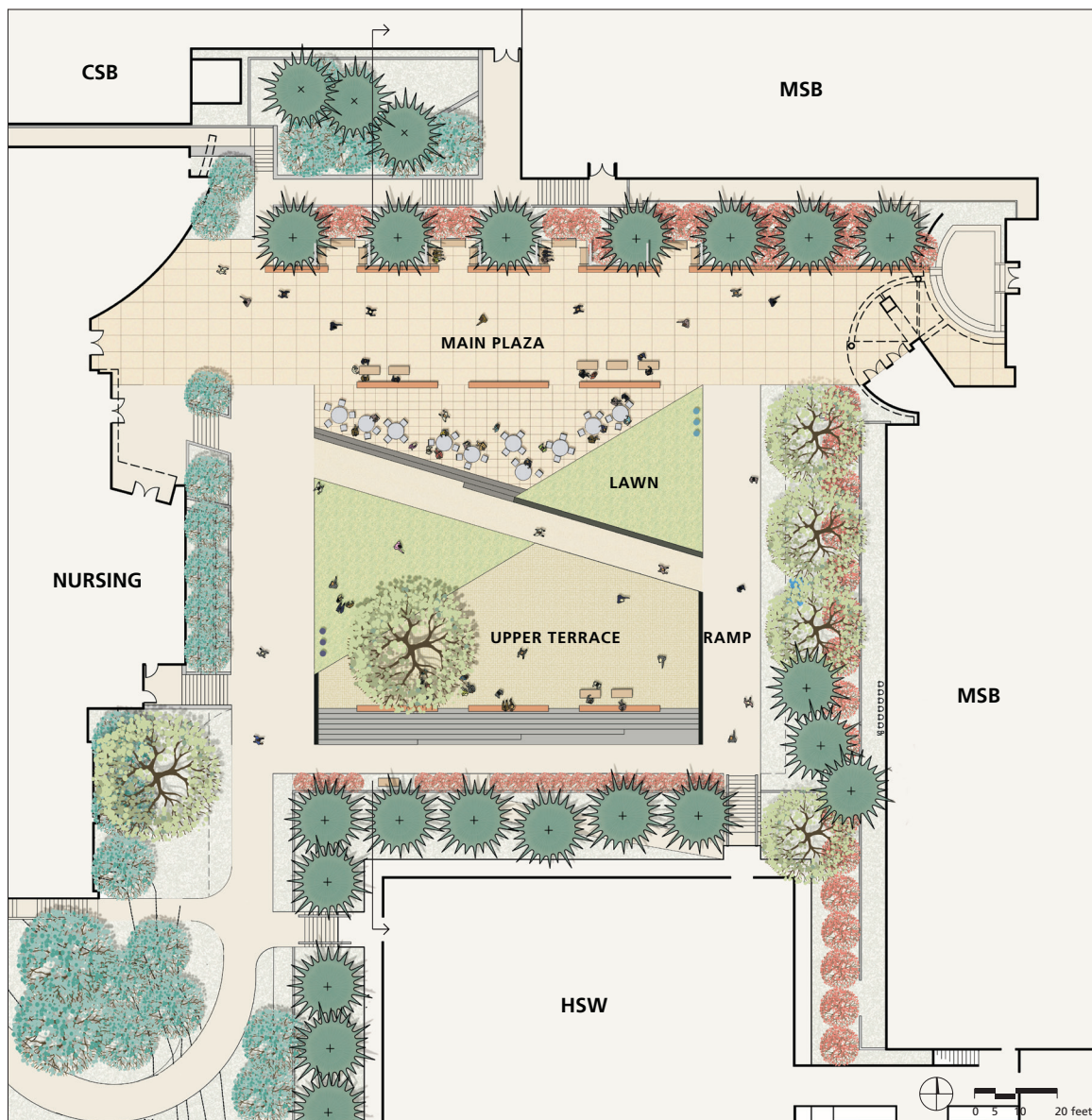


SOURCE: UCSF

UCSF Long Range Development Plan Environmental Impact Report

Figure 3-10

Parnassus Heights-Proposed Open Space Plan



UPPER TERRACE

Conceived as a quiet alternative to the more active main plaza, the upper terrace offers seating for small groups and open areas for larger events. The surface of sand-set stone pavers is punctuated by a single sculptural tree. Stairs form a simple backdrop and provide additional seating.

MAIN PLAZA

The enlarged plaza captures the sunniest portion of the court. Seatwalls finished with wood line the plaza. Pocket spaces with benches offer a sunny yet sheltered place for pause, conversation, or lunch. Tables and benches allow flexible gathering as the weather permits. Wood seating units in the center of the plaza are movable to allow for large events.

WALKWAYS & RAMP

The eastern walkway, connecting to HSW, is graded to be accessible. Required fire truck access is provided by 20 foot lanes- often accomplished with planted paver strips.

LAWN

Lawn areas are used purposefully to green the courtyard and provide sloped seating during special events.

SOURCE: UCSF

UCSF Long Range Development Plan Environmental Impact Report

Figure 3-11

Parnassus Heights-Saunders Court Conceptual Design

which provides distribution, storage, and mail services to UCSF campus sites. Should Oyster Point be relinquished as part of UCSF's strategy to consolidate its remote sites, a suitable site and relocation plan would need to be identified in order to accommodate these functions. UCSF also proposes to reconfigure the existing Central Receiving area, located at the back of Moffitt and Long Hospitals; station a dockmaster; and implement a scheduling system to restrict on-site delivery times and vehicle sizes. These loading and delivery improvements would reduce campus congestion, creating a more safe, attractive, and efficient campus.

Utilities and Other Infrastructure

Relocate and expand utility lines and replacement of gas and fuel storage tanks. UCSF is planning to relocate and expand medical gas storage tanks in the vicinity of Medical Center Way near the hospital. However, no location has been identified at this time. In addition, existing underground diesel fuel storage tanks in Medical Center Way and underground lines connecting the tanks to Long Hospital must be replaced to meet State and local codes. Current plans anticipate phased replacement of these tanks in their current location. The closure of Medical Center Way for several months could be required during construction.

Construct retaining wall. Landslides have occurred along the northern slope of the Reserve just south of the Dolby Regeneration Medicine building. UCSF proposes to construct a retaining wall to shore up the hillside to prevent future landslides. Additionally, if it is determined that the Mechanical Annex at Parnassus Avenue and Medical Center Way is no longer needed, the building site would be reconfigured to allow for the widening of Medical Center Way. This action would facilitate better circulation, and ideally would be developed in conjunction with the New Hospital Addition.

3.8.2 Mission Bay

The 56.4 acre UCSF Mission Bay campus site is generally bounded by Mission Bay Boulevard South to the north, Owens Street to the west, Mariposa Street to the south and Third Street to the east. The campus site is within the Mission Bay South Redevelopment area which is part of the larger 303-acre Mission Bay Redevelopment Area in the Mission Bay neighborhood north of the Potrero Hill and Dogpatch neighborhoods. It is approximately 3.8 miles east of the Parnassus Height campus site and 3.6 miles southeast of the Mount Zion campus site. As UCSF's primary location for basic science research, it is home to programs in biological sciences, biochemistry and biophysics, cellular and molecular pharmacology, the Center for Brain Development, the Cardiovascular Research Institute, and the Neurosciences Center, among others.

The campus site comprises the original 42 acres north of Sixteenth Street (North Campus, formerly known as the Research Campus) and the 14.4 acres south of Sixteenth Street (South Campus) subsequently acquired for the Medical Center at Mission Bay. UCSF also leases space for research and clinical purposes in the nearby China Basin building at 185 Berry Street, at 1500 Owens Street, and at 499 Illinois Street; and owns an office building at 654 Minnesota Street.

The north and south portions of the campus site are separated by Sixteenth Street, a city street that serves as the primary gateway from the west into the Mission Bay area. The North Campus is bifurcated by Fourth Street, a city street that connects the campus site to the area further north. When Fourth Street is completed through the South Campus, it will transition into a large public pedestrian plaza and bicycle route, which will serve the UCSF Medical Center, scheduled to open in 2015, and the broader community. Fourth Street and several private campus streets help disperse traffic, reinforce the urban pattern of the area, and provide view corridors.

The population of the Mission Bay campus site consists of students, faculty and staff, patients, visitors and residents of UCSF housing. Reflecting the growth in space, the total population of Mission Bay is expected to grow substantially over the life of the LRDP. Currently, the daily population is more than 4,800, including students, faculty, staff and campus housing occupants. With the inclusion of UCSF employees in nearby leased and owned sites, the total daily population is more than 5,000. With the completion of construction currently in progress and implementation of the LRDP proposals for the North, South, and East campuses, this number could grow to nearly 22,000 by 2035. UCSF housing at Mission Bay is currently home to over 900 residents, some of whom work or study at the Mission Bay campus site. This number could grow to 1,900 residents in the future through the construction of additional campus housing. Approximately 70,000 annual outpatient visitors are currently seen at UCSF clinics at Mission Bay in owned and nearby leased space. This number is projected to grow to 450,000 annual outpatient visits during the life of the LRDP, primarily due to the new Medical Center at Mission Bay, including both Phase 1 and 2.

As described below, new construction totaling approximately 1.13 million gsf is currently underway at the Mission Bay campus site and is scheduled for completion in fall 2014 and February 2015. Approximately 1.46 million gsf of new space is proposed under the LRDP, all of which would be located on the North Campus. In addition, the cancer outpatient building (Part of Phase 1 of the Medical Center) and the Phase 2 Medical Center are assumed to be constructed prior to 2035 for purposes of the EIR analysis, although the LRDP assumes that the Phase 2 Medical Center would be constructed after 2035. These two projects combined are approximately 918,000 gsf.

Under the 1996 LRDP and the 1998 *Mission Bay South Redevelopment Plan*, the North Campus was entitled for 2.65 million gsf for research, instruction, and support uses (excluding structured parking). Of the 2.65 million gsf entitlement, 1.92 million gsf, representing 73% of the 1996 LRDP approved entitlement, has been built: six research buildings, a campus community center (known formally as the William J. Rutter Center, or simply as the Rutter Center) on Owens Street, and 430 units of housing between Third and Fourth Streets. Research is currently the dominant use of space at Mission Bay. Housing was not in the original space program, but approximately 400,000 gsf of housing was substituted for other previously planned uses in *LRDP Amendment #1* to help meet UCSF demand, and to minimize pressure on neighborhood housing demand and traffic impacts. A child care center temporarily housed in a modular building on Block 18 is excluded from the square footage because it is expected to move into a permanent facility. There are also two parking structures on Owens and Third Streets with a total of approximately 1,300 parking spaces, and a minor amount of vacant space that could be developed for retail or offices.

Mission Hall, an academic office building of 264,800 gsf at the northeast corner of Fourth and Sixteenth Streets, is expected to open in late 2014. Upon its completion, the total development on the North Campus will be approximately 2.2 million gsf, or about 83% of the existing allowable entitlement of 2.65 million gsf. Approximately 458,400 gsf of this entitlement will remain to accommodate substantial unmet academic needs that could benefit from a presence at Mission Bay. Existing built space at this campus site has been developed at a higher density than originally anticipated so the remaining undeveloped land on the North Campus has additional development capacity.

Since the original Mission Bay campus site was envisioned, clinical programs have been introduced and an additional 14.4 acres of adjacent land (the South Campus) was acquired for the UCSF Medical Center at Mission Bay. The 2008 *LRDP Amendment #3* included 1,787,000 gsf of clinical uses for the South Campus. Phase 1 of the UCSF Medical Center at Mission Bay is expected to open in 2015. Located on the east side of the South Campus, Phase 1 comprises the future UCSF Benioff Children's Hospital, UCSF Betty Irene Moore Women's Hospital, and UCSF Bakar Cancer Hospital, which together form a 289-bed hospital complex; a future outpatient cancer building (sometimes called Phase 1B); and an energy center – a total of 869,000 gsf, or 49 percent of the South Campus entitlement. Over 1,000 parking spaces will be provided in a surface lot and existing garage. Phase 2 of the Medical Center at Mission Bay will be constructed across the Fourth Street Public Plaza, likely sometime after 2035. Development of these UCSF Medical Center facilities will result in the integration of patient care into the Mission Bay research community.

In summary, a total of approximately 1.14 million gsf is currently under construction at the Mission Bay campus site. When completed, there will be approximately three million gsf of UCSF-occupied space, excluding structured parking and the temporary child care center.

In December 2012, UCSF issued a Request for Qualifications to property owners and developers to identify opportunities for acquisition of a site for office use near UCSF's Mission Bay campus site. The site would serve as a consolidation location for both owned and leased properties to reduce operating and occupancy costs, improve efficiency and collaboration and provide programmatic flexibility among its campus sites. UCSF is in advanced discussions to acquire Mission Bay Blocks 33 and 34, a 3.83-acre parcel directly across Third Street from the South Campus. UCSF hopes to complete the acquisition in the summer of 2014. Therefore, the potential further expansion of the Mission Bay campus site to include Blocks 33-34 is analyzed in this EIR.

Under the 2014 LRDP, the Mission Bay campus site boundaries would be expanded to include Blocks 33 and 34, which would be known as the East Campus. In connection with the pending acquisition of Blocks 33 and 34, UCSF anticipates entering into a Memorandum of Understanding with the Successor Agency to the San Francisco Redevelopment Agency (also known as the Office of Community Investment and Infrastructure) regarding UCSF's financial obligations, including contributions towards the construction of public infrastructure, affordable housing, maintenance of the open space system throughout Mission Bay, and agreement to follow the *Mission Bay South Redevelopment Area Plan "Design for Development"* regarding building height, bulk, setbacks, maximum tower floorplate and other design matters for buildings on the

East Campus. UCSF also anticipates entering into an Infrastructure Agreement with the infrastructure developer for Mission Bay (FOCIL-MB, LLC) regarding UCSF's contribution towards public infrastructure.

3.8.2.1 Proposed Functional Zones

The existing functional zones of the Mission Bay campus site is depicted in **Figure 3-12**. Proposed functional zones are shown in **Figure 3-13**. These zones reflect the desired predominant land uses through 2035. Functional zones on the North Campus reflect the organizational structure of the original *Mission Bay Master Plan and Design Guidelines*, which were prepared in 1999 to guide campus site growth and envisioned research buildings clustered to the north and south of a network of large open space areas, with parking at the periphery along Owens and Third streets. The large areas in the Research functional zone would also contain smaller amounts of secondary uses such as instruction, administration, retail, and other support space. The existing Rutter Center is in the Support functional zone, and existing campus housing between Third and Fourth streets is in the Housing zone. A second Housing functional zone is proposed on the northern edge of the North Campus on Block 15, identified for future housing use because of its proximity to off-site residential development under construction north of the campus site, and proximity to on- and off-site open space and a potential public school site on Block 14.

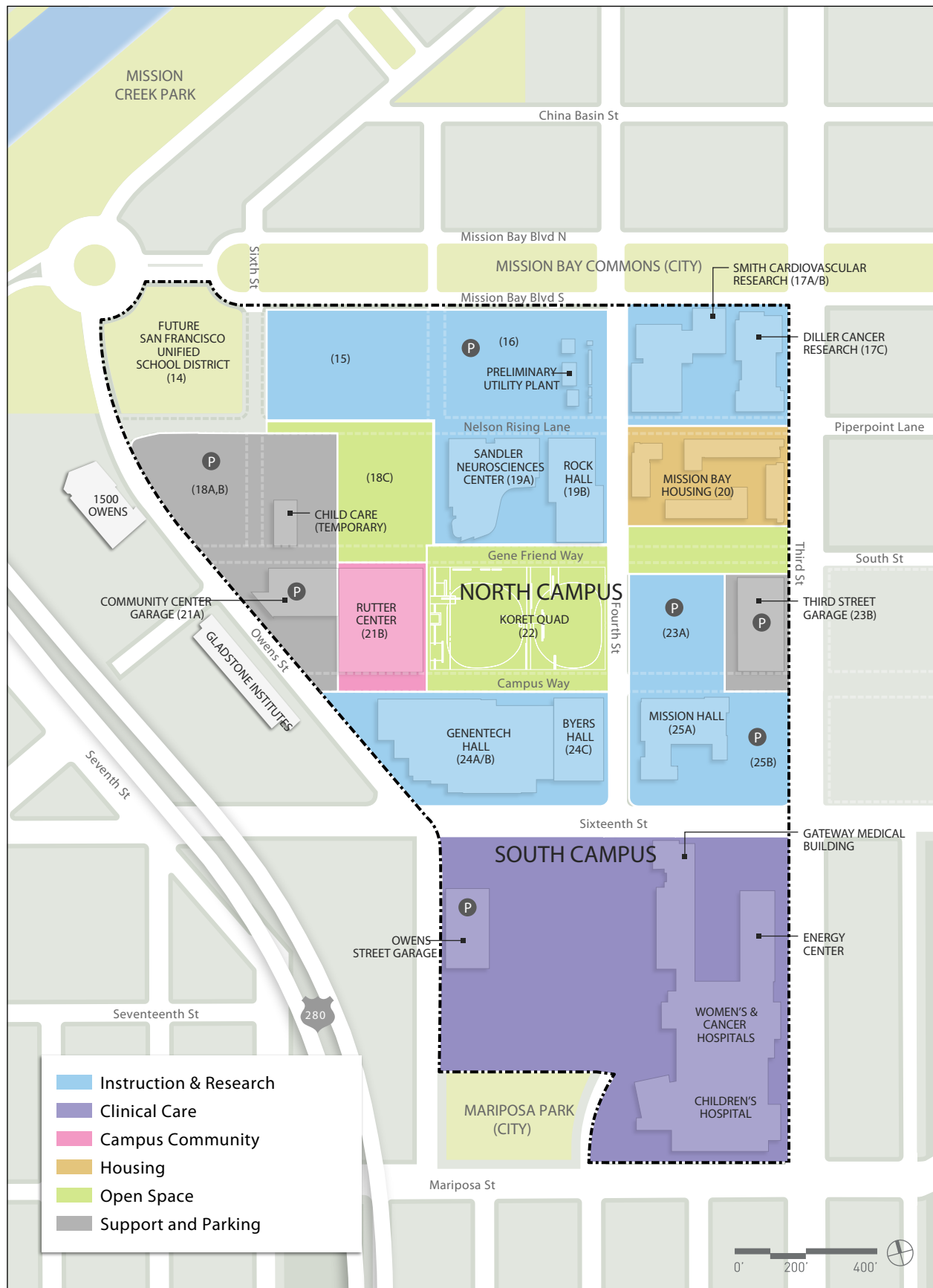
The majority of clinical uses are expected to be located on the South Campus in the Clinical functional zone, in support of the UCSF Medical Center at Mission Bay. However, several clinics have been developed as a secondary use within the Research functional zone in cases where there is a close functional relationship between clinical and research programs, and this is likely to continue in the future.

Parking functional zones are located near the periphery of the campus site so as to minimize vehicular traffic within the campus site. The two parking zones on Owens Street provide for parking expansion when it is needed to support future program growth.

The East Campus (Blocks 33 and 34) is functionally zoned for research and parking use, shown as a striped pattern on Figure 3-13 because the exact footprints for those uses have not yet been determined. When the locations of specific uses on the parcel are identified, the functional zones for the East Campus will be updated accordingly.

3.8.2.2 Proposed Plan

The 2014 LRDP proposes to increase the square footage of the North Campus by 1,450,300 gsf, which includes 458,500 gsf of existing remaining entitlement plus 991,800 gsf of new entitlement, sized to make efficient use of the land while avoiding traffic and city-wide infrastructure impacts. This increase would help UCSF meet its space needs through the LRDP horizon of 2035, but is unlikely to accommodate all of UCSF's programmatic needs at Mission Bay. Development of the North Campus for research and other uses will depend on funding that may or may not fully materialize during the LRDP horizon.



SOURCE: UCSF

UCSF Long Range Development Plan Environmental Impact Report

Figure 3-12
Mission Bay-Existing Functional Zones

SOURCE: UCSF

Figure 3-13

Mission Bay-Proposed Functional Zones

With the 991,800 gsf of new entitlement described above, under this LRDP the development capacity for the North Campus is proposed to increase from 2,650,000 gsf to 3,641,800 gsf. Although housing was not included in the original entitlement for the Mission Bay campus site (it was added in 2002 with LRDP Amendment #1), 786,100 gsf of the total capacity will be devoted to housing (387,400 gsf of existing housing on Block 20 and 398,700 gsf of new housing on Block 15).

On the South Campus, construction of a 124,500-gsf cancer outpatient building is anticipated prior to 2035, which will complete Phase 1 of the UCSF Medical Center at Mission Bay. This will bring the total space for Phase 1 to 993,500 gsf. Phase 2 facilities will be located on the west side of the South Campus, across the Fourth Street Public Plaza. Phase 2 Medical Center at Mission Bay is planned for after 2035 as a 261-bed hospital with additional outpatient space, totaling 793,500 gsf.

Development of the East Campus would accommodate 500,000 gsf. As a result, the total anticipated development through 2035 with the proposed expansion of the Mission Bay campus site (North, South, and East campuses) would be 5,135,400 gsf.

Under the 2014 LRDP, Phase 2 of the Medical Center at Mission Bay is assumed to occur after 2035, beyond the LRDP horizon. Therefore, the anticipated development of Phase 2 of the Medical Center at Mission Bay, about 793,500 gsf of additional hospital and outpatient space, is not included in the LRDP. However, it is evaluated in this EIR to provide a conservative analysis of potential impacts.

The preferred development on each block at the Mission Bay campus site is summarized below and shown on **Figure 3-14**.

3.8.2.3 2014 LRDP Proposals at the Mission Bay Campus Site

The following proposals fulfill the 2014 LRDP site-specific objectives at the Mission Bay campus site:

Land Use

Develop Additional Research Capacity (Blocks 16, 18A, 23A, and 25B). Develop approximately 1,037,200 gsf of additional research capacity on Blocks 16, 18A, 23A, and 25B. Building heights would be within the parameters described in the *Contribution Agreement* with Catellus, and designed to minimize shading on open space areas. The tallest buildings (up to 160 feet, exclusive of rooftop mechanical equipment) would be located along major arterials (18A on Owens Street, and 25B at the corner of Third and Sixteenth streets). In accordance with the *Mission Bay Campus Master Plan and Design Guidelines*, buildings along Mission Bay Boulevard South (Block 16) would include a 30-foot step-back from the property line above 55 feet.

Block 16. One research and/or office building and a central utility plant totaling approximately 289,000 gsf, or alternatively two research buildings totaling up to 377,400 gsf may be built on Block 16. The current plan is to build a 53,000 gsf central utility plant, but the funding for this facility may not be realized, or may not



SOURCE: UCSF

UCSF Long Range Development Plan Environmental Impact Report

Figure 3-14

Mission Bay-Proposed Plan

be available soon enough to be cost effective if too many buildings that it would have served are already built, each with their own utility systems, by the time funding for the central plant becomes available. The height of the buildings would be similar in height to other research buildings on the campus site, but would have a setback of 30 feet at the 55-foot height along Mission Bay Boulevard South in accordance with the *Mission Bay Campus Master Plan and Design Guidelines*. Building footprint configurations would be flexible, but the building on the east side of the block must preserve and respond to the north gateway area. If the central utility plant is constructed, a centralized Environmental Health & Safety facility could be located within the building, along with a Facilities Management landscape yard between the two buildings. Trucks would enter from Nelson Rising Lane and exit onto Mission Bay Boulevard South.

Block 18. An office and/or research building (possibly with clinics) with up to 193,000 gsf in a building up to 160 feet in height could be built on this block. To the east of it, a separate or attached eleven-story (110 feet in height) parking garage with approximately 1,540 spaces could be built. The ground floor of the garage would be sized to accommodate about 60 UCSF shuttles. A portion of the garage may be used for storage by Facilities Services. Garage entrances/exits would be on Nelson Rising Lane and mid-block on Owens Street to avoid conflicts with Gene Friend Way, which is a pedestrian corridor. A full-size, multi-purpose sports field would be developed on the eastern portion of the block, providing outdoor recreation and fitness space between the existing community center and future housing. Pedestrian connectivity through the block and to and from the garage would be facilitated in the layout of the facilities and landscape yard.

Block 23. An 85-foot tall 232,200 gsf research building would be constructed on the western side of the block in an “L” shape configuration along Fourth Street and the plaza, across from Koret Quad. This building may also contain clinics, classrooms, offices and retail uses, as well as police space not provided on the Block 15 site as part of the housing project, or elsewhere. A south-oriented courtyard would also be developed on the block between the existing Third Street Garage and the new building. If the child care center is developed on this block, part of the courtyard would be dedicated as an outdoor play yard. This building would relate to the public street, plaza and Koret Quad at the ground level with transparent facades, active uses and accessibility features.

Block 25. A research/office building, possibly with clinics and retail uses, would be developed on the eastern side of the block. Mission Hall is currently under construction on the western side of the block. All or a portion of the building may be constructed up to 160 feet in height and may contain up to 323,300 gsf. With its visually prominent location at the southeast corner of the research campus along Third and Sixteenth streets, it would be an architecturally important building that would be designed with sensitivity to the public realm and connect with the courtyard currently under construction.

Develop New Housing (Block 15). A housing complex of approximately 418,200 gsf (which includes 398,700 gsf of housing and 19,500 gsf of support), with approximately 774 beds in 523 units, is proposed on Block 15. The complex would be comprised of five or fewer buildings framing an interior courtyard. The buildings’ heights would range from 55 feet in height along Mission Bay Boulevard South, 85 feet along Sixth Street and Nelson Rising Lane and up to 120 feet along Fifth Street, and would be designed to minimize shading on open space areas. In accordance with the *Mission Bay Campus Master Plan and*

Design Guidelines, development along Mission Bay Boulevard South would include a 30-foot step-back from the property line above 55 feet. The complex could include a 20,000 gsf child care center with about 200 child care slots. If the child care center is developed, approximately 15,000 square feet of the courtyard would be dedicated as an outdoor play yard. If child care is located elsewhere, approximately 12 additional units could be added to the housing program on Block 15. In addition, approximately 1,500 square feet could be considered on this block (or Block 23) for UCSF police.

Complete Phase 1 of the Medical Center (South Campus). The UCSF Medical Center proposes to build a 124,500-gsf cancer outpatient building at Third and Sixteenth streets, which would physically adjoin the hospital structure currently under construction and due to open in 2015. The outpatient cancer building would be the final building planned as part of Phase 1 of the UCSF Medical Center at Mission Bay.

Phase 2 of the Medical Center (South Campus). Phase 2 of the Medical Center at Mission Bay is planned to include a 261-bed hospital with additional outpatient space, totaling 793,500 gsf. While it is anticipated to be constructed after the LRDP horizon year of 2035, the impacts associated with its construction and operation are evaluated in this EIR in order to provide a conservative analysis of future development of the entire Mission Bay campus site.

Expand the Mission Bay campus site to include Blocks 33 and 34 (East Campus). The East Campus would be developed with up to 500,000 gsf and 500 parking spaces, and as part of the 2014 LRDP, the site would be functionally zoned for research and parking use. When the locations of specific uses on the parcel are identified, the functional zone for the East Campus will be updated accordingly. No specific UCSF programs have been identified yet to relocate to the site, and no specific building design is proposed. Proposed development would follow the *Mission Bay South Redevelopment Area Plan "Design for Development"* regarding building height, bulk, setbacks, maximum tower floorplate and other design matters. The site is within Height Zone 5 (HZ-5). Based on the *Design for Development* standards for the site, a building up to 90 feet in height (excluding rooftop mechanical equipment) may be developed on Block 34, with no bulk restrictions. On Block 33, a building with a base height of 90 feet (excluding rooftop mechanical equipment) may be developed, and a tower may be constructed up to a height of 160 feet (excluding mechanical equipment) with a maximum floorplate of 20,000 sq. ft. Development on the site would be setback 5 feet from Third Street. A minimum of 70% of block length frontage would be developed for streetwalls along Third Street and along Sixteenth Street.

LRDP Variant: UCSF is considering the development of clinical uses for a portion of the 500,000 gsf on the Block 33 and 34 site. The amount of clinical space that may be developed has not yet been determined, but up to about 250,000 gsf of clinical space could be developed, with the remainder 250,000 gsf as research/office use. Clinical uses are a "secondary use" under the *Mission Bay South Redevelopment Plan* and would require a finding of consistency with the plan by the San Francisco Office of Community Investment and Infrastructure.

Open Space

Develop additional open space (Blocks 15, 16, and 23A). When Blocks 15, 16, and 23A are developed, courtyards are to be considered on those blocks to provide additional open space. If a child care center is included as part of proposed housing on Block 15, an

estimated 15,000 square feet of the courtyard could be dedicated as an outdoor play yard for the child care center, unless designated at another nearby location. If a central utility plant is built on a portion of Block 16, a portion of the courtyard may be needed by Facilities Services for outdoor storage and other support uses, or alternatively that function could be accommodated elsewhere.

Develop outdoor recreation space (Block 18C). A regulation-sized sports field for soccer and other games is under consideration on the eastern portion of the block, providing outdoor recreation and fitness space between the Rutter Center and future campus housing on Block 15.

Circulation, Transportation and Parking

Develop additional structured parking (Block 18B, 33/34, and 38). To support the future growth of the campus site and as existing surface parking lots are replaced by buildings, new structured parking is proposed on Block 18B, just east of the proposed research building on Block 18A. It would be constructed in two phases and may contain approximately 1,540 total parking spaces. The ground floor of the garage may be sized to accommodate about 60 UCSF shuttles. Garage entrances and exits would be proposed on Nelson Rising Lane and mid-block on Owens Street to avoid conflicts with Gene Friend Way, a pedestrian corridor. A portion of the garage may be used for storage by Facilities Services. In addition, up to 500 parking spaces could be developed on Blocks 33 and 34. Additional structured parking is anticipated on Block 38 on the Medical Center at Mission Bay site that could include up to 1,300 parking spaces.

Complete the street network. On the North Campus, Nelson Rising Lane (from Owens Street to the Sandler Neurosciences Center) and one-block segments of Fifth and Sixth streets (between Nelson Rising Lane and Mission Bay Boulevard South) is proposed for development. Nelson Rising Lane would continue to serve as a loading street for future buildings located there. Once these campus streets are completed, UCSF shuttle routes and stops may change in order to provide more direct access to these new buildings.

Increase bicycle and motorcycle parking capacity. As Mission Bay is further developed, UCSF plans to continue to add bicycle and motorcycle parking around new buildings, in the proposed garage on Block 18B, and in open space areas.

Utilities and Other Infrastructure

Block P15 pump station upgrade. UCSF is proposing to upgrade the Block P15 pump station in order to provide additional pumping capacity to accommodate 2014 LRDP development at the Mission Bay campus site. Potential upgrades proposed by UCSF include the replacement of existing pumps at the pump station with larger horsepower pumps required to serve increased University flow. Pre-existing deficiencies with the pump station as observed by SFPUC will not be corrected by UCSF.

Consider a central utility plant (Block 16). UCSF is considering a central utility plant on a portion of Block 16, potentially using cogeneration technology, as well as a redundant utility distribution loop for steam, chilled water, and high-temperature hot water, to help ensure that utility supplies to future buildings on the North Campus are not interrupted should a break or power outage in existing lines occur. If a central utility plant is determined not to be needed, as discussed previously, the site would be developed with research capacity.

3.8.3 Mount Zion

The UCSF Mount Zion campus site is approximately 7.6 acres on six contiguous city blocks in the Western Addition neighborhood of San Francisco. It is located approximately two miles northeast of the Parnassus Heights campus site and one mile east of the Laurel Heights campus site. The Mount Zion campus site is generally bounded by Bush Street to the north, Scott Street to the east, Post Street to the south and Broderick Street to the west. UCSF-owned buildings are concentrated on a ‘main block’ bounded by Sutter, Scott, Post, and Divisadero streets.

The Mount Zion campus site is located in the commercial district of a mixed-use neighborhood, and is fully integrated with the city street grid. Most non-UCSF buildings along Divisadero Street consist of residential and office uses above ground floor retail. Also, in the vicinity of the campus site are private medical office buildings that are not affiliated with UCSF. Kaiser Permanente Medical Center is located on Geary Boulevard, one block to the southwest. Residential uses are widespread to the north and west, as well as directly across Scott Street to the east of the main block.

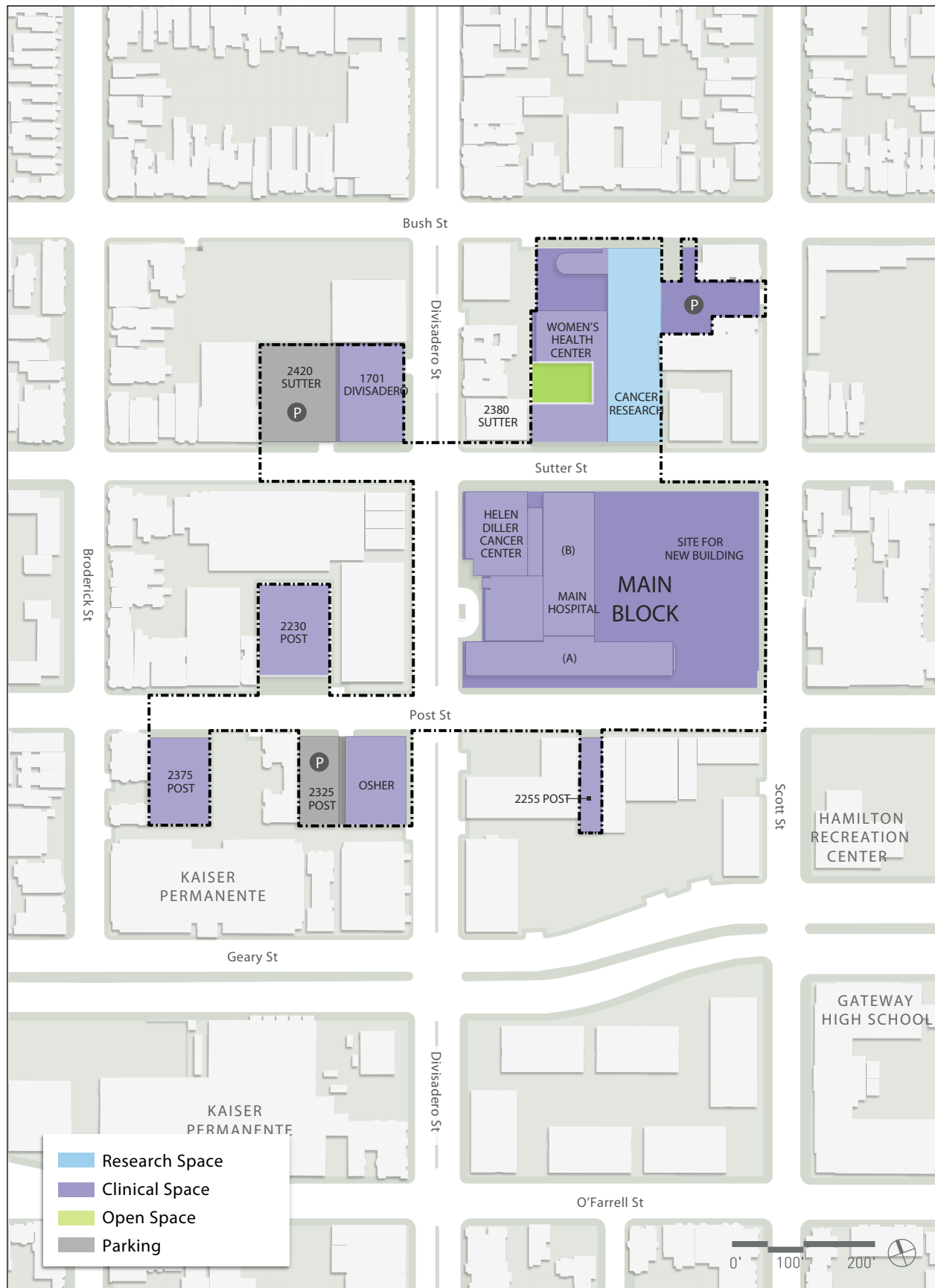
Clinical uses are predominant on the campus site. UCSF owns buildings at Mount Zion comprising 776,200 gsf and leases another 45,300 gsf of space within a quarter-mile of the site, for a total of 821,500 gsf. The UCSF Medical Center at Mount Zion is home of the Helen Diller Family Comprehensive Cancer Center, with 91 licensed inpatient beds and an average daily census of 50 patients; the UCSF Women’s Health Center, Northern California’s only nationally designated Center of Excellence in Women’s Health; the Osher Center for Integrative Medicine; the Pain Management Center, Sleep Disorders Center, and Dialysis Center; and other outpatient programs. Cancer research is conducted in a building on Sutter Street.

About 1,840 UCSF faculty and staff are located at the Mount Zion campus site. There are about 1,300 daily and 314,000 annual visits to its outpatient facilities. It is estimated that Mount Zion has a daily population of nearly 4,760 employees, students, patients, and visitors. Based on the Medical Center’s outpatient projections, the annual number of outpatient visits may rise to over 420,000 with the implementation of the 2014 LRDP. An additional 600 UCSF faculty and staff would be needed to support this increase in outpatient visitors, for a total of up to 2,400 employees.

To support these programs, UCSF owns and operates three parking garages and one parking lot with a total of 475 parking spaces. Other garages, lots and street parking are available nearby. Because parking in the vicinity is in high demand, patients and essential healthcare providers are given priority access to parking under UCSF’s control.

3.8.3.1 Proposed Functional Zones

Currently, there is no functional zone map for the Mount Zion campus site. **Figure 3-15** illustrates the proposed campus boundary and functional zones. The proposed boundary encompasses only those buildings owned by UCSF. A majority of the site is proposed as Clinical, consistent with the predominance of inpatient and outpatient uses. The cancer research building is designated as Research. Support areas include structured parking controlled by UCSF.



SOURCE: UCSF

UCSF Long Range Development Plan Environmental Impact Report

Figure 3-15

Mount Zion-Proposed Functional Zones

3.8.3.2 Proposed Plan

The Mount Zion campus site was identified as an outpatient hub in *LRDP Amendment #2*, which proposed the elimination of inpatient facilities at this site after relocation to the UCSF Medical Center at Mission Bay or Parnassus Heights. Accordingly, development at the Mount Zion campus site is expected to be for clinical use driven by the demand for outpatient space, in addition to addressing seismically compromised buildings. The hospital at the Mount Zion campus site will be repurposed as an ambulatory care center. Vacated space will be backfilled with growth of the cancer program, expansion of outpatient treatments, new clinics, and support spaces.

Approximately 75,500 gsf of additional outpatient space is proposed at the Mount Zion campus site through 2035. In addition, it is anticipated that some clinical programs at the Parnassus Heights campus site would eventually be relocated to the Mount Zion campus site, and nearby leased space would be consolidated into owned space in one or more new buildings on the main block.

The LRDP proposes to demolish the Hellman, Harold Brunn Institute, and Dialysis Center buildings (totaling approximately 85,000 gsf) and construct a new office/research building (see **Figures 3-16** and **3-17**). In addition, 2255 Post Street (7,450 gsf) is also proposed for retrofit or demolition. The new office/research building would be approximately 257,300 gsf; should 2255 Post Street be demolished, it would result in a net increase at the Mount Zion campus site of about 164,850 gsf or 172,300 gsf if the building was to remain and be retrofitted. UCSF currently has no plans to acquire additional property in the vicinity or expand the campus boundary.

3.8.3.3 2014 LRDP Proposals at the Mount Zion Campus Site

The following proposals fulfill the 2014 LRDP site-specific objectives at the Mount Zion campus site:

Land Use

Demolish the Hellman, Harold Brunn Institute, and the Dialysis Center buildings.

These three buildings are located on the east side of the main block along Scott Street between Sutter and Post Streets. The Hellman and Brunn buildings are seismically compromised, and both of these buildings, as well as the Dialysis Center building, are considered obsolete. The LRDP proposes to demolish these three buildings, which total approximately 85,000 gsf. The occupants and programs would be relocated into the repurposed hospital buildings or located elsewhere. Demolition of the Hellman building is proposed to occur in 2016-2017, and the other two buildings would be demolished then as well, or at a later date when the building sites are needed for other purposes. In 2003, the Hellman building was determined to be potentially eligible for the CRHR. The Harold Brunn Institute and Dialysis Center buildings are not eligible for the NRHP or CRHR.

Construct new clinical and/or research space and additional parking. One or more buildings (or a phased building) may be built on the east side of the main block where the Hellman, Harold Brunn Institute, and Dialysis Center buildings are currently located. Such a building(s) may accommodate up to 257,000 gsf of space for clinical and/or research uses. A new building along Scott Street may be constructed up to 65 feet in height. To minimize the



SOURCE: UCSF

UCSF Long Range Development Plan Environmental Impact Report

Figure 3-16
Mount Zion-Proposed Demolition



SOURCE: UCSF

UCSF Long Range Development Plan Environmental Impact Report

Figure 3-17
Mount Zion-Proposed Building

building scale at the street level, it would be designed with a 20-foot step back at the 40-foot height level. It may also be set back from Post Street to align with the existing hospital building for a prominent landscaped entrance. A building on Sutter Street may be built up to 105 feet in height with a 20-foot setback along Sutter and Scott Streets. Although not subject to the City's height and bulk restrictions, a building designed in this manner would comply with the City's height limit, but not the bulk limit. Up to 185 parking spaces could be constructed in two levels underground, if not developed off-site. Streetscape improvements would be made along the affected street frontages.

Renovate and reuse the existing hospital. The inpatient facilities at the Mount Zion campus site are provided in two interconnected buildings. Neither building will meet SB 1953 requirements after January 1, 2030, so both will require decommissioning as inpatient facilities by that date. Subsequent to the opening of the UCSF Medical Center at Mission Bay in 2015, the inpatient uses at the Mount Zion campus site will be relocated to the Mission Bay campus site. UCSF proposes to repurpose the hospital as an ambulatory care center with ambulatory surgery. Vacated space would be backfilled with growth of the cancer program, expansion of outpatient services and support space. The decommissioned hospital may also accommodate program space and clinics displaced from buildings proposed for demolition, and from nearby leased space if and when leases are not renewed.

Retrofit or demolish the building at 2255 Post Street. The 7,450 gsf building at 2255 Post Street is seismically compromised, and would be retrofitted or demolished.

Open Space

Develop open space. When the new building(s) are constructed on the main block, a central courtyard could be developed for both campus and public use. The courtyard, which could be open-air or covered, would provide pedestrian access through the block.

Circulation, Transportation and Parking

Provide additional parking. When planning new building(s) on the main block, the need for additional parking should be considered, which could be provided in the building, underground, or off-site. Parking demand would be assessed when new development is pursued, and the community's input would be sought at that time. Patients and essential healthcare providers would continue to be given parking priority.

3.8.4 Mission Center

The three-acre Mission Center campus site is located at 1855 Folsom Street on the southern half of the block bounded by Fourteenth, Harrison, Fifteenth and Folsom streets. The site is in the northeast portion of San Francisco's mixed-use Mission District; it is located approximately three miles east of Parnassus Heights, 1.25 miles west of Mission Bay, and one mile northeast of San Francisco General Hospital.

The Mission Center campus site has only one building that is six stories tall and constitutes 291,700 gsf. The building fronts on Folsom Street, but may also be entered from the 207-space parking lot, which makes up the rest of the site, and which can be accessed from Harrison and Fifteenth streets. Approximately 800 employees work in the building in various departments

primarily consisting of Campus and Medical Center administrative units. The building also contains a small amount of research space as well as a cafe.

The existing building would remain under the proposed LRDP, and no changes in use are planned. As of 2014, UCSF has not identified any programmatic or space need at Mission Center. However, UCSF has evaluated options for developing this campus site should it be determined by UCSF in the future that such a need exists for additional program space. The capacity study analyzed the potential size and location of a new building and parking structure, and took into consideration urban design elements that would preserve the existing outdoor plaza, create additional open space, enhance the public realm and improve shuttle circulation, while also respecting the City's height and bulk limits. Because the new building would be constructed on an existing surface parking lot, the study also determined that a parking structure would need to be built first so that some parking on the site would be available for the displaced spaces.

3.8.4.1 2014 LRDP Proposals at the Mission Center Campus Site

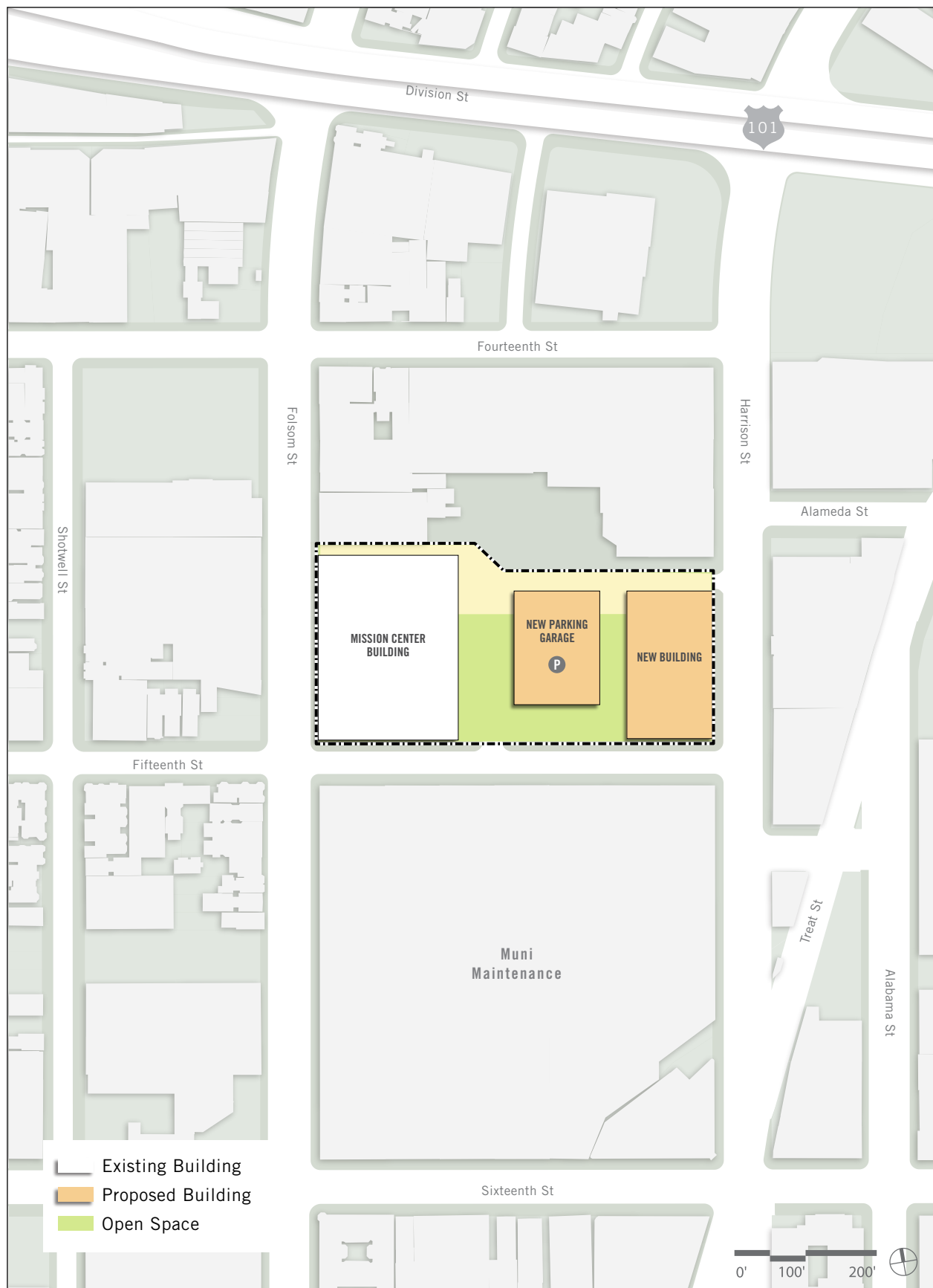
The following proposal fulfills the 2014 LRDP site-specific objectives at the Mission Center campus site:

Construct a new office building and additional parking. For planning purposes, the LRDP assumes that a new building would be no greater than the City's height limit of 55 feet, which would allow for a four-story building up to 100,000 gsf. Therefore, it is assumed that Mission Center would increase to 390,700 gsf from the current 290,700 gsf with implementation of the LRDP. To help integrate the site into the surrounding fabric of the City, a small amount of retail space or another active use at the ground floor would be considered when this building is programmed. A five-story, approximately 96,000 gsf parking structure with up to 294 parking spaces would be built between the existing and new buildings. Additional open space with a southern exposure would be developed between the buildings. The existing shuttle stop would be relocated next to this open space, along Fifteenth Street where up to two on-street parking spaces would be removed. Vehicular ingress and egress would be from Harrison Street, with an egress-only driveway on Fifteenth Street, utilizing the existing curb cut. Access to the existing service dock would remain from Harrison Street, with Folsom Street as the service exit. Development of this new building would occur only if additional program space were determined to be needed in the future, and if and when funding becomes available. This LRDP proposal will be evaluated in the EIR at a program level. **Figure 3-18** shows the proposed development at Mission Center.

3.8.5 Other Campus Sites and Affiliations

3.8.5.1 Laurel Heights

The 10.3 acre Laurel Heights campus site is located at 3333 California Street. The campus site is located on the block bounded by California, Presidio, Euclid, and Laurel streets. The main building is approximately 350,000 gsf with three below-grade floors and four above-grade floors. A one-story annex building with 14,000 gsf is located at the corner of California and Laurel Streets. There are 212 parking spaces in the underground garage and 329 at ground level, for a total of 541 parking spaces.



SOURCE: UCSF

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Figure 3-18
Mission Center-Proposed Plan

The campus site is in the Laurel Heights neighborhood adjacent to the Presidio Heights neighborhood. The Jewish Community Center of San Francisco is located directly across California Street to the north. The California campus of the California Pacific Medical Center is a half mile to the west. The Laurel Heights campus site is approximately two miles northeast of the Parnassus Heights campus site and about one mile west of the Mount Zion campus site.

The Laurel Heights buildings were constructed in several phases between 1955 and 1966 but were not acquired by UCSF until 1985. There are approximately 1,200 employees at this campus site, which is the primary location of UCSF's social, behavioral and policy science research. A number of academic and campus administrative departments are located there along with food services, a conference center and a child care center.

UCSF is evaluating opportunities to consolidate remote campus sites in order to reduce operating and occupancy costs and to improve collaboration across campus sites. As part of this effort, UCSF has reviewed its long-term occupancy of the Laurel Heights campus site. Given the substantial capital investment required to maintain and extend the main building's useful life, UCSF is considering a long-term ground lease of the property to a third-party developer for a non-University use. If an agreement is reached, any future development plans for the site would be subject to City entitlement, including environmental review under the California Environmental Quality Act (CEQA).

If UCSF leases the site to a third party, it currently anticipates that it would continue to occupy the site for about five years. No change in use would occur during that time. Because a final decision on where or when to relocate programs from Laurel Heights has not yet occurred, no changes for the Laurel Heights campus site are proposed in this LRDP.

3.8.5.2 654 Minnesota Street

Located two blocks south of the Mission Bay campus site in the mixed-use Dogpatch neighborhood, the three-story 654 Minnesota Street building constitutes 65,500 gsf and sits on 0.92 acres. The building and its associated parking lot make up the south end of the block bounded by Indiana, Eighteenth, Minnesota, and Nineteenth streets. UCSF purchased the building in 2005 and renovated it to higher seismic standards that allow for the continuation of essential functions such as campus police and data services in the event of an earthquake. The building houses a variety of campus and Medical Center administrative units. There are approximately 200 UCSF personnel working in the building. Programs and uses at 654 Minnesota Street are expected to remain unchanged under the new LRDP.

3.8.5.3 Buchanan Dental Center

The Buchanan Dental Center is operated by UCSF's School of Dentistry. It is located at 100 Buchanan Street, approximately two miles east of the Parnassus Heights campus site. The facility is located on a 0.6-acre parcel within the boundaries of a 5.4-acre parcel that was formerly occupied by UC Berkeley Extension's San Francisco campus. UC Berkeley vacated the site in 2003. A private developer has undertaken a redevelopment project, 55 Laguna, on the remainder of the parcel, which will include 330 units of market-rate housing and 110 units for low-income

seniors, as well as retail uses and a community center. Construction began in the fall of 2013 and is slated for completion in early 2015.

The Buchanan Dental Center, a two-story, 18,200-gsf clinic building was constructed in 1979. The building contains dental laboratories, treatment and exam rooms, offices, and a classroom. There are approximately 25 UCSF personnel employed at the clinic. It is proposed that the clinic remain at this location for the foreseeable future.

3.8.5.4 Hunters Point

The 3.8-acre Hunters Point site is located at 800 and 831 Palou Avenue, adjacent to the former Hunters Point Naval Shipyard in the Bayview/Hunters Point neighborhood. It is approximately 3.2 miles south of the Mission Bay campus site. The Hunters Point site contains two single-story buildings that total approximately 20,500 gsf. The property is used as an animal care facility (vivarium), employing approximately 14 UCSF personnel. The surrounding land use is primarily industrial, with a pocket of residential to the north of and above the low-lying site.

The City has approved the Candlestick-Hunters Point Shipyard Development Plan, an extensive mixed-use redevelopment plan for the surrounding area that would include housing, retail, office, commercial, industrial, and open space uses. Because UCSF's facilities on this site are in relatively poor condition, UCSF is exploring the relocation of those functions and occupants and disposition of the site as part of the strategy to consolidate remote sites.

3.8.5.5 Oyster Point

The 5.7-acre Oyster Point site is located at 616 Forbes Boulevard in the City of South San Francisco. This property includes a warehouse from which UCSF provides distribution, storage and mail services; the warehouse has an adjacent parking lot. Some vendors deliver goods to Oyster Point that are then consolidated onto UCSF vehicles for delivery to campus sites. The building constitutes approximately 144,300 gsf. There are approximately 42 UCSF personnel working at the Oyster Point facility. Surrounding land uses include industrial, research, office, and distribution. Several biotechnology companies, such as Genentech, are located in close proximity to the site.

UCSF continues to evaluate other sites for centralized receiving, to potentially reduce the number of deliveries to each campus site. Relocation of functions from and subsequent disposition of Oyster Point is being considered as part of UCSF's strategy to consolidate remote sites. Should Oyster Point be relinquished as part of that strategy, a suitable site and relocation plan would need to be identified in order to accommodate the existing functions and operations at Oyster Point.

3.8.5.6 UCSF Fresno Center for Medical Education and Research

UCSF established a regional medical education program in Fresno in 1975 to provide training for doctors and other health care professionals in the Central San Joaquin Valley. The program was created with support from the California Legislature and the Veterans Administration to address the shortage of physicians practicing in California's San Joaquin Valley and to increase access to

continuing medical education in the region. UCSF Fresno provides medical education and physician training programs through community and university partnerships. Training for clinical residents (and in some programs, fellows) is available in: emergency medicine, family practice, general surgery, internal medicine, obstetrics/gynecology, pediatrics, psychiatry, and surgical critical care. As a regional medical campus, UCSF Fresno carries out its training and patient care through a network of affiliation agreements with a number of hospitals in the area, including the Community Healthcare Network (Clovis Community Medical Center, Fresno Heart & Surgical Hospital, and University Medical Center), the Veterans Affairs Medical Center, Children's Hospital Central California, Saint Agnes Medical Center, and Kaiser Permanente, as well as several community hospitals and other specialized facilities.

The UCSF Fresno Center for Medical Education and Research opened in 2004. The three-story, 84,200-gsf building sits on 3.02 acres. It serves as the hub of medical education and research at UCSF Fresno, and includes a clinical skills lab, a standardized patient center, the digital medical library, virtual classrooms, and research facilities.

UCSF expects to continue its academic, research, and clinical activities at Fresno, and UCSF uses are not anticipated to change under the LRDP.

3.8.5.7 San Francisco General Hospital

San Francisco General Hospital and Trauma Center (SFGH) is located in the Mission district, bordering the western portion of the Potrero Hill neighborhood (Figure 22). The site is generally bounded by U.S. Highway 101 to the north and east, Twenty-third Street to the south, and Potrero Avenue to the west. The area immediately surrounding SFGH is mostly residential, with some ground-floor, neighborhood-serving commercial activity, especially along Twenty-fourth Street.

SFGH is an acute-care medical center owned and operated by the City. UCSF does not own facilities at SFGH, but through an affiliation agreement with the City, UCSF faculty and physicians provide all of the medical care at SFGH in City-owned buildings. In addition, UCSF faculty conduct research at SFGH. UCSF leases or otherwise occupies space in exchange for services. There are approximately 2,000 UCSF faculty and staff at SFGH.

UCSF occupies approximately 257,800 gsf of research labs, office and clinic space on the SFGH campus in ten buildings (Buildings 1, 3, 5, 9, 10, 20, 30, 40, 80/90, and 100). Because the University of California Office of the President considers SFGH to be an adjunct campus to UCSF, it is subject to UC's Policy on Seismic Safety (Policy), which requires that all personnel be located in seismically safe buildings. Out of the total space occupied by UCSF at the SFGH campus site, approximately 175,000 gsf is in seismically compromised buildings. UCSF intends to continue to occupy Building 3, which is seismically safe, and Building 5, which the City plans to retrofit. UC does not own the land where SFGH is located, thus no functional zones are applied to this site.

To comply with the UC Seismic Safety Policy, UCSF will need to relocate its SFGH personnel. UCSF is considering relocation of its UCSF personnel to a new, UCSF-constructed and

seismically robust research building of about 175,000 gsf. The building may also accommodate UCSF personnel now in off-site leased space. As of 2014, it is proposed on the existing SFGH surface parking lot (B/C Lot) located between the existing hospital (SFGH Building 5) and Twenty-third Street. Due to the timing of the proposed project, the new research building will undergo its own environmental review process, separate from the 2014 LRDP EIR.

Parking spaces displaced by the new building may be replaced on the SFGH campus. One option being explored is the expansion of the City's parking structure on Twenty-third Street. This potential expansion would extend the garage footprint toward Twenty-fourth Street on the surface parking lot of the garage site. This project would be undertaken by the City, as it is located on City property.

Under the LRDP, UCSF expects to maintain its activities and affiliation at SFGH, and no changes in UCSF uses are anticipated at SFGH.

3.8.5.8 San Francisco Veterans Affairs Medical Center

The 29-acre San Francisco Veterans Affairs Medical Center (SFVAMC) Fort Miley Campus is located in the northwest area of the City, adjacent to the Outer Richmond district. It is bounded by Clement Street and Seal Rock Drive and the Outer Richmond neighborhood to the south, and otherwise by the National Park Service's Golden Gate National Recreation Area (GGNRA). SFVAMC also leases space in 1700 Owens Street, west of UCSF's Mission Bay campus site.

SFVAMC has four overarching missions: patient care, education, research and Department of Defense Support/Emergency Management. The SFVAMC is home to the Northern California Institute for Research and Education (NCIRE), a non-profit with the mission to improve the health and well-being of veterans and the general population by supporting world-class biomedical research programs conducted by UCSF faculty. SFVAMC-based faculty are supported by more National Institute of Health grants than any other group in the VA system.

The SFVAMC is owned by the US Department of Veterans Affairs (the VA) and has been affiliated with UCSF as a teaching hospital for over 50 years. All physicians are recruited jointly by the VA and the UCSF School of Medicine. UCSF faculty and staff – 189 clinical residents and fellows and 40 allied health professionals – are SFVAMC employees. Annually, more than 700 UCSF trainees from 36 programs rotate through the SFVAMC, providing one-third of all of UCSF's medical training. The SFVAMC has no independent training programs of its own.

Although UCSF faculty and their practices are physically located at the SFVAMC site, UC does not own, lease, or otherwise control any of the space. For these and other reasons, SFVAMC space is not part of the proposed space program in this LRDP, and no functional zones are proposed.

The *SFVAMC 2012 LRDP* and the updated *2014 LRDP* (prepared by SFVAMC, U.S. Department of Veterans Affairs) identified the need to retrofit existing buildings, in order to meet the most recent seismic safety requirements, and to expand its research program at another off-site location. The SFVAMC's LRDP has a planning horizon of 2027; it was developed to meet the SFVAMC's particular requirements and is unrelated to UCSF's LRDP. In 2013, the SFVAMC established a

42,000 square-foot research center at 1700 Owens Street in the Mission Bay area; the SFVAMC intends to lease this space for 10 years. SFVAMC also plans to begin construction of a 100,000 gsf laboratory building at the Fort Miley Campus in 2015 as part of its seismic upgrade requirements. Due to space limitations on the Fort Miley Campus, the SFVAMC is working to establish a larger, permanent academic presence in the Mission Bay area. Any real estate and operating transaction would require federal Office of Management and Budget approval and legislation would need to be approved by Congress. UCSF expects to maintain its activities as an affiliated institution at the SFVAMC, and no changes in uses are proposed.

3.8.6 Leased Sites

UCSF leases approximately 1.05 million gsf in San Francisco (including space at SFGH). UCSF is actively engaged in an effort to reduce the number of leased locations by consolidating leases into UCSF-owned space to improve operational efficiency. For the purposes of the LRDP, it is assumed that UCSF's total lease portfolio will be reduced to about 750,000 gsf over the LRDP planning horizon to provide long-term flexibility and account for fluctuations associated with changes in community health care needs, growth in clinical and research programs and other unforeseen needs.

As of April 2014, UCSF occupies a number of leases larger than 10,000 gsf within a quarter-mile of its main campus sites at Parnassus Heights, Mission Bay, and Mount Zion. The following is a summary of UCSF's main leased sites that are greater than 10,000 gsf and located beyond a quarter of a mile from UCSF's three major campus sites. These sites are not addressed individually in the LRDP or the EIR.

3.8.6.1 San Francisco

50 Beale Street

UCSF leases approximately 57,400 gsf at 50 Beale Street in downtown San Francisco for Global Health Sciences and the Center for AIDS Prevention Study. UCSF will continue to lease space at this location until most, if not all, of the occupants have been relocated to Mission Hall on the Mission Bay campus site after the building opens in 2014.

220 Montgomery Street

UCSF leases approximately 38,300 gsf at 220 Montgomery Street in downtown San Francisco for use by University Development and Alumni Relationships. UCSF expects to continue to occupy this location until 2017, and then to determine if the lease should be renewed or if occupants should be consolidated into owned space at Mission Bay as part of UCSF's lease consolidation strategy.

250 Executive Park Boulevard

UCSF leases approximately 42,400 gsf at 250 Executive Park Boulevard in the Bayview/Candlestick Park area, located off U.S. Highway 101 near the San Francisco County line. Executive Park is part of a privately-owned mixed-use development. The space leased by UCSF is used by the Medical

Center's Information Technology Center. UCSF plans to remain at 250 Executive Park through the end of the term of its lease, after which the University anticipates vacating the building due to its seismic condition.

982 Mission Street

UCSF leases approximately 24,800 gsf at 982 Mission Street in the South of Market district for the Citywide Case Management and Community Focus Center, which is affiliated with UCSF and SFGH Department of Psychiatry programs. The center provides outpatient psychiatric care, crisis intervention, therapy and clinical case management services. No changes are planned at this location.

1930 Market Street

UCSF Alliance Health Project Center is located in the Upper Market neighborhood at 1930 Market Street, on the north side of the street between Guerrero Street and Duboce Avenue. UCSF leases approximately 14,800 gsf in this two-story building. It is a community-based clinic and counseling center, also known as the AIDS Health Center, affiliated with the Department of Psychiatry at UCSF, San Francisco General Hospital and the UCSF AIDS Research Institute. UCSF plans to remain at this location.

2727 Mariposa Street

The UCSF Trauma Recovery and Treatment Center, affiliated with SFGH, is located at 2727 Mariposa Street in the Mission District. UCSF leases approximately 12,000 gsf in this mixed-use building and has no plans to relocate.

3360 Geary Boulevard

UCSF leases approximately 19,300 gsf at 3360 Geary Boulevard, between Parker and Commonwealth streets. UCSF Medical Center administrative support units occupy the building space. For the present, UCSF intends to remain at this location, although the University may consider moving the occupants into owned space as part of UCSF's lease consolidation strategy.

China Basin Building (185 Berry Street)

UCSF leases approximately 187,000 gsf at 185 Berry Street in the China Basin Landing Building, situated between Third and Fourth streets, next to AT&T Park and one block south of the Fourth and King Street Caltrain Station. The UCSF Imaging Center, Department of Epidemiology and Biostatistics and several other research, academic and campus administration units are located in this building. Some of UCSF's units at China Basin will be moving into owned space or other leased space. Other programs will likely remain at China Basin in the near-term, but may eventually move into owned space at Mission Bay or into other leased space as part of UCSF's lease consolidation strategy.

3.8.6.2 Emeryville

2000 Powell Street

The UCSF Medical Center's Medical Group Business Services (MGBS) department is located at 2000 Powell Street in Emeryville. UCSF currently leases approximately 15,600 gsf in this mixed-use building, and has no plans to relocate.

6425 Christie Street

UCSF Medical Center accounting is located at 6425 Christie Street in Emeryville. UCSF currently leases approximately 27,900 gsf in this mixed-use building, and has no plans to relocate.

3.9 Projects and Activities Not Included in the LRDP EIR

The following is a list of projects and activities that are not included in the LRDP EIR.

3.9.1 Parnassus Heights

3.9.1.1 Mount Sutro Management Project

The Draft EIR for the Mount Sutro Management Project was issued on January 18, 2013. The proposal would implement a number of management activities in the Mount Sutro Open Space Reserve. These management activities include thinning the forest, native plant restoration and enhancement, conversion planting (removal of non-native trees and plants and conversion to native species) in select areas and construction of new trails. The proposed management activities have subsequently been revised and no longer include construction of new trails. Proposed trails are now being analyzed as part of proposed activities under the LRDP and are described in this EIR in Section 3.7.

UCSF is committed to maintaining the Mount Sutro Open Space Reserve so it can be enjoyed by visitors from throughout the city, the Bay Area, and elsewhere. UCSF's primary responsibility as the steward of the Reserve must be ensuring the safety of students, employees, patients, visitors, and neighbors, as well as ensuring the safety of campus and neighboring structures, particularly in light of the elevated fire danger resulting from California's current and periodic drought conditions.

To ensure the safety of visitors and nearby structures, UCSF retained a professional forester to help develop a plan for the Reserve that focused on reducing the danger of wildfire. Proposed hazard reduction measures, consistent with best management practices applied throughout California in forests located near urban areas, were developed and presented to the community in November, 2013. As of this writing, UCSF is carefully considering the public feedback received

to date—responding to both previous forest management proposals and to the proposed fire hazard reduction measures presented in November, 2013—to determine the best path forward.

Because this project is currently underway with its own environmental review, it is not included as part of the LRDP EIR.

3.9.2 Mission Bay

Block 14 of the Mission Bay campus site is currently reserved for use by the San Francisco Unified School District (SFUSD) as a public school site. Per the Contribution Agreement through which the Mission Bay campus site was acquired by the Regents, the SFUSD has until 2027 to request conveyance of the 2.4-acre Block 14 for use as a school site. UCSF fully expects SFUSD to develop the site for a school. However, if the SFUSD does not request Block 14 during that timeframe, UCSF may develop Block 14 for its own use after the necessary planning, environmental review and amendment of the LRDP. The use and configuration of the site would be determined at that time.

3.9.3 Laurel Heights

As described previously, UCSF is reviewing its use of the Laurel Heights campus site. No change in UCSF's use is currently proposed at the Laurel Heights campus site thus it will not be studied in the EIR.

3.9.4 San Francisco General Hospital

As described previously, UCSF will need to vacate seismically compromised buildings at SFGH and is considering the construction of a new research building of about 175,000 gsf on the existing parking lot along Twenty-third Street. Due to the timing of this proposed project, the proposed SFGH Research Building will undergo its own UCSF environmental review process, separate from the LRDP EIR.

Under the LRDP, UCSF expects to maintain its activities and affiliation at SFGH and no changes in UCSF uses are anticipated at SFGH.

3.10 Community Planning Principles

While the LRDP Objectives described in Section 3.4 are intended to guide UCSF's physical development under the 2014 LRDP and serve as criteria against which future projects will be evaluated for consistency with the LRDP, UCSF has partnered with its neighbors to also prepare *Community Planning Principles*. These Principles formalize UCSF's commitment to communicate with neighbors regarding its space needs and potential future development, in order to identify potential community concerns that may arise from UCSF's physical development prior to the time that individual projects are brought forward for approval.

The *Community Planning Principles* are intended to aid UCSF in both complementing and advancing the planning priorities of the City and of its campus neighbors, and were jointly developed by the UCSF Community Advisory Group (CAG) and the UCSF LRDP Oversight Committee. The five Overarching Principles describe how UCSF will communicate with neighbors about its physical development plans both on-and off-campus, and consider the cushioning of impacts that result from UCSF's development. The five Overarching Principles are: (1) community consultation, to the extent allowed by confidentiality agreements governing real estate transactions, regarding property acquisition in neighborhoods under certain circumstances, or intensify use of existing property; (2) community notification when UCSF acquires property, including notification on a website, notice to the CAG and other neighbors as requested; (3) consider cushioning actions to offset neighborhood impacts, if any, as a result of UCSF property acquisition, development, and operations; (4) provide "proportional share" funding to the City to pay for adopted mitigation measures that are the responsibility of the City and identified in CEQA documents prepared for UCSF projects; and (5) provide a community involvement mechanism for the ongoing coordination and inclusion of neighborhood and community-based organizations in monitoring UCSF's planning and development activities, through the UCSF CAG and/or its sub-committees, the CAG Action Teams.

The *Community Planning Principles* are inspired by the 1996 LRDP Goals and Objectives as well as by the 2008 UCSF Mission Bay Community Planning Principles—all of which resulted from campus-community collaboration. The *Community Planning Principles* supersede the 1996 LRDP Goals and Objectives and the 2008 *UCSF Mission Bay Community Planning Principles*, and apply to UCSF's development throughout San Francisco, including at existing campus sites ("on-campus development") as well as at other locations ("off-campus development"), as of adoption of the 2014 LRDP and at locations which may be proposed in the future under the LRDP.