UCSF Community Advisory Group Meeting

June 5, 2019
Agenda

1. Welcome, Introductions and Agenda Overview
2. Public Comment (Items not on the agenda)
3. CAG Questions and Concerns
4. Labor Update
5. UCSF’s Research on Homelessness
6. Dignity Health Update
7. Comprehensive Parnassus Heights Plan Update
8. Campus Updates
   - Dogpatch
   - Mission Bay
   - ZSFG
9. Public Comment (Items on the agenda)
10. Next Steps and Adjourn
In Memory of Corinne Woods

- Four decades of community advocacy
- Influence on major development projects, including UCSF’s Mission Bay campus, the San Francisco Giants ballpark and the new Golden State Warriors arena.

- Member of:
  - UCSF’s Community Advisory Group
  - The Central Waterfront Advisory Group
  - Mission Bay Citizens Advisory Committee (chair)
  - Mission Creek Conservancy

- Corinne’s Mission:
  "To make sure we are heard. We want to be at the table."

UCSF will install a plaque on the Mission Bay campus to honor Corinne.
Public Comment

- Regarding items not on the agenda
- Three minutes per speaker
- If item runs over 15 minutes, to be continued at the end of the agenda
CAG Questions and Concerns

- Regarding items not on the agenda
- If item runs over 5 minutes, to be continued at the end of the agenda
Labor Update
Collective Bargaining at UC

• UC’s Office of the President oversees the bargaining process for all contracts
  – UCOP delegates responsibility to locations for local bargaining units
  – UCSF participates in systemwide bargaining

• 14 systemwide and 16 local bargaining units
  – Representing over 93,000 employees statewide

• 13 of the systemwide units include UCSF and 2 local bargaining units
  – Representing approx. 16,800 employees
  – Overall approx. 66% of UCSF non-faculty population are represented by a union
Status of Labor Contracts

CNA Nurse Unit (NX) Expires October 31, 2022
• Clinical Nurses, Nurse Practitioners, Nurse Anesthetists (Approx. 4050 employees)

UC-AFT Librarians Expires March, 2024
• Librarians (Approx. 13 employees)

UAPD Student Health Physicians and Dentists Expires June 30, 2024
• Physicians and Dentists at Student Health Centers (Approx. 5 employees)

CIR-SEIU Interns and Residents New Local Unit
• Physician Residents, Interns (Approx. 1400 employees)
• Tentative Agreement reached between the parties currently under review before ratification.
Status of Labor Contracts

AFSCME Service Unit (SX) Expired June 30, 2017
• Food Service Workers, Shuttle Drivers, Custodians
• Approx. 1100 employees

AFSCME Patient Care Technicals (EX) Expired December 31, 2017
• Respiratory Therapists, Radiology Techs, Pharmacy Techs, Medical Assistants, Sterile Processing Techs, LVNs
• Approx. 3280 employees

- For both units, parties completed HEERA mandated processes
- University imposed wage, parking and health care increases as well as new retirement choice plan for new hires
- Bargaining scheduled June 5 and 6, 2019
Status of Labor Contracts

UPTE Research Support & Technical Units (RX & TX) Expired September 30, 2017

• Clinical Research Coordinators, Staff Research Associates and Animal Health Technicians, Business Technical Support Analysts, EH&S Technicians (Approx. 1730 employees)

☐ For both units, parties completed HEERA mandated processes
☐ University is imposing wage, parking and health care increases.
☐ Bargaining scheduled June 17 and 18, 2019

UPTE Health Care Professionals (HX) Expired October 31, 2017

• Clinical Lab Scientists, Social Workers, Pharmacists (Approx. 1340 employees)

☐ Fact-finding process completed, in the quiet period.
☐ Bargaining scheduled June 6, 2019
Status of Labor Contracts

UAW Academic Researchers Unit – New Systemwide Unit
• Professional Researchers, Project Scientists and Academic Specialists
• Approx. 852 employees

AFT Non-Senate Instructional Lecturers (IX) – Expires January 31, 2020
• Lecturer - 1 employee
Bargaining Updates

Bargaining updates can be found at the following UC systemwide website:

https://ucnet.universityofcalifornia.edu/labor/index.html

Additional UCSF specific bargaining updates can be found at the following website:

https://intheknow.ucsf.edu/
UCSF’s Research on Homelessness
UCSF’s Research on Homelessness

Margot Kushel, MD
Professor of Medicine, UCSF
Director, UCSF Center for Vulnerable Populations at ZSFG
Director, UCSF Benioff Homelessness and Housing Initiative

@mkushel
The homeless population is **aging**

Proportion of single homeless adults ≥50 in San Francisco

- 1990 11%
- 2003 37%
- Today approximately 50%
- Median age increased 0.66 years for every calendar year between 1990-2003

Generational effect

- Americans born in the second half of the baby boom (1955-1965) have had elevated risk of homelessness throughout their lifetime

HOPE HOME Study

- Health Outcomes of People Experiencing Homelessness in Older Middle Age

- Funded by National Institute on Aging (NIA)
- Longitudinal cohort study in Oakland, CA
- 350 participants enrolled July 2013 to June 2014, following participants every six months
- Additional 100 participants 2017-2018
HOPE HOME Study

- Study activities take place at East Bay Community Recovery Center, St Mary’s Center and Allen Temple
- Active Community Advisory Board
  - Local leaders (service providers, clinicians, policy experts, etc.)
  - Three study participants
- Study includes:
  - Regular study interviews and exams
  - Qualitative interviews on topics of interest
  - Ability to add new questions/adapt study
HOPE HOME Study

- Aged 50 and older
- English speaking
- Homeless by HEARTH Act definition at time of enrollment
  - Living outdoors, places not meant for human habitation
  - Emergency shelters
  - Losing housing within 14 days (eviction notice)
  - Fleeing domestic violence with no place to go
44% with first episode of homelessness after age 50
Those with early homelessness (<50)

- More adverse life experiences
- Low income attainment in early adulthood
- No spouse partner
- Mental health problems
- Traumatic brain injury
- Imprisonment
- Alcohol use problem

Brown RT, Goodman L, Guzman D, Tieu L, Ponath C, Kushel MB. Pathways to Homelessness among Older Homeless Adults: Results from the HOPE HOME Study. PLoS One. 2016 May 10;11(5)
(My father said): “Next time you, if you runaway, I’ll beat you with a car chain or I’m going to throw you out the window.”

Okay, so I, I was, I wouldn’t use the word ‘reasonable’ but I put things in perspective real quick and I would say, “Could I survive a car chain? Probably not.”

Then I looked out the window and said, and we lived on the 13th floor, I said, “I ain’t playing with this man.” He went to work, I had whatever I had on me, I was out the door.
Late onset homelessness

- Low wage work throughout life
- Crisis
  - Job loss
  - Marital breakdown
  - Illness (participant, spouse)
  - Death (spouse, parent)
Late onset homelessness

- Lack of advocacy
  - Evictions for reasons other than non-payment of rent
  - Not getting benefits
  - Multiple bureaucratic hurdles

- Low social support
  - Shame prevented them from accessing social support

- Less likely to have imprisonment/long incarceration, but housing hampered by one-time charges (i.e. one drug charge) or unexplained arrest
“It was a lot of different things but basically the new owners took over, we were being evicted.

My wife, she had just got out of the hospital, had the stroke and was blind….so, the daughter came up and said, ‘Don’t fight it, y'all can come stay with me for a couple months and save your money.’ So we said, ‘Okay’ …[and didn’t fight the eviction].

After we moved out of the place, turned in the keys and everything we went over to her house and she said, ‘Y'all can’t stay here.’ And I said, ‘I got $9 in my pocket,’

I said, ‘At least let your mother spend the night because we don’t have enough money to get a motel room.’ She said, ‘No.’ So that was the beginning.”
“…When they bought the company out they cut our hours back and they would bring in temp workers and they would give them all the hours and they weren’t giving us our hours, which caused me to lose my place I was staying in because I couldn’t afford to pay the rent, because, you know, from, you’re going from almost 80-100 (hours) a week down to 20 hours a week, it’s kind of hard to pay bills.”
Overall poor functional status:

“50 is the new 75”

Median age of sample: 57

Prevalence of geriatric conditions worse than those in general population samples in their 70s and 80s
Aging onto the street

Nearly half of older homeless people fell into trouble after age 50, new research shows. Meet three people who worked hard in life but fell through a tattered safety net.

By Kevin Fagan | March 8, 2019

FIFTH & MISSION

Aging Into Homelessness

April 2, 2019

A groundbreaking study shows that nearly half of all homeless people over the age of 50 became homeless for the first time after their 50th birthday. Our reporter Kevin Fagan talks with head researcher UCSF Dr. Margot Kushel about what it all means, and where the doctor thinks we should go from here.
Sample of other projects

- Evaluate San Francisco Whole Person Care Project
- Evaluate impact of Santa Clara Project Welcome Home
- Evaluate impact of Home Safe
- Evaluate impact of Tipping Point’s Chronic Homelessness Initiative
Translate findings into policy and practice

- Press
- Public talks
- Legislative testimony
- Meet with and advise elected officials and departmental leaders
Dignity Health Affiliation
Why UCSF Pursued It and What’s Next
Comprehensive Parnassus Heights Plan (CPHP) Update
Re-Envisioning the UCSF Parnassus Campus: Community Engagement Process

**DISCOVERY**

**COMMUNITY MEETINGS**
- On-Line Neighborhood Survey
- Community Outreach

**CAG MEETING 1**
- September 5th

**ALTERNATIVES**

**COMMUNITY WORKING GROUP MEETINGS**
- Meeting 1: October 1
- Meeting 2: October 24
- Meeting 3: December 10
- Meeting 4: January 24
- Meeting 5: February 27

**CAG MEETING 2**
- December 5th

**FUTURE DIRECTION**

**COMMUNITY WORKING GROUP MEETINGS**
- Meeting 3: March 6th
- Meeting 4: April 23
- Meeting 5: May 23

**NEIGHBORHOOD OPEN HOUSES**
- November 26
- March 20
- June 12

**SUMMARY MEMO**
- Parnassus Neighborhood Issues and Opportunities

**REPORTS AND MEMOS**

- May 2018
- September 2018
- March 2019
- June/July 2019
The purpose and charge of the Parnassus Heights Community Working Group is to inform the re-envisioning process by:

- advising UCSF staff on neighborhood issues and opportunities related to the re-envisioning process,
- articulating key community planning and design principles to be considered by UCSF as it contemplates future projects,
- identifying recommended strategies and actions for addressing community concerns regarding the physical development of the campus,
- providing input and feedback to UCSF staff for the purpose of helping UCSF be a good neighbor to the community at large, and
- serving as a communication link between UCSF and the community. Information garnered from the community process will inform the University’s planning.

The final product of the working group is a Community Ideas Report, which will be included in the plan and will inform the planning process for future projects.
## Community Working Group Members

<table>
<thead>
<tr>
<th>First Name</th>
<th>Last Name</th>
<th>Affiliation</th>
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</table>
| Dennis     | Antenore  | • UCSF Community Advisory Group Member  
                    • Friends of City Planning (President)  
                    • Inner Sunset Neighbor             |
| Charles    | Canepa    | • UCSF Community Advisory Group Member  
                    • Cole Valley Improvement Association (Board member) |
| Rupert     | Clayton   | • Haight Ashbury Neighborhood Council (Chair, Housing and Land Use)  
                    • Cole Valley Neighbor               |
| Michael    | Costanzo  | • California Academy of Sciences  
                    • Sunset Youth Services Board Member |
| Craig      | Dawson    | • UCSF Community Advisory Group Member  
                    • Inner Sunset Merchant’s Association (Vice President, Communications) |
| Martha     | Ehrenfeld | • UCSF Community Advisory Group Member  
                    • Inner Sunset Park Neighbors (President) |
| Kevin      | Hart      | • UCSF Community Advisory Group Member  
                    • Inner Sunset Neighbor               |
| Melissa    | Higbee    | • Office of Resilience and Capital Planning                                  |
| Andrea     | Jadwin    | • Inner Sunset GBD Formation Committee  
                    • Inner Sunset Neighbor               |
| Sarah      | Jones     | • SF Municipal Transportation Agency)  
                    • Inner Sunset Neighbor               |
| Amy        | Kaeser    | • Sutro Stewards (Executive Director)                                        |
| Erica      | Kajdasz   | • Cole Valley Fair  
                    • Cole Valley Neighbor and Business Owner |
| Beatrice   | Laws      | • UCSF Community Advisory Group Member  
                    • Kezar Advisory Committee  
                    • Cole Valley Neighbor               |
| Susan      | Maerki    | • UCSF Community Advisory Group Member  
                    • Inner Sunset Neighbor               |
| Dennis     | Minnick   | • Sunset Heights Association of Responsible People (SHARP) (President)  
                    • Inner Sunset Neighbor               |
| Al         | Rosen     | • Inner Sunset Neighbor                                                       |
| Brian      | Stokle    | • San Francisco Recreation and Parks Department                              |
| Joshua     | Switzky   | • San Francisco Planning Department                                           |
| Tes        | Welborn   | • UCSF Community Advisory Group Member  
                    • Haight Ashbury Neighborhood Council (Treasurer) |

**Note:** Supervisor Brown (D5) and Supervisor Yee (D7) were invited, and their representatives attended the first meeting.
Preferred Alternative
Overview

01 THE PROCESS

02 CAMPUS CHALLENGES

03 CPHP VISION
  • Vision
  • Responding to the “Community Ideas”
  • Organizing Concepts / What is in the Final Deliverable

04 HOUSING

05 SUMMARY
01 THE PROCESS
Activities over the Past Year

INTERNAL
• Blue Sky Visioning
• Stakeholder Interviews and Workshops
• Conceptual costing and feasibility
• 100 resilient Cities Workshop

EXTERNAL
• Community Survey (over 1000 participants)
• 2 Community Open Houses
• 7 Community Working Group Meetings
• Campus Walking Tour
Campus Infrastructure and Buildings

- Aging buildings and infrastructure are at risk and are costly to maintain
- Updating older buildings to fulfill regulatory compliance is challenging
- Building overcrowding, lack of quality spaces
- Contemporary research, academic, clinical, and support spaces have been lacking for decades; recruitment and retention issues are major concerns
- Sustainable growth is necessary to maintain Parnassus Heights stature as a world-class research hub
- The required new hospital building adds pressure to the already constrained site
- The quality of the campus physical environment lacks a “there there”, and it doesn’t take advantage of its great location between Golden Gate Park and Mount Sutro
Campus Infrastructure and Buildings

• Average age of buildings on campus is over 50 years old.
• Limited research building investments since 1987.
• Buildings lack resilience, puts research and patients at risk.

<table>
<thead>
<tr>
<th>COMPLETED YEAR</th>
<th>BUILDING</th>
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<tbody>
<tr>
<td>1917</td>
<td>UC Hall</td>
</tr>
<tr>
<td>1941</td>
<td>Langley Porter (LPPI)</td>
</tr>
<tr>
<td>1954</td>
<td>Medical Science Building</td>
</tr>
<tr>
<td>1955</td>
<td>Millberry Union</td>
</tr>
<tr>
<td>1955</td>
<td>Moffitt Hospital</td>
</tr>
<tr>
<td>1956</td>
<td>Proctor Foundation</td>
</tr>
<tr>
<td>1964</td>
<td>HSIR East</td>
</tr>
<tr>
<td>1964</td>
<td>HSIR West</td>
</tr>
<tr>
<td>1964</td>
<td>LPPI Butler Building</td>
</tr>
<tr>
<td>1966</td>
<td>Surge</td>
</tr>
<tr>
<td>1972</td>
<td>ACC Building</td>
</tr>
<tr>
<td>1972</td>
<td>School of Nursing</td>
</tr>
<tr>
<td>1979</td>
<td>School of Dentistry</td>
</tr>
<tr>
<td>1982</td>
<td>Long Hospital</td>
</tr>
<tr>
<td>1986</td>
<td>Koret Vision Research</td>
</tr>
<tr>
<td>1991</td>
<td>Kalmanovitz Library</td>
</tr>
<tr>
<td>2005</td>
<td>PSB</td>
</tr>
<tr>
<td>2010</td>
<td>Dolby</td>
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Over the Plan period (30-40 years) older buildings are challenged due to seismic condition, deferred maintenance, problematic building systems, or other inefficiencies (floor to floor heights, floor plates).

**Potential for major renovation**
- HSIR Towers
- MSB
- Garages

**Assumed limited usable life**
- UC Hall
- Nursing Building
- Dental Clinics
- Millberry Union
- Koret Vision Center
- Proctor
- EH&S, Woods, Surge, LPPI
- Aldea Housing
Why Parnassus Heights?

- PH continues to be the site of the #1 tertiary/quaternary adult care hospital in the western half of the US.
- Some of the best translational science in the world takes place at PH – (immunology, stem cell biology, neuro-oncology), with opportunities for new cutting edge programs.

The "convergence" between clinical, academic and research programs enables UCSF teams to make frequent, and efficient personal connections to facilitate learning and discovery.

Learning takes place in both research and clinical settings.
The CPHP must address the changing environment in a visionary and nimble way. Our goal is to create an ambitious and implementable plan, authored by the campus and community at large, that can serve as a road map for future development and an inspiration to all stakeholders.
The Plan Evolved from Six Big Ideas

Form complementary districts
Can we redefine long-term campus relationships and provide opportunities for convergence of the missions?

Irving St. connects to the community
Can UCSF better welcome visitors, patients and the public into the campus?

Emphasize connections for convergence
Can we create multi-purpose, cross-disciplinary spaces that answer need for collaboration and social gathering?

Park-to-Peak, a vertical campus
Can we design interventions that take advantage of the topography and improve the public perception of UCSF?

Create the “campus heart”
Can we design a campus heart that sparks conversations, collaboration and engagement?

Parnassus Ave. is the campus “main street”
Can Parnassus Ave. be designed for a comfortable pedestrian experience, while allowing local access?
Parnassus Heights, Today
Near term projects are intended to support the Research priority, the New Hospital, and benefit the community.

**NEAR TERM (2030)**

- Arrival improvements to Irving Street: parking garage wayfinding and pedestrian/vehicular safety improvements
- Parnassus Avenue Streetscape Plan
- Select renovations of HSIR Towers
- Validation Studies for new Research Facilities; possible new building at UC Hall site.
- New Hospital and Bridge/Tunnel
All future project phases are subject to internal dependencies, validation, financing, priority, and community review. The vision is intended to be conceptual and will allow UCSF to begin coordinated long term development planning.
Opportunity Sites accommodate:

1. **Working Group Recommendations**; modest long term growth for research and education facilities to maintain top tier status.

2. Ability to **decan t and renovate selected buildings**.

3. Assumptions on **future patient growth**.

4. New on-campus housing opportunities.

Conceptual only, designs for each building conducted in later phases.
Public Realm, Today

Today, there are few outdoor spaces for public or UCSF affiliate use, with limited access points to Mount Sutro.
The Plan vision includes “peak to park” connections, an activated public ground plane, and interior campus public realm improvements. Public Realm expansion as shown in green is estimated at over 3x today’s condition. (Excluding existing Parnassus Ave right of way)

Conceptual only, designs for each building conducted in later phases.
Public Realm, Vision

- Improved Mount Sutro Connections
- Pedestrian Connection at Service Corridor
- Connections to Neighborhood and Golden Gate Park

Conceptual only, designs for each building conducted in later phases.
The Vision provides opportunity for further amenities: campus housing, space for public-facing programs, patient and family lodging, on-campus circulation to help mitigate congestion on Parnassus Ave.

- Service Corridor for future distributed delivery, and improved fire access
- Grade-separated crossing for patient safety, and improved servicing
- Continued stewardship of the Mount Sutro Reserve
- New housing for UCSF population, on the west side and Aldea
- Avenue Houses remain in place to buffer neighborhood
- New 4th Avenue provides a campus street for access into housing and the west side
- Opportunities for public facing programs
- New lodging for patient families

Conceptual only, designs for each building conducted in later phases.
The vision for a utility corridor and a central campus promenade cushions the traffic impact from new development.

**Public Realm, Vision**

Conceptual only, designs for each building conducted in later phases.
How Does the Vision Respond to the Community Ideas?

1. Housing
2. Campus Design
3. Connectivity with Nature
4. Multi-modal Mobility
5. Public Realm
6. Programs & Amenities
Irving Street Arrival Experience
Irving Street Arrival Experience

For illustrative purposes only; does not represent actual architectural design

2.5 Make the campus easy to navigate through clear and attractive signage and wayfinding.

4.2 Be welcoming and accessible for all modes

5.3 Strengthen physical connections to neighborhood.
Millberry Terrace and the North Side Gateway
2.3 Provide open spaces and opportunities for social gatherings.

2.4 Mitigate the effects of the weather.

6.2 Create program and spaces to bring people to campus and encourage evening / weekend activity.

6.3 Enhance retail, food and recreation opportunities.

3.4 Consider thematic landscaping.
Parnassus Avenue: Creating the Campus “Front Door”
Parnassus Avenue: Creating the Campus “Front Door”

For illustrative purposes only; does not represent actual architectural design

2.7 Contribute to the University of California’s long-term sustainability goals.

5.2 Improve the streetscape experience of Parnassus Avenue.

3.3 Enhance landscaping to soften edges along streets and buildings.

4.7 Create drop-off zones for TNCs to make it safer for pedestrians.

4.3 Implement traffic management and calming measures.
Saunders Court: the Campus “Heart”
Saunders Court: the Campus “Heart”

For illustrative purposes only; does not represent actual architectural design

2.8 Establish the campus heart at Saunders Court.

3.2 Enhance access to open space and Mount Sutro

3.3 Soften Edges along streets and building

2.10 Provide active uses along pedestrian routes…

2.13 Take advantage of topography
Campus Promenade at 4th Ave: Re-envisioning the West Side
Campus Promenade at 4th Ave: Re-envisioning the West Side

For illustrative purposes only; does not represent actual architectural design

2.2 Take advantage of the topography of the site.

4.2 Be welcoming and accessible for all modes.

4.4 Create a pedestrian first campus.
4th Avenue: New Campus Access and Housing
1.1 Allow for a range of creative housing options.

2.1 Create a welcoming environment and framework to overall site design to make it comprehensible...

2.12 Ensure that the size and scale of buildings are compatible with the surrounding neighborhood.

5.4 Place exhibits [...] in key locations.

1.6 Create as much housing for UCSF personnel as possible.
Housing Strategy Summary

- UCSF recognizes the benefit to the community of faculty/students/staff living near where they work and will increase its housing stock across its campuses.

- The Plan provides opportunity for UCSF to explore housing on the West Side and build additional housing at Aldea to support UCSF long-term housing objectives.

- This will be achieved incrementally over the next 30 years.

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<thead>
<tr>
<th></th>
<th>Current Units</th>
<th>Proposed Units</th>
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<tbody>
<tr>
<td>Aldea</td>
<td>172</td>
<td>504</td>
</tr>
<tr>
<td>West Side</td>
<td>0</td>
<td>426</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>172</strong></td>
<td><strong>930</strong></td>
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Thematic Summary
Parnassus Heights today

View to Mount Sutro

BUILDING HEIGHTS

CPHP – Long-Term Vision

View to Mount Sutro

new

View from Kezar / Golden Gate Park
Thematic Summary
Parnassus Heights Today

<table>
<thead>
<tr>
<th>Category</th>
<th>Today</th>
<th>Vision</th>
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<tr>
<td>SPACE CEILING APPLICABLE AREA</td>
<td>3.6M sq.ft.</td>
<td>+30%</td>
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<tr>
<td>HOUSING</td>
<td>172 units</td>
<td>930 units</td>
</tr>
<tr>
<td>PUBLIC SPACE / GREEN SPACE</td>
<td>61,820 sq.ft.</td>
<td>204,800 sq.ft.</td>
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Comprehensive Parnassus Heights Vision

A PREMIER ENVIRONMENT  🌈
Building from a 100+ year legacy of world-class education, research and patient care, the campus environment will match the quality of science within it.

A NEW STANDARD FOR RESILIENCE
Modernization strategies will support the campus function, efficiency, and quality of life. This ambitious vision will help adapt to future trends and opportunities.

A DESTINATION
The campus will complement and enhance its neighborhood, becoming a welcoming destination for first-time patients, everyday employees, and returning visitors alike.