Agenda

1. Welcome, Introduction to UCSF’s Vice Chancellor of Community Relations and Agenda Overview
2. Public Comment (Items not on the agenda)
3. CAG Questions and Concerns
4. Report on UCSF’s Anchor Institution Initiative
5. Six-Year Capital Financial Plan
6. Advisory Committee for the Future of UCSF Parnassus Heights
7. Campus Updates
   • Tidelands Project
   • Dogpatch
   • Mission Bay
   • ZSFG
8. Public Comment (Items on the agenda)
9. Next Steps and Adjourn
Public Comment

- Regarding items not on the agenda
- Three minutes per speaker
- If item runs over 10 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
Advancing Health Equity in San Francisco: An Assessment of UCSF’s Anchor Institution Capacity & Recommendations for Strategic Direction

Howard Pinderhughes, PhD
Monique LeSarre, PsyD
Wylie Liu, MPH, MPA

Presentation to:
UCSF Community Advisory Group
September 4, 2019

Center for Community Engagement
Core Areas of Work

Research and Evaluation
Education and Training
Community Health Planning and Policy
Economic Inclusion
What is an Anchor Institution?

Anchor institutions are place-based, mission-driven entities such as hospitals, universities, and government agencies that leverage their economic power alongside their human and intellectual resources to improve the long-term health and social welfare of their communities.

UCSF Anchor Institution Goal

To move the needle on the social determinants of health and promote health equity through workforce development, procurement and community investment strategies.
Why is SDOP Important?

Leaders, Stakeholders & Partners
(Partial List)

- UCSF Executive Sponsors & Champions
  - Executive Vice Chancellor & Provost Dan Lowenstein
  - Senior Vice Chancellor Paul Jenny – Finance & Administration (Executive Sponsor)
  - Vice Chancellor Renee Navarro – Diversity & Outreach
  - Former Vice Chancellor Barbara French – University Relations & Strategic Communications
  - Executive Vice Dean Catherine Lucey – School of Medicine
  - Vice Dean Kirsten Bibbins-Domingo – Population Health & Health Equity, School of Medicine

- Philanthropic Partner & Funder
  - San Francisco Foundation – Fred Blackwell
Anchor Institution Report Steering Committee Members
(CCE Council Committee)

- Howard Pinderhughes (Chair), Associate Professor & Chair of Department of Social and Behavioral Sciences, UCSF
- Marco Chavarin, Vice President, Community Development Citi
- Lisa Cisneros, Sr Director, Strategic Communications, UCSF
- Andrew Clark, Director of Strategic Sourcing, Supply Chain Management, UCSF
- Caroline Fichtenberg, Managing Director, Social Interventions Research & Evaluation Network (SIREN), UCSF
- Christine Gasparac, Senior Director, Community Relations, UCSF
- Kevin Grumbach, Professor & Chair, Department of Family Community Medicine, UCSF
- Olivia Herbert, Assistant Dean and Chief of Staff, School of Medicine Dean's Office, UCSF
- Melissa Jones, Executive Director, BARHI - Bay Area Regional Health Inequities Initiative
- Saidah Leatutufu, Economic Mobility Director at HOPE SF, Office of the Mayor
- Monique LeSarre, Executive Director, Rafiki Coalition for Health and Wellness
- Wylie Liu, Executive Director, Center of Community Engagement, UCSF
- John Moon, District Manager, Community Development at Federal Reserve Bank of San Francisco
- David Odato, Associate Vice Chancellor, Human Resources Senior Vice President, HR, UCSF Health
- Alejandra Rincon, Assistant Vice-Chancellor and Chief of Staff, UCSF Office of Diversity and Outreach
- Ellie Rossiter, Initiative Officer and Partnership Director, HOPE SF, San Francisco Foundation
- Victor Rubin, Vice President for Research at PolicyLink
- Joaquin Torres, Director, San Francisco Office of Economic and Workforce Development

Report Key Features

1. Citywide approach
2. Focus on under-resourced populations
3. UCSF Structure
   - Campus vs Medical Center
   - UCSF part of University of California System
4. Types of Information
   - No New External Information
   - UCSF Uncovered
   - Target Internal & External Audiences
   - Stakeholder Interviews - NO Community Residents
   - Leaned on Healthcare Anchor Network/ Democracy Collaborative
5. It takes a village!
Report Process & Outline

- Report Process
  - Assessment process led by the Anchor Institution Report Steering Committee (18 member team including UCSF and community stakeholders)
  - Interviewed 25 community stakeholders and 33 UC-affiliated staff & faculty

- Report Outline
  - Landscape of Health & Economic Disparities in San Francisco
  - Developed SWOT analysis for the 2 strategies – workforce development and procurement
  - Developed recommendations for the 3 strategies – workforce development, procurement and community investment

---

Economic Disparities in SF

“SF has one of the highest rates of income inequality in the nation”

Table 1: Economic Indicators for San Francisco County by Race/Ethnicity

<table>
<thead>
<tr>
<th>Indicator</th>
<th>African American</th>
<th>Pacific Islander</th>
<th>Hispanic/Latino</th>
<th>Asian</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median household income[^1]</td>
<td>$28,603</td>
<td>$50,147</td>
<td>$62,153</td>
<td>$75,013</td>
<td>$111,704</td>
</tr>
<tr>
<td>Unemployment rate[^2]</td>
<td>16.1%</td>
<td>15.2%</td>
<td>7.3%</td>
<td>5.5%</td>
<td>4.8%</td>
</tr>
<tr>
<td>Children living below poverty level[^3]</td>
<td>47.3%</td>
<td>35.7%</td>
<td>14.4%</td>
<td>11.2%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Families living below poverty level[^4]</td>
<td>24.3%</td>
<td>29.1%</td>
<td>10.6%</td>
<td>8.7%</td>
<td>2.2%</td>
</tr>
<tr>
<td>People living below poverty level[^5]</td>
<td>32.5%</td>
<td>23.3%</td>
<td>14.9%</td>
<td>12.9%</td>
<td>8.4%</td>
</tr>
<tr>
<td>People 25+ with a bachelor’s degree or higher degree[^6]</td>
<td>25.0%</td>
<td>26.7%</td>
<td>31.5%</td>
<td>43.3%</td>
<td>74.0%</td>
</tr>
<tr>
<td>High school graduation rates[^7]</td>
<td>71%</td>
<td>87%</td>
<td>75%</td>
<td>95%</td>
<td>84%</td>
</tr>
<tr>
<td>% of students scored at proficient or above - Math[^8]</td>
<td>12%</td>
<td>23%</td>
<td>21%</td>
<td>70%</td>
<td>69%</td>
</tr>
<tr>
<td>% of students scored at proficient or above - English language arts[^9]</td>
<td>18%</td>
<td>25%</td>
<td>28%</td>
<td>69%</td>
<td>78%</td>
</tr>
</tbody>
</table>
Neighborhood Disparities

“Your zip code can matter more than your genetic code”

<table>
<thead>
<tr>
<th>Table 3: Comparison of Economic and Health Indicators by Neighborhood</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bayview-Hunters Point (94124)</td>
</tr>
<tr>
<td>Economic Indicators [1]</td>
</tr>
<tr>
<td>Per capita income</td>
</tr>
<tr>
<td>Children living below poverty level</td>
</tr>
<tr>
<td>Families living below poverty level</td>
</tr>
<tr>
<td>People living below poverty level</td>
</tr>
<tr>
<td>Children living in single-parent households</td>
</tr>
<tr>
<td>People 25+ with a bachelor's degree or higher degree</td>
</tr>
<tr>
<td>Renters spending 30% or more of household income on rent</td>
</tr>
<tr>
<td>Households with cash public assistance income</td>
</tr>
<tr>
<td>Preventable emergency room visits (per 10,000)</td>
</tr>
<tr>
<td>616</td>
</tr>
<tr>
<td>Emergency room visits due to diabetes (per 10,000)</td>
</tr>
<tr>
<td>Emergency room visits due to heart failure (per 10,000)</td>
</tr>
<tr>
<td>Emergency room visits due to hypertension (per 10,000)</td>
</tr>
<tr>
<td>Emergency room visits due to bacterial pneumonia (per 10,000)</td>
</tr>
<tr>
<td>Emergency room visits due to adult asthma (per 10,000)</td>
</tr>
</tbody>
</table>

Health Disparities in SF

“African American residents on average live 10 years less than White residents”

Table 2: Health Disparities in San Francisco by Race/Ethnicity

<table>
<thead>
<tr>
<th>Indicator</th>
<th>African American</th>
<th>Hispanic/Latino</th>
<th>Asian/Pacific Islander</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of pre-term births [1]</td>
<td>16%</td>
<td>9.7%</td>
<td>7.9%</td>
<td>7.4%</td>
</tr>
<tr>
<td>Infant mortality rate (per 1000 live births) [1]</td>
<td>9.6</td>
<td>3.8</td>
<td>2.5</td>
<td>2.7</td>
</tr>
<tr>
<td>Prostate cancer incidence rate [2]</td>
<td>167 per 10,000</td>
<td>101 per 10,000</td>
<td>71 per 10,000</td>
<td>97 per 10,000</td>
</tr>
<tr>
<td>Preventable emergency room visit [1]</td>
<td>999 per 10,000</td>
<td>343 per 10,000</td>
<td>125 per 10,000</td>
<td>203 per 10,000</td>
</tr>
<tr>
<td>Emergency room visits due to diabetes [2]</td>
<td>80 per 10,000</td>
<td>25.6 per 10,000</td>
<td>8 per 10,000</td>
<td>10 per 10,000</td>
</tr>
<tr>
<td>Emergency room visits due to heart failure [3]</td>
<td>37 per 10,000</td>
<td>7 per 10,000</td>
<td>3 per 10,000</td>
<td>5 per 10,000</td>
</tr>
<tr>
<td>Emergency room visits due to hypertension [3]</td>
<td>57 per 10,000</td>
<td>20 per 10,000</td>
<td>11 per 10,000</td>
<td>10 per 10,000</td>
</tr>
<tr>
<td>Emergency room visits due to bacterial pneumonia [2]</td>
<td>59.4</td>
<td>22.3</td>
<td>10.1</td>
<td>17.4</td>
</tr>
<tr>
<td>Emergency room visits due to adult asthma [3]</td>
<td>158.7</td>
<td>32.5</td>
<td>10.4</td>
<td>18.9</td>
</tr>
<tr>
<td>Life expectancy (years) [4]</td>
<td>71</td>
<td>82</td>
<td>85</td>
<td>81</td>
</tr>
</tbody>
</table>
Workforce Development Findings

San Francisco Landscape:

- Job growth is increasing at the top and bottom of the wage scale, and the middle section is shrinking.
- Since 1990, the city’s traditional blue-collar jobs has experienced the sharpest declines.
- More than half of new jobs in San Francisco are expected to be low wage service sector jobs.
- New positions generated in education and health services as well as professional and business services require different skill sets and more advanced education.
- There are over 80 community organizations providing workforce development services.
- Workforce development nonprofits are facing significant challenges. For example, in the past year, of the 50 workforce development organizations OEWD funded, 15 lost executive leaders.
- The challenges facing nonprofits severely limit organizations’ capacity to do work beyond providing their core services.
- Current challenges and funding constraints limits ability of programs to reach residents with greatest barriers to employment.

UCSF Landscape:

- 2nd largest employer in San Francisco and the largest employer in San Francisco’s healthcare sector, with 30,000 employees.
- UCSF workforce is diverse, but UCSF currently face challenges around racial disparities in salary levels, job types, and management composition, as well as staff turnover and involuntary separation.
- UCSF Campus has a high turnover rate.
- Half of UCSF employees live in San Francisco.
- UCSF has four major workforce development programs for San Francisco residents: EXCEL; Community Construction Outreach Program (CCOP); Citywide Employment Program; Partnership between UCSF Medical Center’s Nutrition and Food Services and Toolworks.
- UCSF has close to 80 different education outreach, pathways and pipeline programs across the institution. These programs target youth from Kindergarten to College and beyond.
- UCSF currently participates in, or host, numerous employment outreach events targeting diverse populations.
Procurement Findings

**SF Landscape:**

- There is a large disparity in proportion of minority-owned businesses and minority population in San Francisco. The 2012 Survey of Business Owners (most recent survey) showed that **Minority-owned businesses accounted for 41% of all businesses in 2012, yet minorities made up 62 percent of the population of San Francisco in 2010** (2012 Survey of Business Owners, 2010 U.S. Census)

- There is a large disparity in sales value between the minority-owned businesses and white-owned businesses. **Although minority-owned businesses account for 41 percent of total businesses in San Francisco, the proportion of total sales value by minority-owned businesses was only 19 percent (approximately $10 billion).** (2012 Survey of Business Owners)
Procurement Findings

**UCSF Landscape:**

- In 2016-17, UCSF spent **more than $1.1 billion on goods and services**, with $730 million on supplies and materials and $443 million on professional and purchased services.
- In 2017, approximately **8 percent of UCSF Campus spending was with small businesses**, some of which are owned by diverse and/or historically under resourced business owners.
- Half of UCSF’s small business spending is conducted with diverse businesses, and as a whole **diverse business spending represents 3.89 percent of UCSF’s total procurement spend.**
- **Almost 15 percent of UCSF’s procurement dollars** are spent within the city/county of San Francisco. This includes spending with large and small firms.
- **More than half of San Francisco spending takes place in five zip codes**, which include the Financial District, Downtown, part of Chinatown, Potrero Hill and the South of Market neighborhoods.

---

**SWOT Analysis - Procurement**

- **Strengths:**
  - UCSF administrative leadership
  - Existing UCOP and federal policies that create incentives for local purchasing
  - Ease of becoming a UCSF vendor
  - UCSF’s sustainable food procurement
- **Weaknesses:**
  - Decentralized Campus purchasing decisions
  - Lack of inclusive, local purchasing goals, accountability processes, incentives, and policies
  - Existing policies and system wide goals that prioritize lowest cost and least risk when purchasing and working with vendors
  - Inadequate data infrastructure
- **Opportunities:**
  - Strengthen UCOP policies for local and inclusive purchasing
  - Supplier diversity programs led by GPOs
  - UC Small and Diverse Business Advisory Council
  - City and County of San Francisco 14B Ordinance and other local programs and services
  - Local interest from other anchor institutions to pool resources and scale procurement
- **Threats:**
  - Scale of purchases and GPOs
  - Unique challenges facing San Francisco businesses
Community Investment Findings

UCSF Landscape:

- In 2018 UCSF had a **total endowment of approximately $2.1 billion**. More than half of this ($1.1 billion) is managed at the UC Regents level, with the remainder ($958.4 million) managed by the UCSF Foundation.

- UCSF Foundation’s assets are managed by the **nonprofit UCSF Foundation Investment Company**, which is led by its chief investment officer and governed by a 10-member **Investment Company Board**, which comprises selected volunteer leaders from the UCSF Board of Overseers as well as external investment and business experts.

Community Investment Criteria

**Community Investment** is the process of investing financial resources with three defining elements:

1. A focus on under-resourced areas and/or communities that conventional market activity does not reach;
2. A focus on enabling the delivery of explicit social benefits; and
3. A financial product available for investment that can be managed in terms of risk and return
Overarching Recommendations

Next Steps

1) Communications
   • Website created: https://anchor.ucsf.edu/
   • Internal & external communications/presentations

2) Structure
   • Organizational host: Paul Jenny, SVC of Finance and Administration
   • Anchor Institution Steering Committee (current Center for Community Engagement Council) + Sub-Committees

3) First Two Year Activities
   • Workforce Development: education and workforce intersection; and EXCEL
   • Procurement: set targets and tactics
   • Community Investment: explore investment options

4) Longer Term Activities
   • City-wide Anchor Network
   • Bay Area regional anchor strategy
Thank You!

Comments & Questions?

Six-Year Capital Financial Plan

Kevin Beauchamp, Director of Physical Planning
Cara Fladd, Director of Space & Capital Planning
Comprehensive Parnassus Heights Plan: Proposed Initial Project Sequence

Parnassus Heights Campus: The Vision
Initial Project Sequence

Implementation of the initial project sequence would follow completion of an Environmental Impact Report and amendment of UCSF’s Long Range Development Plan.

New Research and Academic Building (RAB)

- The RAB would provide new research space along with “empty chair” space to enable the renovation of other space.
- The RAB will allow the first increments of the Promenade and new Fourth Avenue to be constructed.
- Building program, construction logistics, and utility/infrastructure needs are being examined in a Validation Study currently underway.
New Hospital at the Helen Diller Medical Center

- Mission Critical for UCSF Health
- Addresses marketplace competition
- Responds to record high demand for services
- Improves recruitment and retention of providers, researchers and staff
- Achieves modernization and patient satisfaction goals
- Addresses seismic safety requirements

Irving Street Arrival

In addition to new garage facades on Irving Street, the transition between Irving Street and Parnassus Avenue would be improved with a more pleasant and efficient entry experience via a new “Unified Lobby” including:

- Central reception, seating, and gathering
- Convenience retail
- Atrium, natural light
- Intuitive wayfinding
- Prominent Irving Street address
Aldea Housing Improvements

- Redevelop with taller buildings in a denser layout
- Prioritize buildings with significant deferred maintenance needs
- Analyze and limit traffic impacts
- Includes new child care facility at 50 Johnstone
- Increases from 172 units today to up to 504 units
2019-2025 Capital Financial Plan (CFP)

- Reviewed and accepted annually by the Board of Regents
- Includes projects anticipated for approval between July 1, 2019 and June 30, 2025
- Includes projects with a budget greater than $1M
- Includes projects that have a reasonable expectation for funding or can be budgeted during the six-year period
- Includes both Campus and UCSF Health projects
- Does not reflect UCSF’s entire capital need

2019-2025 CFP

- Projects included in the CFP will still undergo individual project approval, when they are ready to be advanced.
- List of projects and their budgets may be modified and refined before the Capital Financial Plan is finalized and submitted to the Regents for acceptance
- CFP is funded from a combination of Campus and Health equity, debt, philanthropy, and state funds.
Primary Capital Priorities and Drivers for the 2019-25 CFP

- Provide for initial sequence of projects identified in the Comprehensive Parnassus Heights Plan
- Provide for growth in outpatient surgery/clinics, inpatient pediatrics, and cancer research
- Allow for compliance with UC seismic regulations and policies through renovations, replacement and demolition of seismically compromised facilities
- Acknowledge increased constraints on operating budgets, as well as stewardship and sustainability demands

2019-2025 CFP totals about $8.1 Billion

- CPHP Initial Sequence, $4,821M, 60%
- Environmental Sustainability and Minimize Costs, $1,405M, 17%
- Seismic Remediation, $435M, 5%
- Growth, $1,472M, 18%

New projects comprise almost 80 percent ($6.4 Billion) of the CFP.
## Comprehensive Parnassus Heights Plan: Proposed Initial Sequence Projects

<table>
<thead>
<tr>
<th>Project</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Irving Street Arrival Experience (new)*</td>
<td>$207M</td>
</tr>
<tr>
<td>Parnassus Heights Research and Academic Building and Related District Projects (new)*</td>
<td>$773M</td>
</tr>
<tr>
<td>Helen Diller Medical Center at Parnassus Heights Program (new)*</td>
<td>$3,841M</td>
</tr>
<tr>
<td></td>
<td><strong>$4,821M</strong></td>
</tr>
</tbody>
</table>

Aldea Housing Improvements will be incorporated in a future Capital Financial Plan, following additional study and funding analysis.

*Project includes improvements at Parnassus Heights campus site

## Projected Growth (outpatient surgery/clinics, inpatient pediatrics, and cancer research)

<table>
<thead>
<tr>
<th>Project</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>GMP Facility (new)</td>
<td>$600M</td>
</tr>
<tr>
<td>Mission Bay Block 34 Clinical Building and Parking Garage (new)</td>
<td>$412M</td>
</tr>
<tr>
<td>Benioff Children’s Hospitals Oakland Phase 2 - Multiple Projects (new)</td>
<td>$1,000M</td>
</tr>
<tr>
<td></td>
<td><strong>$1,472M</strong></td>
</tr>
</tbody>
</table>
Seismic Remediation

<table>
<thead>
<tr>
<th>Project</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>ZSFG Wet Laboratory Tenant Improvements/Relocations</td>
<td>$17M</td>
</tr>
<tr>
<td>Parnassus HSIR Seismic Improvements*</td>
<td>$47M</td>
</tr>
<tr>
<td>School of Nursing Building Demolition (new)*</td>
<td>$84M</td>
</tr>
<tr>
<td>UCSF Research Facility and Roadway at ZSFG</td>
<td>$287M</td>
</tr>
<tr>
<td></td>
<td><strong>$435M</strong></td>
</tr>
</tbody>
</table>

*Project includes improvements at Parnassus Heights campus site

Environmental Sustainability and Minimize Costs

<table>
<thead>
<tr>
<th>Project</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parnassus HSIR Life Safety Improvements*</td>
<td>$13M</td>
</tr>
<tr>
<td>Parnassus Library Renewal*</td>
<td>$16M</td>
</tr>
<tr>
<td>Parnassus Water Mains (new)*</td>
<td>$16M</td>
</tr>
<tr>
<td>Mount Zion Cancer Research Building Renewal</td>
<td>$17M</td>
</tr>
<tr>
<td>Parnassus Dentistry Building Renewal*</td>
<td>$17M</td>
</tr>
<tr>
<td>Police Consolidation at 654 Minnesota Street</td>
<td>$22M</td>
</tr>
<tr>
<td>Millberry Union / Ambulatory Care Center Garage Spall Repair*</td>
<td>$22M</td>
</tr>
<tr>
<td>Central Utility Plant Fuel Tanks (new)*</td>
<td>$25M</td>
</tr>
<tr>
<td>2 North Point Structural and Tenant Improvements</td>
<td>$35M</td>
</tr>
<tr>
<td>UCSF Health Capital Projects $1M to $10M - Renovation*</td>
<td>$124M</td>
</tr>
<tr>
<td>Campus Capital Projects $1M to $10M*</td>
<td>$233M</td>
</tr>
<tr>
<td>Campus, Medical Center &amp; Auxiliary Projects $1M to $10M - Infrastructure*</td>
<td>$430M</td>
</tr>
<tr>
<td>Other UCSF Health Capital Projects 2019-2025*</td>
<td>$435M</td>
</tr>
<tr>
<td></td>
<td><strong>$1,405M</strong></td>
</tr>
</tbody>
</table>

*Project includes improvements at Parnassus Heights campus site
Re-Envisioning Process Review

The Comprehensive Parnassus Heights Plan (CPHP) must address the changing environment in a visionary and nimble way. Our goal was 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.
Thematic Summary

Parnassus Heights Today

- **SPACE CEILING APPLICABLE AREA**
  - 3.6M sq.ft. +42%

- **HOUSING**
  - 172 units 930 units

- **PUBLIC SPACE / GREEN SPACE**
  - 61,820 sq.ft. 204,800 sq.ft.

CPHP – Long-Term Vision
Space Ceiling

- Established in 1976 by the UC Board of Regents, the so-called space ceiling caps UCSF’s development of the Parnassus campus to within boundary lines and limits building square footage to 3.55 million gross square feet.
- Regents Resolution was amended in 2014 to exclude Aldea housing (other housing was already excluded).
- CPHP has identified a need to increase the space ceiling by 1.5 million gsf, or about 42 percent, to fulfill the CPHP vision, including the new hospital. All campus boundaries would remain in place.
Advisory Committee for the Future of UCSF Parnassus Heights

Committee is comprised of community leaders, neighbors, merchants and non-profits. Represented organizations include: Inner Sunset Park Neighbors, Haight-Ashbury Neighborhood Council, Inner Sunset Merchants Association, Forest Knolls Neighborhood Organization, Cole Valley Improvement Association.

Subject Matter Experts from city agencies and UCSF staff.

Advisory Committee Purpose

PURPOSE AND GOAL: The purpose and charge of the Advisory Committee for the Future of UCSF Parnassus Heights is to:

1. Advise UCSF staff on neighborhood issues and opportunities related to the implementation of the plan,
2. Articulate key effects of the implementation of the plan and strategies to offset those effects to be considered by UCSF as it contemplates future projects,
3. Identify recommended strategies and actions for addressing community concerns regarding the physical development of the campus,
4. Provide input and feedback to UCSF staff for the purpose of helping UCSF be a good and responsible neighbor to the community at large, and
5. Serve as a communication link between UCSF and the community. Information garnered from the community process will inform the University’s planning.
### Advisory Committee Roster

<table>
<thead>
<tr>
<th>First Name</th>
<th>Last Name</th>
<th>Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dennis</td>
<td>Antenore</td>
<td>UCSF Community Advisory Group • Friends of City Planning (President)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Inner Sunset Neighbor</td>
</tr>
<tr>
<td>Charles</td>
<td>Canepa</td>
<td>UCSF Community Advisory Group • Cole Valley Improvement Association (Board Member)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Cole Valley Neighbor</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Forest Knolls Neighbor</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Forest Knolls Neighborhood Organization (President)</td>
</tr>
<tr>
<td>Walter</td>
<td>Caplan</td>
<td>UCSF Community Advisory Group • Inner Sunset Park Neighbors (President)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Martha</td>
<td>Ehrenfeld</td>
<td>Inner Sunset Neighbor</td>
</tr>
<tr>
<td>Kelly</td>
<td>Groth</td>
<td>Inner Sunset Neighbor</td>
</tr>
<tr>
<td>Kevin</td>
<td>Hart</td>
<td>UCSF Community Advisory Group</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Inner Sunset Neighbor</td>
</tr>
<tr>
<td>Andrea</td>
<td>Jadwin</td>
<td>Inner Sunset Park Neighbors Formation Committee</td>
</tr>
<tr>
<td>Benji</td>
<td>Jasik</td>
<td>Inner Sunset Neighbor</td>
</tr>
<tr>
<td>Sarah</td>
<td>Jones</td>
<td>SF Municipal Transportation Agency • Inner Sunset Neighbor</td>
</tr>
<tr>
<td>Erica</td>
<td>Kajdasz</td>
<td>Cole Valley Fair Organizer</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cole Valley Business Owner</td>
</tr>
<tr>
<td>Caleb</td>
<td>Krywenko</td>
<td>Inner Sunset Neighbor</td>
</tr>
<tr>
<td>Beatrice</td>
<td>Laws</td>
<td>UCSF Community Advisory Group • Kezar Stadium Citizens Advisory Committee</td>
</tr>
<tr>
<td>Debbie</td>
<td>Lee</td>
<td>Cole Valley Neighbor</td>
</tr>
<tr>
<td>Donald</td>
<td>Luu</td>
<td>Forest Hill Neighbor</td>
</tr>
<tr>
<td>Susan</td>
<td>Maerki</td>
<td>UCSF Community Advisory Group • Inner Sunset Neighbor</td>
</tr>
<tr>
<td>Robert</td>
<td>Ogilvie</td>
<td>Inner Sunset Neighbor • SPUR</td>
</tr>
<tr>
<td>Dan</td>
<td>Sider</td>
<td>Inner Sunset Neighbor • San Francisco Planning Department</td>
</tr>
<tr>
<td>Bob</td>
<td>Walsh</td>
<td>Inner Sunset Neighbor</td>
</tr>
<tr>
<td>Tes</td>
<td>Welborn</td>
<td>UCSF Community Advisory Group • Kezar Stadium Citizens Advisory Committee</td>
</tr>
<tr>
<td>Calvin</td>
<td>Welch</td>
<td>Cole Valley Neighborhood Organization Committee</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Haight Ashbury Neighborhood Council (President)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Haight Ashbury Neighborhood Council (Board Member)</td>
</tr>
<tr>
<td>Susannah</td>
<td>Wise</td>
<td>Inner Sunset Merchant's Association • Cole Valley Neighbor</td>
</tr>
</tbody>
</table>

### Community Engagement Process

**Advisory Committee for the Future of UCSF Parnassus Heights**

**UCSF Community Advisory Group**
- Meeting 1: Aug 27
- Meeting 2: Sept 24
- Meeting 3: Oct 22
- Meeting 4: Nov 19
- Meeting 5: Jan 8
- Meeting 6: Feb 6
- Meeting 7: Mar 11

**Near-Term Projects**
- Meeting 1
- Meeting 2
- Meeting 3
- Meeting 4
- Meeting 5
- Meeting 6
- Meeting 7

**Longer Term Projects**
- Meeting 1
- Meeting 2
- Meeting 3
- Meeting 4
- Meeting 5
- Meeting 6
- Meeting 7

**Accountability Measures**
- Open House #1
  - Community Open House
  - Date: TBD
- Open House #2
  - Community Open House
  - April 2020

**Other Key Dates**
- CHP Release (Sept 2019)
- EIR Scoping (Fall 2019)
- Draft EIR Public Comment Period (March/April 2020)
Review of Operating Principles, Purpose, and Organizing Framework

OPERATING PRINCIPLES: The Advisory Committee will carry out its charge through a series of regularly scheduled, facilitated meetings. To ensure a useful and productive exchange of information, the committee will conduct its work according to the following operating principles:

- Transparency
- Equal Participation
- Inclusivity
- Respectful and Responsive Engagement
- Accessibility
- Facilitated Meetings
- Meeting Documentation

ADVISORY COMMITTEE MEMBERSHIP AND PARTICIPATION

UCSF will work to ensure that Advisory Committee membership includes residents of all residential communities adjacent to UCSF, as identified by UCSF staff and Advisory Committee members.

UCSF will encourage the active participation of outside agency representatives and community organizations that are not represented on the Advisory Committee, but whose jurisdiction and subject matter expertise make it likely that they could make a useful contribution to Advisory Committee meeting topics.
Topics for 2019-2020 Advisory Committee meetings

- Initial Sequencing Opportunity Sites
- Effects
- Opportunities for Offsetting Effects
- Longer Term Opportunity Sites
- UCSF Accountability Measures

Advisory Committee Meeting Dates

✓ Tuesday, August 27, 2019
- Tuesday, September 24, 2019
- Tuesday, October 22, 2019
- Tuesday, November 19, 2019
- Wednesday, January 8, 2020
- Thursday, February 6, 2020
- Wednesday, March 11, 2020
**Process Timelines**

**Next Steps: Environmental Impact Report**

<table>
<thead>
<tr>
<th>Timeline</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>EIR Scoping Meeting</td>
<td>Fall 2019</td>
</tr>
<tr>
<td>Draft EIR Publication</td>
<td>Spring 2020</td>
</tr>
<tr>
<td>Public Review and Hearing</td>
<td>Spring 2020</td>
</tr>
<tr>
<td>Reponses to Comments</td>
<td>Summer 2020</td>
</tr>
<tr>
<td>Final EIR Certification by Regents</td>
<td>Fall 2020</td>
</tr>
</tbody>
</table>
Long Range Development Plan

- UCSF’s Long Range Development Plan (LRDP) guides the University’s physical development to support its mission of advancing health worldwide.
- The 2014 LRDP guides the University’s growth through 2035.
- The CPHP will update some of the LRDP’s proposals in the Parnassus chapter to reflect changing needs on campus since the LRDP was prepared.

Parnassus Hospital High-Level Timeline

Visioning

2018-2019

Master Planning Programming

2019-2020

LPPI Demolition

2020-2022

Construction

2022-2023

Testing, Pre-occupancy, Planning, Fit-up

2023-2028

User Group Input

2029-2030

Grand Opening

2030

Community & User Group Input
Questions?

Campus Updates
The Tidelands Project
Brian Newman, Senior Associate Vice Chancellor of Real Estate, Vice President, UCSF Health

Tidelands: Minnesota and 18th Streets
2001 Third Street

10-Year Lease

Use: Dispensing pharmacy for specialty medications. A vast majority of the meds will be shipped to patients, with a walk-in and pick-up option to patients for added convenience. The retail presence will be nothing like a Walgreens; it will only serve patients with complex pharma needs.

Renovation: Complete build-out to convert the printshop, including seismic upgrades.

Construction duration: 8-12 months

Impact to the neighborhood: Minimal impact during construction period; positive impact upon opening with convenience for those who have complex pharma needs.
Third Street Garage

Baker Precision Cancer Medicine Building Tour

CAG members are invited to tour the new UCSF Baker Precision Cancer Medicine Building, which is now open.

Saturday, September 21
10:00 – 11:30 am
ZSFG Research Building Community Meetings

ZSFG Quarterly Community Meeting
March and June 2019
Introduction to Project Team; Exterior Design

Potrero Boosters Neighborhood Association
Presentation: Exterior Design

Calle24
Presentation: Exterior Design
The construction team will be reaching out to community businesses to see how they can positively impact their businesses.

- On past projects they have tracked the amount spent with local businesses and would like to do so for this project.
- They will encourage restaurants and other establishments to have specials to incentivize workers to frequent these businesses, such as "buy 10 get one free" cards.

The Boldt Company is working on its Workforce Development Plan towards the goal of 30% local hire.

- They have been attending community outreach events.
- They have been working with CityBuild to share schedules for different trades and when they will be starting work on the project.
- UCSF will also be providing funding to CityBuild throughout the project’s duration to help fund programs. The total amount of this funding will be approximately $1,000,000.
Public Comment
Next Steps and Adjourn