Future of the UCSF Parnassus Heights Campus

Advisory Committee Meeting #5

January 8, 2020
Welcome and Agenda
Next Steps: Community Input Process

Re-Envisioning Process for Parnassus Heights

Outcome: Community Ideas Report

Oct 2018-May 2019

Comprehensive Parnassus Heights Plan Analysis of Impacts and UCSF Accountability

Outcome: Assessment of neighborhood impacts that may result from the CPHP. Identification of potential community investments to offset any such impacts.

Future

CEQA Review

Individual Project Design Review

Outcomes: Feedback on Environmental Review and Project Design Considerations
Community Engagement Process

Advisory Committee Meeting 1
Aug 27, 2019

Advisory Committee Meeting 2
Sept 24, 2019

Advisory Committee Meeting 3
Oct 22, 2019

Advisory Committee Meeting 4
Nov 19, 2019

Advisory Committee Meeting 5
Jan 8, 2020

Advisory Committee Meeting 6
Feb 6, 2020

Advisory Committee Meeting 7
March 11, 2020

Advisory Committee Meeting 8
April 22, 2020

Advisory Committee Meeting 9
May 13, 2020

EIR Scoping Meeting
Feb 10, 2020

Community Open House
June 10, 2020

CPHP Released
Sept 2019

Initial Study Publication
Jan 2020

Draft EIR Release
Spring 2020

Updated November 18, 2019
Dates are tentative and subject to change
CEQA Overview and Initial Study Publication
California Environmental Quality Act (CEQA)

- Applies to activities that involve a physical change, such as proposed building renovations, demolition, and new construction

- Requires the “decision-maker” (the UC Regents) to understand the environmental consequences of a project before approval

- Informs decision-makers and the public about potential significant environmental effects of proposed activities

- Solicits public comments on potential impacts of the project

- Identifies ways to avoid or reduce significant impacts by requiring feasible mitigation measures or by identifying alternatives
California Environmental Quality Act (CEQA)

- UCSF is proposing to amend the 2014 Long Range Development Plan (LRDP) to include the Comprehensive Parnassus Heights Plan (CPHP)

- The proposed action is subject to CEQA

- The CPHP EIR will include:
  - program-level review of all development under the CPHP (including the new hospital)
  - project-level review of the three Initial Phase projects (Irving Street arrival improvements, new research and academic building, and additional housing at Aldea)

- A separate project-level EIR on the new hospital will be prepared when a design is available in 2020/2021
Environmental Review Process

- **INITIAL REVIEW OF PROJECT BY UCSF STAFF**
  - DETERMINATION EIR IS REQUIRED

- **EIR SCOPING PROCESS**
  - INCLUDING COMMENT BY COMMUNITY AND PUBLIC AGENCIES

- **PREPARE DRAFT EIR**

- **PUBLIC HEARING ON DRAFT EIR**

- **PREPARE FINAL EIR**

- **DRAFT EIR PUBLIC REVIEW PERIOD**

- **REVIEW OF FINAL EIR BY THE BOARD OF REGENTS OR DELEGATED ENTITY**
## CEQA Timeline*

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
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<tbody>
<tr>
<td>Initial Study Publication</td>
<td>Jan 14, 2020</td>
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<tr>
<td>Advisory Committee Meeting</td>
<td>Feb 6, 2020</td>
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<tr>
<td>EIR Scoping Meeting</td>
<td>Feb 10, 2020</td>
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<td>End of Initial Study Comment Period</td>
<td>Feb 14, 2020</td>
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<td>Draft EIR Publication</td>
<td>May 2020</td>
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<td>Community Open House</td>
<td>June 10, 2020</td>
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<tr>
<td>Public Review and Hearing</td>
<td>June/July 2020</td>
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<tr>
<td>Responses to Comments</td>
<td>Aug 2020 - Oct 2020</td>
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<tr>
<td>Final EIR Certification by Regents</td>
<td>Nov 2020</td>
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*Note: Dates are subject to change*
California Environmental Quality Act (CEQA)

- The Initial Study is a preliminary assessment of the project relative to all environmental topics in the CEQA checklist and identifies environmental topics for further study in the EIR.

- We will seek your input on environmental topics to be further studied in the EIR. Public comment for the Initial Study begins on January 14, 2020 and is open for 30 days until February 14, 2020.
Public Meeting Agenda

- Welcome
- Recap of Comprehensive Parnassus Heights Plan (CPHP)
- CPHP
  - Parnassus Heights Planning Update
  - Design Guidelines
  - UCSF Community Investment Framework
- UCSF Listening Session
- Small Group Report Out
- Public Comment
- Recap
- Next Steps
Recap of Last Meeting
November 19 Breakout Session Feedback

- Expressed desire to build a more holistic relationship between UCSF and the community.

- Request for open and clear communication with UCSF and its leadership throughout the community planning and development process.

- Request for a comprehensive transportation plan that allows for better access to campus, ease of congestion, and parking solutions.

- Interest in UCSF proactively leveraging its resources to create housing solutions that help mitigate the city’s housing crisis.

- Expressed desire for a world-class medical facility and research institution (exemplifying great architecture) without excessive or noncritical growth.
## Recap: Advisory Committee Questions

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<td>What are UCSF’s plans for housing, especially affordable housing?</td>
<td>To better manage extreme costs of living in San Francisco and offer a stable housing supply to its population, UCSF is exploring how to grow its overall housing portfolio. Currently, housing across all UCSF sites totals 1,251 units of faculty and student/trainee housing. In 2019, UCSF completed 595 below-market units for students, and in 2020, we anticipate opening 70 below-market housing units for faculty. The CPHP identified the west side of campus as a potential location for a significant amount of housing and also increasing the number of units at Aldea. The CPHP housing strategy proposes 930 new housing units at Parnassus Heights. UCSF will explore student housing and other housing types including workforce housing.</td>
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<tr>
<td>What are UCSF’s plans for patients’ families? What is the current demand?</td>
<td>The CPHP recommended that patient family lodging be explored at the Lucia Child Care Center site. Analysis by real estate advisor Keyser Marston Associates indicated the campus could support 30-50 rooms for short-term patient family housing, this recommendation is conditioned on donor-provided capital. The Koz Hospitality House, a 30-room guest house at 10th Avenue and Irving Street reports consistent demand for short-term patient family housing and that the facility is often at capacity.</td>
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<td>Does UCSF plan to provide services to underserved communities?</td>
<td>UCSF is committed to advancing health worldwide, including in our own communities. UCSF provides a variety of free medical services and serves a large number of MediCal patients in our clinics and hospitals throughout San Francisco and is committed to continuing these services.</td>
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<tr>
<td>How affordable are UCSF’s services?</td>
<td>Medical costs vary depending on the type of treatment required. At UCSF Health, we have a team of financial assistance counselors to help current and prospective patients understand potential out-of-pocket costs. Our team makes every attempt to personalize these quotes to enable patients to make informed decisions and understand their potential financial liability, both before and after care. We also offer financial assistance and discounts for patients who have no insurance and help patients who qualify for Medicare and Medi-Cal enroll in those programs.</td>
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<td>What is the plan for urgent/outpatient care at the new hospital?</td>
<td>Urgent Care is currently delivered at the Screening and Acute Care Clinic (SAC) at 400 Parnassus Ave. No change is planned at this time. Outpatient Care is provided in many locations on campus, including the ACC, Emergency Department, Radiology/Imaging Departments of the hospital, and outpatient surgery.</td>
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<td>What is the impact of homelessness and psychiatric patients on the Emergency Department and the usage of beds?</td>
<td>The Emergency Department at UCSF serves any patient that comes in and is in need of treatment. It currently runs at 80% or higher capacity in its beds on any given night, and this number is only anticipated to increase.</td>
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<tr>
<td>How is UCSF addressing the needs of mental health patients?</td>
<td>Our current plan is to expand the number of inpatient mental health beds by 36%. The transition of the inpatient and intensive outpatient programs to a new location will provide an opportunity to completely renovate space for behavioral health patients served by UCSF.</td>
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<td>What will happen to Moffitt Hospital after the new hospital is built?</td>
<td>The clinical functions will be moved out of Moffitt, but the building will still be used for administrative and support spaces, as well as public and staff amenities. Additionally, Moffitt may be used as an “empty chair” to allow for departments to have a space to land during renovations on campus.</td>
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<td>How does the vision of the new hospital connect to the campus/university at large?</td>
<td>A guiding principle of the new hospital is to build a hospital for the future, a hospital that promotes connections between research, clinical care and education, which are all core to the UCSF mission. As it relates to architecture and design, the Parnassus Design Guidelines are being developed to promote a cohesive look and feel to the campus (including the hospital), while allowing for flexibility in building operations.</td>
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<td>How are you designing the rooms? Especially in terms of sustainability, safety, and quality</td>
<td>The rooms have not been designed yet. During the design phase, sustainability, safety and quality will be priorities, as will privacy, comfort, efficiency, and infection control.</td>
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<td>What are the population projections for staff, patients and employees?</td>
<td>Brian Newman to address later in tonight's presentation.</td>
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<td>Can you explain the EIR Process?</td>
<td>The EIR process is outlined in Slide 8 of this presentation.</td>
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<td>When are we going to get a dialogue with decision makers?</td>
<td>UCSF leadership is present at every Advisory Committee Meeting. Francesca Vega, Vice Chancellor of Community and Government Relations, and Brian Newman, Senior Associate Vice Chancellor of Real Estate and Vice President of UCSF Health will continue to engage the community in dialogue throughout the process.</td>
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Comprehensive Parnassus Heights Plan (CPHP)
Parnassus Heights Planning Update
How Does the Vision Respond to Community Ideas?

1. Housing
2. Campus Design
3. Connectivity with Nature
4. Multi-modal Mobility
5. Public Realm
6. Programs & Amenities
How Does the Vision Respond to Community Ideas?

1. Housing
2. Campus Design
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6. Programs & Amenities
CPHP Design Guidelines
AGENDA

I. Design Guidelines that Reflect Community Input

II. Uniting Design and Function

III. Exploratory Concepts and Design Strategies

IV. Initial Guidelines Testing
HOK Past Project Example
Bay Meadows Community, San Mateo, CA
Schedule

How do the Design Guidelines fit into the Community Input Process?

**COMMUNITY WORKING GROUP**
Re-Envisioning Process for Parnassus Heights

*Outcome:* Community ideas report

**ADVISORY COMMITTEE**
Comprehensive Parnassus Heights Plan Analysis of Impacts and UCSF Accountability

*Outcome:* Assessment of neighborhood impacts. Identify potential community investments to offset impacts

**FUTURE BUILDING PROJECTS**
CEQA Review

*Outcome:* Feedback on environmental review and project design considerations
Design Guidelines that Reflect Community Input
Why Design Guidelines?
To Develop Design Solutions That Serve the Community and UCSF
Uniting Design and Function
Original Parnassus Buildings
Unforgettable, Cohesive and Intuitive Wayfinding
Mark Hopkins Hotel Study
Building Elements that Punctuate Skylines
San Francisco Roof and Color Expressions
Polychromatic Buildings and Varied Rooflines
Uniting Design and Function
Six Strategies to Improve the Daily Experience of the Campus and the Neighborhood

1. Welcoming campus arrival experience
2. Spaces and pathways that promote people interaction
3. Broaden access & intuitive wayfinding
4. Pedestrian friendly Parnassus Avenue
5. Connect nature and community
6. A campus design that inspires community pride
1. Welcoming Campus Arrival Experience
2. Spaces and Pathways that Promote People Interaction

Through Centers of Activity.
3. Broaden Access and Intuitive Wayfinding

To Promote Pedestrian, Bicycle, and Park Connections with Access to Vistas.
4. Pedestrian Friendly Parnassus Avenue
From a people separator to a people connector.
5. Connect Nature and Community

Broaden Access to Mount Sutro Forest.
6. A Campus Design that Inspires Community Pride
Exploratory Concepts & Design Strategies
Hospital Design Strategies
For a Memorable and Complementary Campus Skyline

1 Program 2 Horizontal Subtractions
3 Vertical Expression 4 Layered Vertical Expression

Conceptual designs only
Cole Valley’s craftsman homes are defined by their distinctive pitched rooflines (vs typical flat SF roofs), textured shingled facades, brick bases, and finely scaled details.
Future Design Solutions

Conceptual designs only

Solution 1

Solution 2
Parnassus Avenue Streetscape

Spaces and pathways that promote people interaction

Pedestrian friendly Parnassus Avenue
Parnassus Avenue Streetscape

Spaces and pathways that promote people interaction
Pedestrian friendly Parnassus Avenue
Parnassus Avenue Streetscape

Spaces and pathways that promote people interaction

Pedestrian friendly Parnassus Avenue
UCSF Parnassus
Design Guidelines

Initial Guidelines Testing
Current View from Parnassus Avenue and 4th Street
Parnassus Avenue at the Promenade Entrance Re-envisioned

At Parnassus Avenue and 4th Street

Spaces and pathways that promote people interaction

Broaden access and intuitive wayfinding

Conceptual designs only
Current View from Hillway and Parnassus Avenue
Hospital Entrance Re-envisioned

Solution 1

Conceptual designs only

2 Spaces and pathways that promote people interaction

3 Broaden access and intuitive wayfinding
Hospital Entrance Re-envisioned

Solution 2

2 Spaces and pathways that promote people interaction

3 Broaden access and intuitive wayfinding

Conceptual designs only
Hospital in Context Re-envisioned

Solution 1

6 A campus design that inspires community pride
Hospital in Context Re-envisioned

Solution 2

A campus design that inspires community pride

Conceptual designs only
Current View of Irving Street Arrival
Irving Street Arrival Re-envisioned

Solution 1

Welcoming campus arrival experience
Irving Street Arrival Re-envisioned

Solution 2

1 Welcoming campus arrival experience

Conceptual designs only
UCSF Community Investment Framework
UCSF Community Investment Guidelines

Criteria for Community Investments

1. Must benefit neighbors and UCSF
2. Address projected impacts of UCSF development
3. Visible and meaningful rather than small and unmemorable
4. Beyond the scope of individual projects/sites
Pillars of Community Investment

1. Creating an Epicenter of Regional Innovative Healthcare Innovation and Healing

2. Mutual Investment and Commitment to Resources and Infrastructure beneficial to the neighborhood and UCSF Campus

3. Leveraging Role as an Anchor Institution to be a Catalyst for Change
Community Investment Ideas
The CPHP is a long-term vision that will be implemented over thirty years.

Let’s focus on the near-term (first ten years) projects today.

What are your ideas for near-term (first ten years) community investments? Possible buckets include:

• Housing
• Transportation
• Community Amenities
• Open Spaces
• Workforce
• Other
UCSF Listening Session
Small Group Report Out
Public Comment
Recap
Next Steps
Next Advisory Committee Meeting

Thursday, February 6th
Millberry Union