EXECUTIVE SUMMARY
This is the 2014 Long Range Development Plan (LRDP) for UC San Francisco. The LRDP is a comprehensive physical land use plan intended to guide UCSF's growth and other physical changes through the year 2035, applying specific strategies to achieve the academic, clinical, and research missions of the university. The LRDP estimates overall growth in square footage and population, and provides guidance for the siting of individual projects in the future.

The LRDP, if fully implemented over the next 20 years, would result in an additional 2.39 million gross square feet (gsf) in owned and leased buildings, for a total of 11.56 million gsf across all UCSF's sites. The 11.56 million gsf includes 1.13 million gsf that is currently under construction at the Mission Bay campus site. The majority of the LRDP increase in capacity is proposed for clinical and research use, followed by campus housing. A substantial amount of support space is also proposed, along with a modest amount of new instruction area. 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 to 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 construction. A general description of how this growth is distributed is outlined below.

New clinical space would be distributed among the Parnassus Heights, Mission Bay, and Mount Zion campus sites so as to maintain or improve operational efficiency and enhance adjacencies with related research programs. Clinical space would be developed at Parnassus Heights related to adult inpatient services, UCSF's professional schools, and outpatient and research programs located at this site. The Mission Bay campus site would add clinical capacity related to children's, women's, or cancer outpatient services. Clinical space would be developed at Mount Zion related to existing outpatient services and research programs already located there. Some outpatient services also would be relocated to Mount Zion from other campus sites to further strengthen that site as an outpatient hub.

New research space would be developed at Mission Bay and possibly Mount Zion. In addition, a new research building is being considered at San Francisco General Hospital and Trauma Center (SFGH) to provide seismically safe space for UCSF employees there.

Classroom instruction is expected to remain primarily at Parnassus Heights; therefore, some new instruction space is expected there, as well as some at Mission Bay and Mount Zion, to support overall growth. Support spaces would be developed as secondary uses where needed, and at Mission Center if UCSF determines that more support space is required.

New campus housing would be developed at Parnassus Heights and at Mission Bay. Housing proposed at Parnassus Heights and Mission Bay would help strengthen campus life for the residents at these two sites and reduce commute traffic, among other benefits.

New parking is proposed at the Mission Bay, Mount Zion, SFGH, and Mission Center sites to support program expansion at those locations. In addition, existing Transportation Demand Management programs will be expanded to further enhance and encourage alternatives to single-occupancy vehicles. New open space is envisioned at all the campus sites where new development is planned, other than SFGH.

During the horizon of this LRDP, UCSF is also considering reducing the number of its overall sites, both leased and owned, in an effort to improve operational efficiency, collaboration, and programmatic flexibility, and to reduce the cost of reinvestment. UCSF is reviewing its long-term occupancy of the Laurel Heights campus site and could potentially discontinue its use. Because no change in UCSF uses at Laurel Heights is contemplated in the short-term, and because this option is subject to a separate planning process, it is not addressed in this LRDP. UCSF also will consider the termination of the uses of its smaller outlying sites at Hunters Point and Oyster Point (South San Francisco), along with the non-renewal of leases, for the same reasons.

LRDP proposals for the Parnassus Heights campus site advance UCSF’s work toward compliance with the 3.55 million gsf space ceiling, compliance with state seismic laws (California Senate Bill 1953, an amendment to the Alfred E. Alquist Hospital Facilities Seismic Safety Act of 1983 [Alquist Seismic Safety Act]) through the decommissioning of Moffitt Hospital as an inpatient facility and construction of a new addition to Long Hospital, and further measures to reduce traffic, parking, and loading impacts.

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1 “Gross Square Feet” is the sum of all areas on all floors of a building within the exterior walls. However, this excludes any covered unenclosed space like balconies. Note: With the exception of Appendix B, which gives raw data, gsf numbers throughout the LRDP are rounded to the nearest 100 (with numbers greater than 1 million rounded to the nearest 2nd decimal place [e.g., 2.39 million]) unless otherwise noted.

2 Although the potential new building is discussed in this LRDP, UCSF does not currently own any space at SFGH, and environmental review for the new building that is under consideration at SFGH is to occur separately from the LRDP EIR.

3 A list of references is provided (with sources) in Appendix F: References.
The total population across all campus sites is anticipated to increase by about 14,900, from 39,400 to 54,300, within the time horizon of this LRDP. UCSF’s population includes students, clinical residents, faculty, staff, postdoctoral scholars, patients, and visitors.

In preparing the LRDP, UCSF explored in detail a variety of potential projects for each campus site. The proposed LRDP accommodates potential projects, while also providing flexibility for other ways of accommodating programmatic needs as they may evolve over time. All proposed square footage under the LRDP is subject to funding availability and environmental evaluation pursuant to the California Environmental Quality Act (CEQA). Approval of the LRDP by the Board of Regents of the University of California (Regents) represents an endorsement of the overall land use plan for UCSF at main campus sites. Subsequent to approval of the LRDP, individual projects implementing the LRDP will be separately proposed and evaluated under CEQA as funding is identified and then the projects are brought forward for approval.

The LRDP proposals contained herein represent the current list of activities anticipated by the campus to be proposed as part of implementing the LRDP, and do not reflect project approval or a financial commitment to any of these projects. UCSF’s Capital Financial Plan, which is updated annually, will provide a rolling ten-year picture of financial planning for UCSF’s capital program, and will serve as a roadmap for specific capital projects to be brought forward for approval as project details are developed and funding is secured. While the specific projects to implement the LRDP will change over time, projects are expected to be consistent with the functional zone maps and space and population projections contained in the LRDP.

A project is generally found to be in conformance with the LRDP if the proposed land use is consistent with established land use designations and complies with the five LRDP objectives listed on the next page.
## OBJECTIVE 1: RESPOND TO THE CITY AND COMMUNITY CONTEXT

UCSF operations and growth impact the local communities in which UCSF is located. UCSF seeks to employ strategies for working towards compliance with the space ceiling at Parnassus Heights, managing traffic and parking impacts, and addressing other issues that have been raised by the community. Other strategies involve future buildings, open space improvements, and other proposals in which the community is expected to have an interest in planning and design.

## OBJECTIVE 2: ACCOMMODATE UCSF’S GROWTH THROUGH 2035

The LRDP proposes new buildings and infrastructure expansion to accommodate UCSF’s growth in instruction, research, clinical, support, and housing space through 2035. As explained in Chapter 3, the total amount of building space proposed at the Mission Bay, Mount Zion, and Mission Center campus sites is more than what may actually be needed through the LRDP horizon, but the projected square footage represents the amount which could be accommodated at the sites should UCSF be successful in funding all of this space.

## OBJECTIVE 3: ENSURE UCSF’S FACILITIES ARE SEISMICALLY SAFE

UCSF needs to comply with the University of California’s Seismic Safety Policy to provide an acceptable level of earthquake safety in campus buildings, and with the Alquist Seismic Safety Act. State law requires inpatient facilities to be structurally sound and reasonably capable of offering uninterrupted service after an earthquake. Compliance will require building renovations and demolitions, as well as construction of new buildings.

## OBJECTIVE 4: PROMOTE ENVIRONMENTAL SUSTAINABILITY

As part of UCSF’s commitment to responsible stewardship of its physical resources and compliance with the UC Sustainable Practices Policy, LRDP project proposals will be evaluated for their environmental sustainability. A number of strategies will be implemented to achieve the goal of reducing UCSF’s greenhouse gas emissions over the life of the LRDP, with an emphasis on sustainable growth and traffic mitigation. This includes further Transportation Demand Management measures and more campus housing. UCSF also proposes to create additional open space to enhance the physical environment.

## OBJECTIVE 5: MINIMIZE FACILITY COSTS

In light of shrinking financial resources and the rising cost of construction, maintenance, and operations, the LRDP emphasizes the need for investment in existing facilities. UCSF has a large inventory of old buildings with a significant backlog of deferred maintenance and renewal projects, as well as a growing number of new buildings that will soon begin to require more maintenance. To help minimize facility costs, the LRDP promotes UCSF’s policy to optimize the use of existing and new space. It also proposes consolidating staff currently located in leased and remote sites to reduce operating and occupancy costs, improve efficiency and collaboration, and provide greater programmatic flexibility among its campus sites.
## LRDP Objectives

<table>
<thead>
<tr>
<th>LRDP Objectives</th>
<th>Responds to the City and Community Context</th>
<th>Accommodates UCSF’s Growth Through 2035</th>
<th>Ensures UCSF’s Facilities are Seismically Safe</th>
<th>Promotes Environmental Sustainability</th>
<th>Minimizes Facility Costs</th>
<th>Other Primary Purposes</th>
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## LRDP Proposals

### Parnassus Heights

- **Demolish the Laboratory of Radiobiology, Medical Research 4, Surge, Woods, Environmental Health and Safety (EHS), Langley Porter Psychiatric Institute (LPPR), Koret Vision Research (Koret), and Proctor buildings**
  
  - Helps meet space ceiling goal

- **Construct a new hospital addition to Long Hospital, and renovate and reuse Moffitt Hospital**
  
  - ![Checkmark](/checkmark)
  
  - Helps meet housing goals

- **Develop new housing (seismically retrofit UC Hall and convert UC Hall and Millberry Union towers to student housing; construct new faculty housing at Fifth and Parnassus avenues and the Proctor site)**
  
  - ![Checkmark](/checkmark)
  
  - Helps meet housing goals

- **Complete the conversion of Fifth Avenue houses to faculty housing**
  
  - Helps meet housing goals

- **Seismically retrofit the Faculty Alumni House**
  
  - ![Checkmark](/checkmark)

- **Restore the Surge, Woods, and EHS footprint areas to open space, and add to the Reserve**
  
  - ![Checkmark](/checkmark)
  
  - Reduces wildfire risks and improves connectivity

- **Continue to manage the Mount Sutro Open Space Reserve as permanent open space and create new/restored trails**
  
  - ![Checkmark](/checkmark)

- **Renovate Saunders Court and enhance the pedestrian spine**
  
  - Promotes campus life

- **Implement the Parnassus Avenue Streetscape Plan**
  
  - ![Checkmark](/checkmark)
  
  - Promotes campus life and enhances safety

- **Reduce UCSF traffic by enhancing Transportation Demand Management (TDM) programs**
  
  - ![Checkmark](/checkmark)

- **Reduce congestion through parking and loading improvements**
  
  - ![Checkmark](/checkmark)
  
  - Improves operational efficiency

- **Consider impacts on neighborhood street parking when developing new housing**
  
  - ![Checkmark](/checkmark)

- **Facilitate traffic-calming measures at the intersection of Kirkham Street and Fifth Avenue**
  
  - ![Checkmark](/checkmark)

### Mission Bay

- **Develop additional research capacity (Blocks 16, 18A, 23A, and 25B)**
  
  - ![Checkmark](/checkmark)

- **Develop new housing (Block 15)**
  
  - ![Checkmark](/checkmark)
  
  - Helps meet housing goals

- **Complete Phase 1 of the Medical Center (South Campus)**
  
  - ![Checkmark](/checkmark)
  
  - Improves operational efficiency

- **Expand the Mission Bay campus site to include Blocks 33 and 34 (East Campus)**
  
  - ![Checkmark](/checkmark)

- **Develop additional open space (Blocks 15, 16, and 23A)**
  
  - ![Checkmark](/checkmark)
  
  - Promotes campus life

- **Develop outdoor recreation space (Block 18C)**
  
  - ![Checkmark](/checkmark)
  
  - Promotes campus life

- **Develop additional structured parking (Block 18B)**
  
  - ![Checkmark](/checkmark)

- **Complete the street network**
  
  - ![Checkmark](/checkmark)
  
  - Improves connectivity

- **Increase bicycle and motorcycle parking capacity**
  
  - ![Checkmark](/checkmark)

- **Consider a central utility plant (Block 16)**
  
  - ![Checkmark](/checkmark)
Table 1: Summary of LRDP Proposals (continued)

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<tr>
<th>LRDP PROPOSALS</th>
<th>Responds to City and Community Context</th>
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<th>Other Primary Purposes</th>
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<tbody>
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<td>MOUNT ZION</td>
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<td>Renovate and reuse the existing hospital</td>
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<td>Demolish the Hellman, Harold Brunn Institute, and Dialysis Center buildings</td>
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<td>Retrofit or demolish the building at 2255 Post Street</td>
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<td>Develop open space</td>
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<td>Promotes campus life</td>
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<td>Provide additional parking</td>
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<td>Develop a new building, structured parking, and open space</td>
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<td>BUCHANAN DENTAL CENTER</td>
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<td>Continue clinic in existing building</td>
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<td>Continue programs and uses in existing building</td>
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<td>Where and when possible and appropriate, relocate occupants into UCSF-owned space</td>
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<td>Improves operational efficiency</td>
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**LRDP OBJECTIVES**

- Responds to City and Community Context
- Accommodates UCSF’s Growth Through 2035
- Ensures UCSF’s Facilities are Seismically Safe
- Promotes Environmental Sustainability
- Minimizes Facility Costs
- Other Primary Purposes

**Table 1: Summary of LRDP Proposals (continued)**
CHAPTER OVERVIEW

The LRDP consists of 12 chapters, including this Executive Summary, plus several appendices. Chapter 2 provides an overview of UCSF’s regional and national importance, historic development, and academic, research, and clinical programs. It also summarizes prior LRDPs and describes the relationship between this LRDP and UCSF’s 2010 Physical Design Framework. Chapter 3 contains further explanation of the five LRDP Objectives, which are designed to provide overarching guidance for UCSF’s physical development and enable the evaluation of future projects for general conformance with the LRDP. The five LRDP Objectives also are included in Table 1 (previous pages), which shows how each LRDP proposal addresses these objectives.

The Community Planning Principles, discussed in Chapter 3 and included in full as Appendix D, were produced in collaboration with the UCSF Community Advisory Group. These principles will be used to aid in future planning as a framework for addressing neighborhood concerns that may arise as a result of UCSF’s development under the LRDP. The Community Planning Principles support the LRDP Objectives by helping the University complement and advance the planning priorities of both its neighbors and the City and County of San Francisco (City).

Chapters 4, 5, 6, 9, and 10 describe the existing conditions and LRDP proposals for UCSF’s owned campus properties and significant leased sites. The three main campus sites, Parnassus Heights, Mission Bay, and Mount Zion, are addressed in Chapters 4, 5, and 6, respectively, which include site-specific objectives and proposed functional zones to guide future development. Chapters 7 and 8 lay out UCSF’s plans for SFGH and the San Francisco Veterans Affairs Medical Center. Chapter 9 focuses on smaller owned sites while Chapter 10 discusses leased sites. Cross-campus support functions, such as child care and transportation, are addressed in Chapter 11. Chapter 12 contains Acknowledgements, and includes the membership of the LRDP Oversight Committee and its Subcommittees, the Community Advisory Group, and others who have contributed to the preparation of the LRDP.