4.1 EXISTING SETTING

Parnassus Heights is the oldest and largest campus site belonging to UC San Francisco. It comprises approximately 107 acres of land at the base of Mount Sutro, in the Inner Sunset mixed-use neighborhood. The irregularly shaped campus site is roughly bounded by Carl and Irving streets to the north; Fifth Avenue to the west; and Clarendon Avenue, Christopher Drive, and Crestmont Drive to the south (Figure 5). The eastern boundary abuts the Cole Valley neighborhood and the City's Interior Greenbelt Natural Area. UCSF's facilities are concentrated at the north end of the campus site, where Moffitt and Long Hospitals, the four Schools, clinics, research, housing, parking, and other support uses are located. The 61-acre Mount Sutro Open Space Reserve (the Reserve) occupies the central and southern portion of the campus site, reaching 400 feet in elevation above Parnassus Avenue. The Reserve is designated as permanent open space and is available for public use. Aldea Housing (formally the Aldea San Miguel apartment complex), the Aldea Center on Mount Sutro, and several small office and support buildings are located adjacent to (and partially surrounded by) the Reserve. These are accessible via Clarendon Avenue and Medical Center Way, a narrow, two-lane campus road.

Parnassus Avenue, a public street, runs east/west through the middle of the most densely developed portion of the campus site. Buildings here vary considerably in age, design, massing, and height. Approximately half of them are over 50 years old, and five of the buildings are more than 12 stories tall. Many of the buildings on the south side of Parnassus Avenue are interconnected at multiple levels. These connections allow convenient, weather-protected movement through much of the site, but can make way-finding challenging for patients and visitors.

The physical core of the campus is on Parnassus Avenue, where clinical, research, instructional, and support uses interface. Clinical space in Moffitt and Long Hospitals, Langley Porter Psychiatric Institute (LPPI), and Medical Building 1 (ACC) predominates in the eastern portion of the site. Most of the research, all four schools, and additional clinical space are located in the central and western parts of the campus site, south of Parnassus Avenue. While classrooms and other instruction space are concentrated here, they are also scattered throughout the campus site. Support functions are located near the center of the campus on the north side of Parnassus Avenue, specifically in Kalmanovitz Library and in Millberry Union, which contains conference, food service, recreation and fitness, and office space. Campus housing, with the exception of Aldea Housing, occupies the western edges of the site, serving as a buffer between the campus and adjacent residential neighborhoods. Logistical support is concentrated south of Moffitt and Long Hospitals. Structured parking is accessible from Irving Street and Parnassus Avenue, and there are a number of parking lots elsewhere around the site.

Buildings on the Parnassus Heights site constitute about 3.29 million gsf of building space, excluding parking garages (Appendix B: Buildings by Campus Site). UCSF also leases an additional 56,000 gsf in the privately owned nine-story Medical Building 2 at 350 Parnassus Avenue.
Figure 5: Parnassus Heights 1996 LRDP Functional Zones, as Amended
4.2 EXISTING PLANNING AGREEMENTS

There are several existing planning agreements in place that affect and inform this LRDP as it pertains to the Parnassus Heights campus site. These include the Designation of Open Space Reserve, Alteration of Campus Boundaries, Commitment of Houses to Residential Use, Authorization to Negotiate Sale of Properties and Commitment to Transportation Studies, San Francisco, also referred to as the 1976 Regents’ Resolution, and agreements made with the community regarding Aldea Housing, described below. (A more general list of references is provided in Appendix F.)

### 1976 REGENTS’ RESOLUTION: RELEVANT ELEMENTS AND STATUS UPDATES

<table>
<thead>
<tr>
<th>Element of Resolution (Paraphrased):</th>
<th>Status (as of 2014):</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The Mount Sutro Open Space Reserve to be designated as permanent open space, increased from 52 to 58 acres, and kept free of any permanent structures or facilities except footpaths and appropriate landscape construction intended to enhance its use as a natural area.</td>
<td>UCSF designated 58 acres as permanent open space in the 1976 LRDP and subsequently increased the size of the Reserve to 61 acres.</td>
</tr>
<tr>
<td>2. The boundaries of the campus site to be altered to exclude properties on the west side of Third Avenue, the new boundaries to be made permanent, and UCSF to be prohibited from physical expansion either by purchase, condemnation, or gift of any property or lease of private residential property anywhere within the surrounding area bounded by Golden Gate Park, Oak Street, Ninth Avenue, Clayton Street, and Clarendon Avenue (Figure 6).</td>
<td>As part of the 1976 LRDP, UCSF altered the campus boundaries accordingly and made them permanent, and has not acquired any property, including residential property, in the restricted area.</td>
</tr>
<tr>
<td>3. The total amount of structured space within the campus boundaries is not to exceed 3.55 million gsf, excluding space committed to residential use on Third, Fourth, Fifth, and Parnassus avenues and Kirkham and Irving streets. (When the 1996 LRDP was adopted, the amount of space subject to the space ceiling was 3.65 million gsf, about 3.4 percent over the limit.)</td>
<td>UCSF tracks the amount of space subject to the space ceiling of 3.55 million gsf. In the 1976 LRDP and all subsequent LRDPs, UCSF has proposed to reduce the space ceiling overage by demolishing certain structures over time. While some of these buildings have been demolished, UCSF has also built new space, resulting in a total of 3.845 million gsf and a net overage of approximately 294,800 gsf (or about 8.3 percent) in 2014.</td>
</tr>
<tr>
<td>4. Houses being used as office space on Third, Fifth, and Parnassus avenues and on Irving and Kirkham streets to be converted back to residential use with occupancy priority given to UCSF.</td>
<td>UCSF has completed all of these conversions or demolished the buildings.</td>
</tr>
<tr>
<td>5. Twelve lots with 10 structures located on Third Avenue to be sold, subject to specific timing, funding, and other conditions.</td>
<td>UCSF has sold these properties based on these conditions.</td>
</tr>
<tr>
<td>6. Funds to be allocated to retain a consultant firm to develop additional plans for the alleviation of transportation problems such as traffic, parking congestion, and insufficient availability of public transit.</td>
<td>UCSF coordinated with other transportation entities and implemented a comprehensive plan to address these issues and as of 2014 has one of the best Transportation Demand Management programs in the nation, with only 35 percent of those who commute to and from the campus driving alone.</td>
</tr>
<tr>
<td>7. The annual average daily population of the campus site, including employees, students, patients, and visitors, to remain substantially in accordance with the amount (13,400) projected in the 1976 LRDP Environmental Impact Report.</td>
<td>In the 1996 LRDP, UCSF set a new goal of limiting daily population to 16,000. In 2013, the population was estimated at approximately 18,000, exceeding both the 1976 Regents’ Resolution and 1996 LRDP targets.</td>
</tr>
</tbody>
</table>

* Space subject to the Parnassus Heights space ceiling includes some structured parking.
Figure 6: Parnassus Heights Planning Agreements
The 2014 LRDP proposes to update the 1976 Regents’ Resolution and call it the Regents’ Resolution Regarding the Parnassus Heights Campus Site, as described in Section 4.5.

### 4.2.2 ALDEA AGREEMENTS

Aldea Housing is located in a wooded area on the southern slope of Mount Sutro. This complex consists of 12 wood-framed buildings, totaling 172 one- and two-bedroom units, largely for UCSF students, but also including postdoctoral scholars, clinical residents, and faculty. Most of the units are for people with families. Unlike other UCSF housing at Parnassus Heights, Aldea Housing is currently counted in the space ceiling imposed by the Regents. The 1996 LRDP called for replacing the original 14 Aldea Housing buildings, constructed in 1960, with nine new, larger buildings. The new buildings were completed in 1998, and the five remaining original buildings were to be demolished by February 2000.

With the support of the Community Advisory Group (the CAG) and Parnassus Heights neighbors, these five original buildings were occupied for an additional five years until 2005, when new UCSF housing at Mission Bay became available to compensate for the loss of units at Aldea Housing. (This agreement was formalized in a letter from Chancellor Bishop to the CAG in January, 2000.) However, despite the additional housing at Mission Bay, the demand from UCSF populations for affordable housing still far exceeded the available supply in the City. UCSF worked with CAG members and other neighbors to gain consensus on a plan to renovate three of the buildings to include 42 junior one-bedroom apartments, and to demolish the other two buildings. A March 2009 letter of agreement established a 15-year period, through 2024, for the continuing occupation of these three buildings, giving UCSF populations for affordable housing still far exceeded the available supply in the City. UCSF worked with CAG members and other neighbors to gain consensus on a plan to renovate three of the buildings to include 42 junior one-bedroom apartments, and to demolish the other two buildings. A March 2009 letter of agreement established a 15-year period, through 2024, for the continuing occupation of these three buildings, giving UCSF time to identify additional opportunities elsewhere for new housing. According to the terms of the agreement, UCSF demolished the two Aldea Housing buildings in 2009 and constructed a 2,800-square-foot community center on one of the building pads. In addition, UCSF agreed to return the other empty building pad to the Mount Sutro Open Space Reserve; it is now the site of a plant nursery for the Reserve.

UCSF is aware of the current housing crisis in the City and the need to provide incentives for both the creation and retention of housing units. In light of the scarcity of affordable housing options, UCSF now proposes to retain these three buildings and continue using them as housing to help meet UCSF’s housing goals. The 2014 LRDP proposes to amend the Aldea agreements to reflect this change, as described in Section 4.6. The LRDP does not propose to increase the amount of Aldea Housing beyond what already exists.

### 4.3 PARNASSUS HEIGHTS SITE-SPECIFIC OBJECTIVES

Under the LRDP, Parnassus Heights is to remain UCSF’s home for classroom instruction, the four Schools, adult inpatient facilities, a variety of outpatient clinics, research, housing, and support. However, as called for in the 1976 Regents’ Resolution and 1996 LRDP, the decompression of space at Parnassus Heights is proposed to continue through the periodic demolition of buildings and the relocation to other sites of programs that are not essential to this campus site. New construction would be limited to the need to comply with state seismic legislation and to better meet campus housing goals. UCSF plans to continue to make efforts to reduce its transportation-related impacts on the neighborhood, and Parnassus Avenue is the focus of proposed streetscape improvements to enhance the quality of campus life and the public realm.

Site-specific objectives for the Parnassus Heights campus site are:

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

4.4.1 LAND USE

Proposed functional zones for the Parnassus Heights campus site are depicted in Figure 7. These zones reflect planned predominant land uses through 2035; secondary uses may also occur in these zones as indicated in Table 3 in Chapter 3.

Clinical uses are clustered within the Clinical functional zone at the eastern end of the site, including major inpatient and outpatient buildings along either side of Parnassus Avenue. Research uses occupy the central portion of the campus site along the south side of Parnassus Avenue, surrounding Saunders Court, the main developed open space area at the site. Campus housing is located along the western edge of the site along Fifth, Parnassus and Third avenues, serving as a buffer between the adjacent residential neighborhood and UCSF’s institutional uses. The Housing zone is proposed to include UC Hall (proposed to be converted to student housing) and the Proctor site (proposed for faculty housing, or possibly open space, an allowable secondary use within the Housing zone). Aldea Housing, at the southern edge of the site near Christopher and Clarendon avenues, would also be designated as Housing.

The Kirkham Child Care Center, Environmental Health and Safety Annex (Annex) on Medical Center Way, and the Mechanical Annex on Parnassus Avenue are proposed to be designated as Support, and the former Campus Community and Logistical Support functional zones are proposed to be combined into a single Support zone, as shown on the functional zone map in Figure 7. Structured parking is located along the northern periphery of the site, along Irving and Carl streets. The footprints of the Environmental Health and Safety (EHS), Surge, and Woods buildings, all proposed for demolition, are proposed to be reclassified as Open Space and would become part of the Reserve, as described in section 4.4.2. All buildings planned for demolition are identified in Figure 8.

PLANNED SPACE REDUCTION AND GROWTH

In 2013, UCSF proposed the renovation of the Clinical Sciences building. Design approval was obtained in July 2014. The building will be reoccupied with classrooms and offices for current occupants of Clinical Sciences, plus UC Hall and the small buildings slated to be demolished. After some of the clinical programs in Moffitt and Long Hospitals are moved to the Medical Center at Mission Bay, Moffitt will be remodeled to accommodate expanding outpatient clinical services and support facilities.
Figure 7: Parnassus Heights Proposed Functional Zones
Figure 8: Parnassus Heights Proposed Building Demolitions
As discussed previously, UCSF is approximately 8.3 percent above the ‘space ceiling’ limit of 3.55 million gsf of building space (excluding all housing except Aldea Housing and University House). The LRDP identifies strategies to reduce the space ceiling overage over the life of the LRDP by 1) converting some existing office space (UC Hall and Millberry Union towers) to residential use; 2) demolishing a number of buildings and either moving occupants and programs to other campus sites or absorbing them into other buildings at Parnassus Heights; and 3) excluding all residential space from the space ceiling calculation. UCSF will also implement additional Transportation Demand Management measures beyond those that have already been implemented to further help reduce traffic impacts on neighbors. In addition, high-volume clinics may be relocated to other campus sites.

Many of these actions are proposed for implementation before the New Hospital Addition is built. The New Hospital Addition is the only new building proposed at the Parnassus Heights campus site during the LRDP planning period; it is driven by the need to address seismically vulnerable buildings, in compliance with SB 1953, by 2030. UCSF proposes to comply with this legislation by decommissioning Moffitt Hospital for acute care use and constructing a new addition physically connected to Long Hospital (which does comply with SB 1953) after demolishing the Langley Porter Psychiatric Institute building.

The ways in which space at Parnassus Heights is expected to change over the life of the LRDP, with building demolitions, use conversions, and new construction, are reflected in Appendix A and in the Parnassus Heights Proposed Functional Zones Map (Figure 7).

In accordance with the 1976 Regents’ Resolution, which was intended in part to limit environmental impacts such as traffic and parking impacts on the surrounding neighborhoods, UCSF has no plans to acquire any property by purchase, gift, or condemnation, or to lease additional residential property, within the area bounded by Golden Gate Park, Oak Street, Ninth Avenue, Clayton Street, and Clarendon Avenue.

The following LRDP proposals describe the current approach for fulfilling the site-specific objectives described above for the Parnassus Heights campus site:

- **Demolish the Laboratory of Radiobiology, Medical Research 4, Surge, Woods, Environmental Health and Safety (EHS), Langley Porter Psychiatric Institute (LPPI), Koret Vision Research (Koret), and Proctor buildings.** The approximately 19,700-gsf Laboratory of Radiobiology, and 12,100-gsf Medical Research 4 buildings are proposed to be demolished in conjunction with the renovation of Clinical Sciences and UC Hall. Those sites are likely to be used for surface parking, although the Medical Research 4 site may be partially developed with an expansion of the outdoor play yard for the nearby Kirkham Child Care Center. The approximately 10,700-gsf Surge, 4,200-gsf Woods, 6,100-gsf EHS buildings are proposed for demolition, and their footprints would be restored as open space and added to the Reserve (the adjacent surface parking lots and Annex building would remain).

The LPPI building and three small associated support buildings are proposed to be demolished in order to provide a building site to construct the New Hospital Addition to Long Hospital, described below. The seven-story LPPI building, which houses psychiatric inpatient and outpatient uses, as well as instruction, research, and administrative space, constitutes about 104,800 gsf. The three support buildings contain an additional 3,900 gsf. Prior to demolition, an internal process would occur to determine a suitable relocation plan for building occupants, taking into account inpatient clinical, clinical research, and other adjacency needs. The psychiatric inpatient functions of LPPI would likely need to stay in close proximity to inpatient facilities at Parnassus Heights, though some of the clinical and research space could potentially be relocated to Mission Bay or elsewhere.

The four-story, 43,100-gsf Koret building is proposed to be demolished after the New Hospital Addition is built and Moffitt Hospital is renovated. The Proctor building, which comprises approximately 9,900 gsf, may be demolished for faculty housing or the site used as open space.

- **Construct a new hospital addition to Long Hospital, and renovate and reuse Moffitt Hospital.** In order to comply with the requirements of the State of California Alfred E. Alquist Hospital Facilities Seismic Safety Act of 1983, as amended, the New Hospital Addition, containing approximately 308,000 gsf and connected to Long Hospital, is proposed on the LPPI site, to replace inpatient facilities currently in Moffitt Hospital. In order to meet program requirements and have a fully functional inpatient hospital, the addition must exceed the City’s height limit of 65 feet. The building is proposed to be designed with a setback from Parnassus Avenue and a loop driveway for passenger drop-off/pick-up, parking, and loading, exiting directly across from Hillway Avenue. When the building is designed in the future, some of the current loading areas may be redesigned or repurposed to provide additional loading space off of Medical Center Way. During the LRDP planning process, desirable building features were identified for the hospital addition design. It is important that the New Hospital Addition have an attractive appearance and pedestrian scale along Parnassus Avenue, and the upper portion of the building be designed to minimize shade on the street. As the eastern gateway to the campus site, the building would be designed to be architecturally prominent.
After the New Hospital Addition is built, Moffitt Hospital would be decommissioned as an inpatient facility and renovated and reused for outpatient, hospital support, and other non-acute-care uses. The existing circular driveway on Parnassus Avenue, which would no longer be needed for patient drop-off and pick-up, would be repurposed and could be used for commercial loading, shuttle loading, or open space.

- 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).
  - **Seismically retrofit UC Hall and convert it to student housing.** Built in 1917, UC Hall is one of the oldest buildings on the Parnassus Heights campus site. It is potentially eligible for the California Register of Historical Resources and the National Register of Historic Places. This seven-story building is located on Parnassus Avenue, at the west end of the campus site, and constitutes approximately 148,200 gsf. UC Hall was identified for demolition in the 1996 LRDP and previous LRDPs in order to reduce the space ceiling overage. However, UCSF now proposes to retain, seismically retrofit, renovate, and reuse UC Hall for housing and offices by 2019. This would allow UCSF to preserve an historic resource, help meet campus housing goals, and reduce the overage of program space that counts against the space ceiling (by reusing UC Hall for housing, which is exempt from the space ceiling calculation). In Phase 1, it is proposed that the top three floors be renovated for student housing and the lower three floors for offices. Retail, meeting, housing, office, and storage space could be located on the ground floor, along with a loading dock at the west end of the building. In Phase 2, it is proposed that the three floors with offices be converted to housing; this would occur after Moffitt Hospital is decommissioned, renovated, and available for other uses, including the offices displaced from UC Hall.
  - **Convert Millberry Union towers to student housing.** The Millberry Union towers, used as office space, constitute about 47,100 gsf. UCSF proposes to convert the upper levels to student housing (the original use of the towers). This conversion is expected to occur toward the end of the LRDP horizon, after Moffitt Hospital is vacated and renovated, so that the office occupants in the Millberry Union towers could be relocated into Moffitt. The support uses on Millberry Union’s ground floor and the levels below (retail, office and a limited amount of outpatient space) are expected to continue.
  - **Construct faculty housing at Fifth and Parnassus avenues.** UCSF may propose to build approximately 45 units of faculty housing on an “L”-shaped site south and east of the Faculty Alumni House. The site could accommodate a building of approximately 48,400 gsf.
  - **Construct faculty housing on the Proctor site.** As mentioned above, the Proctor building, which comprises approximately 9,900 gsf, may be demolished and replaced with housing, or the site restored to open space. Because the building was constructed with funds donated by the Proctor family for use by the Proctor Foundation for its clinical, research, and teaching functions, UCSF is obligated to provide the Proctor Foundation with comparable replacement space or funds to construct equivalent new space before the building is demolished or vacated for other purposes.

- Complete the Conversion of Fifth avenue houses to faculty housing. UCSF owns 17 houses along Fifth Avenue between Parnassus Avenue and Kirkham Street, of which approximately two-thirds are used as faculty housing. Over the LRDP horizon, UCSF proposes to continue to convert the remaining houses on Fifth Avenue to faculty housing.
- **Seismically retrofit the Faculty Alumni House.** UCSF proposes to retrofit the Faculty Alumni House at 745 Parnassus Avenue to meet seismic standards.

### 4.4.2 OPEN SPACE

Existing and proposed open space and landscape zones are illustrated in Figure 9. At Parnassus Heights, there are opportunities to create open space areas where building demolitions occur (if sites are not proposed for surface parking, housing, or incorporation into the Reserve), as well as opportunities to improve existing open space and streets. Open space improvement proposals are to be implemented in a manner consistent with the applicable Physical Design Framework universal planning and design principles.

The LRDP proposes to demolish the Surge, Woods, and EHS buildings, which are located on Medical Center Way, within the larger boundary of the Reserve but not actually in the area designated as the 61-acre Reserve. After the buildings are demolished, the building footprints are proposed to be restored to open space and the areas added to the Reserve (Figure 9).

In March 2008, in conjunction with approval of the design of the Dolby Regeneration Medicine building, the Regents modified the 1976 Regents Resolution and removed an approximately 0.5-acre area out of the Reserve (between Medical Center Way and EHS) for the construction of the Dolby Regeneration Medicine building. To ensure that the Reserve would continue to contain at least 61 acres, it was determined that in exchange, the footprints of 129-55 Behr Avenue and 105 Behr Avenue in the Aldea Housing complex, which were scheduled for demolition, would be added back into the Reserve to eliminate the deficit. 129-55 Behr Avenue was demolished and the 0.37-acre site, now used as a native
Figure 9: Parnassus Heights Proposed Open Space Plan
plant nursery, was added back to the Reserve. However, 105 Behr Avenue remains, and the 2014 LRDP proposes to retain that building for housing. The current acreage of the Reserve is about 0.13 acres less than 61 acres. The LRDP proposes to add the footprint areas (a total of about 0.55 acres) of the demolished Surge, Woods, and EHS buildings to maintain a minimum size of 61 acres for the Reserve.

- **Restore the Surge, Woods, and Environmental Health and Safety (EHS) footprint areas to open space, and add to the Reserve.** As described above, following demolition of the sites of the Surge, Woods, and EHS buildings, the footprint areas are proposed to be restored to open space and added to the Reserve. The existing adjacent surface parking lots and Annex building would remain.

- **Continue to manage the Mount Sutro Open Space Reserve as permanent open space, and create new/restored trails.** UCSF is committed to maintaining the Mount Sutro Open Space Reserve so it can be enjoyed by visitors from throughout the city, the Bay Area, and elsewhere. UCSF’s primary responsibility as the steward of the Reserve must be to increase the safety of students, employees, patients, visitors, and neighbors, as well as increase the safety of campus and neighboring structures, particularly in light of the elevated fire danger resulting from California’s periodic drought conditions. To increase the safety of visitors and nearby structures, UCSF retained a professional forester to help develop a plan for the Reserve that focused on reducing the danger of wildfire. Proposed hazard reduction measures, consistent with best management practices applied throughout California in forests located near urban areas, were developed and presented to the community in November, 2013. As of this writing, UCSF is carefully considering the public feedback received to date—responding to both previous forest management proposals and to the proposed fire hazard reduction measures presented in November, 2013—to determine the best path forward.

Also, as part of the planning effort for renovating and reusing UC Hall, UCSF worked with the community to arrive at a number of actions to help cushion UCSF’s impacts on neighbors and to respond to some of their requests. These actions included building a new trail (with a staircase) from Koret Way to Medical Center Way in order to enhance connectivity to the Reserve’s trail system from neighborhoods west and north of the campus site. In addition, as a result of a separate community process, three other trails are proposed to be restored or created to improve access throughout the Reserve for the enjoyment of all visitors.

In response to community feedback, UCSF is exploring the possibility of locating a seed propagation nursery and a gathering space for trail maintenance volunteers in an area close to, but outside of, the Reserve.

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

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

### 4.4.3 CIRCULATION, TRANSPORTATION, AND PARKING

The greatest challenge to pedestrian circulation on the Parnassus Heights campus site (Figure 10) is directing the high volume of patients and visitors from the garages and transit stops to their clinical destinations and back. Another significant issue is providing safe and convenient access across Parnassus Avenue. UCSF has recently implemented an extensive Pathways program to help people navigate the campus, and intends to further improve pedestrian safety and enjoyment on Parnassus Avenue by implementing the Parnassus Avenue Streetscape Plan. This plan would also take into consideration the needs of bicyclists and reducing congestion on this street where there are currently six Muni bus stops, three UCSF shuttle stops, several garage and driveway entrances and exits, and six crosswalks. Despite numerous parking and loading spaces on the street, the overall demand for both exceeds the supply at certain times of day, and double parking and trucks parking in the middle of the street are common occurrences. UCSF also proposes additional pedestrian improvements along the walkway at the back of the campus site, and new/restored trails in the Reserve, as discussed in the previous section on open space.

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1. See Appendix F: References to find sources for the latest Mount Sutro-related plans.
2. campusplanning.ucsf.edu/pdf/Parnassus_Streetscape.pdf
Figure 10: Parnassus Heights Proposed Circulation Plan
Other important transportation issues that the following LRDP proposals address include parking and UCSF-generated traffic volumes related to commuting, inter-site travel, and deliveries. Balancing the need to minimize parking in order to reduce single-occupancy vehicle commuting with the need to provide enough parking to avoid the spillover into the neighborhoods is challenging. This conflict is inherent in the debate over how much, if any, parking to supply with new housing. (A successful model of UCSF housing without parking is the 145 Irving Street housing project.) Although UCSF-generated traffic is an issue across all sites, it is one of the greatest concerns of the Parnassus Heights neighbors. Numerous proposals are being considered to reduce traffic impacts.

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

- **Reduce UCSF traffic by enhancing Transportation Demand Management (TDM) programs.** Traffic on streets in and around the campus site is an ongoing issue with neighbors. UCSF has a comprehensive and effective TDM program (described in Chapter 11) to minimize commuting by private vehicle, and limits parking on the campus site. UCSF intends to make further efforts to reduce commute traffic by enhancing access to the City CarShare and UCSF's own carpool programs, expanding bicycle parking and access to showers and lockers, and promoting ridesharing participation. UCSF proposes to regularly monitor university-generated traffic volumes to ensure that the traffic does not increase over time. UCSF Transportation Services will need to consider further operational adjustments to the shuttle system to minimize traffic impacts as other campus sites like Mission Bay grow and demand a greater level of service.

- **Reduce congestion through parking and loading improvements.** To reduce congestion on Parnassus Avenue, UCSF proposes to develop more off-street parking and loading (Figure 11) and increase parking enforcement to reduce competition for on-street parking. UCSF proposes new loading areas accessible from Parnassus Avenue, and new parking areas, accessible through the Fifth and Kirkham intersection. Most of the new parking will be designated as contractor parking, which generates less traffic throughout the day than patient or visitor parking. In addition, some loading areas would be removed as a result of proposed building demolitions. In order to improve loading and delivery operations, UCSF proposes to implement a cross-docking model in which vendors deliver goods to Oyster Point and goods are consolidated onto UCSF vehicles for delivery, limiting the number of individual deliveries to this and other campus sites. Oyster Point houses UCSF’s Distribution and Storage warehouse, which provides distribution, storage, and mail services to UCSF campus sites. Should Oyster Point be relinquished as part of UCSF’s strategy to consolidate its remote sites, a suitable site and relocation plan would need to be identified in order to accommodate these functions. UCSF also proposes to reconfigure the existing Central Receiving area, located at the back of Moffitt and Long Hospitals; station a dockmaster; and implement a scheduling system to restrict on-site delivery times and vehicle sizes. These loading and delivery improvements would reduce campus congestion, creating a more safe, attractive, and efficient campus.

- **Consider impacts on neighborhood street parking when developing new housing.** When designing new campus housing, endeavor to minimize impacts on neighborhood street parking. For student housing, where appropriate, consider working with the City to limit neighborhood parking permits for students. For faculty housing, design housing to include parking wherever possible.

- **Facilitate traffic-calming measures at the intersection of Kirkham Street and Fifth Avenue.** Neighbors near the Parnassus Heights campus site have expressed concern about on-going traffic issues, especially at the Kirkham Street and Fifth Avenue intersection. UCSF staff worked with neighbors to develop conceptual plans for pedestrian safety and traffic-calming improvements at this intersection, which would be funded by UCSF and implemented by the City.

### 4.4.4 UTILITIES AND OTHER INFRASTRUCTURE

The greatest amount of deferred maintenance and renewal is at Parnassus Heights, the site of UCSF’s oldest building inventory. UCSF proposes to continue to implement high-priority deferred maintenance and renewal and other Facility Investment Need (FIN) projects as funding becomes available. For example, the proposed seismic retrofit and renovation of Clinical Sciences and UC Hall require the relocation of utilities in the buildings that connect to the west side of the campus site. Other examples are the relocation and expansion of medical gas storage tanks near the hospital, the replacement of underground diesel fuel storage tanks and underground lines connecting the tanks to the Parnassus Central Utility Plan to meet state and local codes, and the construction of a new retaining wall along Medical Center Way.
Figure 11: Parnassus Heights Proposed Parking & Loading Plan

1. Milberry Union Garage
2. Medical Building 1 (ACC) Garage
3. Kirkham Street Lot
4. Koret Way Lots
5. Surge Parking Lot
6. Woods Parking Lot
7. Aldea Parking Lots

- Existing Loading/Service Areas
- Potential Loading/Service Areas
4.5 REGENTS’ RESOLUTION REGARDING THE PARNASSUS HEIGHTS CAMPUS SITE

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

- Reaffirm continuing commitments, including 1) maintaining the designation of the Mount Sutro Open Space Reserve as permanent open space; 2) continuing to respect the Parnassus Heights campus boundary established in 1976 (see Figure 6 in section 4.2.1); and 3) continuing to adhere to the expansion restriction area within which UCSF will not acquire property or lease private residential property.

- Remove references to aspects of the 1976 Regents’ Resolution that have already been fulfilled, including 1) the conversion of office space in houses on Third, Fifth, and Parnassus avenues back to residential use; 2) the sale of certain parcels on Third Avenue; and 3) the allocation of funds for traffic studies related to the 1976 LRDP.

- Modify the way space and population are monitored at the Parnassus Heights campus site, by 1) excluding all housing from the calculation of space subject to the Parnassus Heights space ceiling, and 2) tying the average daily population goal for the Parnassus Heights campus site to population projections contained in the LRDP EIR, as it may be updated from time to time. Both of these proposed modifications are described below under Section 4.6.2.

The text of the original resolution is available in the 1996 LRDP, Appendix F. The proposed text of the updated resolution is shown at right.

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REGENTS’ RESOLUTION REGARDING THE PARNASSUS HEIGHTS CAMPUS SITE

1. The 61-acre reserve on Mount Sutro is reaffirmed as permanent open space.

2. The Parnassus Heights campus site boundary is reaffirmed as shown on Figure 6.

3. The space ceiling for the Parnassus Heights campus site is 3.55 million gross square feet. The space ceiling includes space in non-residential buildings within the boundary of the Parnassus Heights campus site.

4. The Third and Fifth avenue edges of the Parnassus Heights campus site will be consistent with the Housing functional zone designated for that area, to serve as a transition to the adjacent residential neighborhood in terms of use, character and scale.

5. UCSF is prohibited from expanding the Parnassus Heights campus site by purchase or condemnation or gift of any property or lease of private residential property not only contiguous with the campus site boundaries, but anywhere within the surrounding area bounded by Golden Gate Park, Oak Street, Ninth Avenue, Clayton Street, and Clarendon Avenue. This does not prohibit the use of commercial properties or the affiliation with other public agencies within the area described.

6. The Regents recognize the principle that the Parnassus Heights campus site will be administered so that the annual average of the daily campus population at the site will remain substantially in accordance with the projections set forth in the then-current Environmental Impact Report related to the Long Range Development Plan for the campus, as updated from time to time and approved by the Regents.

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3 With the exception of Aldea Housing and University House, all other housing is currently excluded from the space ceiling calculation.

4 campusplanning.ucsf.edu/pdf/LRDP-Appendices-F.pdf
4.5.1 PARNASSUS HEIGHTS SPACE CEILING

As part of the 2014 LRDP process, UCSF engaged in a comprehensive effort to validate the accuracy of space measured at Parnassus Heights, which included more accurate measurements that are now possible using computer drawings. Through this effort, it was determined that approximately 10,700 gsf of additional existing space should be counted towards the 3.55 million gsf space ceiling limit. This increase primarily reflects space in the Millberry Union food court that has been enclosed, and former mechanical space in Moffitt Hospital that is now occupied, both of which were not previously counted.

With these adjustments, as of May 2014, approximately 3.845 million gsf of space subject to the Parnassus Heights space ceiling exists, which is approximately 294,800 gsf (8.3 percent) above the 3.55 million gsf space ceiling limit.

Based on the language in the 1976 Regents’ Resolution, space devoted to residential use on Third, Fourth, Fifth and Parnassus avenues and Kirkham and Irving streets is not counted towards the space ceiling calculation. Space devoted to residential use elsewhere at the Parnassus Heights campus site, including Aldea Housing and University House (also known as Chancellor’s Residence), does count towards the space ceiling calculation. The intent of the 1976 Regents’ Resolution was to reduce the space devoted to academic, clinical, or support programs. The 2014 LRDP proposes to exclude all residential space from the space ceiling calculation, regardless of where it is located on the campus site, to help meet UCSF’s own housing goals and support city-wide housing goals. UCSF believes the LRDP proposals and this proposed change respect the Resolution’s underlying intent by converting program space to housing and preserving much needed existing housing. With this change, the Aldea Housing buildings and University House, totaling approximately 132,400 gsf, would be removed from the space ceiling calculation. The 2014 LRDP does not propose to increase the amount of existing housing at the Aldea complex.

The proposed modification to exclude all residential space from the space ceiling calculation recognizes the importance of campus housing in supporting housing goals as mentioned above, but also for improving UCSF’s jobs-housing balance, lessening traffic impacts, enhancing campus vitality, and focusing the monitoring of space on non-residential uses. This change also recognizes the growing community sentiment that UCSF should provide on-campus housing, and that this is something to be fostered, not penalized. All non-residential space would continue to be included in the space ceiling calculation.

This exclusion, plus all of the physical proposals for the Parnassus Heights campus site described in this chapter, would decrease the amount of space subject to the space ceiling to approximately 3.61 million gsf by the LRDP horizon of 2035, or approximately 60,600 gsf (1.7 percent) above the 3.55 million gsf space ceiling limit. This is further summarized in Table 6.

4.5.2 PARNASSUS HEIGHTS AVERAGE DAILY POPULATION

The total average daily population of Parnassus Heights is projected to grow 3.3 percent over the life of the LRDP, due to an increase in students and patients (Table 7). Changes in population would reflect changes in the types and uses of space at the site.

As of 2013, approximately 80 percent of UCSF’s 4,760 students and clinical residents are educated at Parnassus Heights. The majority of growth in student enrollment is projected to occur at Parnassus Heights, with approximately 630 additional students expected. There are more than 8,300 UCSF faculty and staff employed at Parnassus Heights, a number not expected to increase through the LRDP horizon of 2035. UCSF provides 222 housing units for over 560 individuals at Parnassus Heights. This number could grow to 980 individuals with the future conversion of existing program space into housing, plus new housing construction, for an additional 329 units. More than 256,000 outpatient visits per year occur at clinics at Parnassus Heights. Depending on the future mix of services, this number could grow to 340,000 per year during the life of the LRDP.

The principle of administering the Parnassus Heights campus site in accordance with average daily population projections contained in the LRDP EIR was included in the 1976 Regents’ Resolution.
Table 6: Space Applicable to the Parnassus Heights Space Ceiling

<table>
<thead>
<tr>
<th>PROPOSED GSF APPLICABLE TO THE SPACE CEILING IN 2035</th>
<th>CHANGE IN GSF</th>
<th>CUMULATIVE GSF</th>
<th>OVERAGE GSF</th>
<th>OVERAGE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014 Parnassus Heights Total Space</td>
<td>3,955,500</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014 Space Applicable to the Parnassus Heights Space Ceiling b</td>
<td>3,844,800</td>
<td>294,800</td>
<td>8.3%</td>
<td></td>
</tr>
<tr>
<td>Policy revision to remove all housing from space ceiling c</td>
<td>(132,400)</td>
<td>3,712,400</td>
<td>162,400</td>
<td>4.6%</td>
</tr>
<tr>
<td>LRDP Proposals</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demolish 4 small buildings d</td>
<td>(46,700)</td>
<td>3,668,700</td>
<td>115,700</td>
<td>3.3%</td>
</tr>
<tr>
<td>Convert UC Hall - 3 lower floors office/3 upper floors housing</td>
<td>(79,900)</td>
<td>3,585,800</td>
<td>35,800</td>
<td>1.0%</td>
</tr>
<tr>
<td>Demolish EHS</td>
<td>(6,100)</td>
<td>3,579,700</td>
<td>29,700</td>
<td>0.8%</td>
</tr>
<tr>
<td>Demolish LPPI</td>
<td>(108,700)</td>
<td>3,471,000</td>
<td>(79,000)</td>
<td>-2.2%</td>
</tr>
<tr>
<td>Build New Hospital Addition on LPPI Site</td>
<td>300,000</td>
<td>3,779,000</td>
<td>229,000</td>
<td>6.5%</td>
</tr>
<tr>
<td>UC Hall Phase 2 - convert 3 floors of offices in UC Hall to housing e</td>
<td>(68,300)</td>
<td>3,710,700</td>
<td>160,700</td>
<td>4.5%</td>
</tr>
<tr>
<td>Demolish Proctor</td>
<td>(9,900)</td>
<td>3,700,800</td>
<td>150,800</td>
<td>4.2%</td>
</tr>
<tr>
<td>Demolish Koret</td>
<td>(43,100)</td>
<td>3,657,700</td>
<td>107,700</td>
<td>3.0%</td>
</tr>
<tr>
<td>Convert Millberry Union Towers to housing</td>
<td>(47,100)</td>
<td>3,610,600</td>
<td>60,600</td>
<td>1.7%</td>
</tr>
</tbody>
</table>

Note: All gsf numbers are rounded to nearest 100.

a Amount over the 3,550,000 gsf Parnassus Heights space ceiling.
b Space subject to the Parnassus Heights space ceiling includes some structured parking.
c Housing to be removed from space ceiling; calculation includes all Aldea Housing buildings and University House.
d Surge, Woods, MR 4, and Laboratory of Radiobiology.
e Includes demolition of minor UC Hall additions.

Table 7: Parnassus Heights Average Daily Population

<table>
<thead>
<tr>
<th>POPULATION TYPE</th>
<th>2012-2013</th>
<th>PROJECTED 2015-2016</th>
<th>PROJECTED 2035</th>
</tr>
</thead>
<tbody>
<tr>
<td>STUDENTS AND POSTDOCTORAL SCHOLARS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dentistry</td>
<td>450</td>
<td>555</td>
<td>658</td>
</tr>
<tr>
<td>Medicine</td>
<td>1,784</td>
<td>1,673</td>
<td>1,726</td>
</tr>
<tr>
<td>Nursing</td>
<td>379</td>
<td>489</td>
<td>522</td>
</tr>
<tr>
<td>Pharmacy</td>
<td>464</td>
<td>587</td>
<td>756</td>
</tr>
<tr>
<td>Postdoctoral Scholars</td>
<td>426</td>
<td>426</td>
<td>471</td>
</tr>
<tr>
<td>Subtotal Students and Postdoctoral Scholars</td>
<td>3,503</td>
<td>3,730</td>
<td>4,133</td>
</tr>
<tr>
<td>FACULTY AND STAFF</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paid Faculty and Staff</td>
<td>8,064</td>
<td>7,151</td>
<td>8,002</td>
</tr>
<tr>
<td>Unpaid Faculty</td>
<td>259</td>
<td>241</td>
<td>266</td>
</tr>
<tr>
<td>Subtotal Faculty and Staff</td>
<td>8,323</td>
<td>7,392</td>
<td>8,268</td>
</tr>
<tr>
<td>PATIENTS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inpatients</td>
<td>498</td>
<td>390</td>
<td>462</td>
</tr>
<tr>
<td>Outpatients</td>
<td>2,074</td>
<td>1,866</td>
<td>2,223</td>
</tr>
<tr>
<td>Subtotal Patients</td>
<td>2,572</td>
<td>2,256</td>
<td>2,685</td>
</tr>
<tr>
<td>VISITORS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visitors to Patients</td>
<td>2,575</td>
<td>2,155</td>
<td>2,557</td>
</tr>
<tr>
<td>Other Visitors</td>
<td>974</td>
<td>832</td>
<td>905</td>
</tr>
<tr>
<td>Subtotal Visitors</td>
<td>3,549</td>
<td>2,987</td>
<td>3,462</td>
</tr>
<tr>
<td>TOTAL</td>
<td>17,947</td>
<td>16,365</td>
<td>18,547</td>
</tr>
</tbody>
</table>
Resolution. The 2014 LRDP reaffirms this principle, and proposes to tie average daily population projections for the Parnassus Heights campus site to the then-current LRDP EIR as it may be updated from time to time. The 2014 LRDP EIR projects an average daily population for the Parnassus Heights campus site of approximately 18,600 persons in 2035.

4.6  UPDATES TO ALDEA AGREEMENTS

With the proposed modification to the 1976 Regents’ Resolution, described above, to remove all residential space from the space ceiling calculation, the three older Aldea Housing buildings (which contain a total of 42 one-bedroom units) previously planned for demolition are proposed to be retained, due to the ongoing demand for housing in San Francisco and the scarcity of affordable housing options for UCSF population groups; retention of the units would provide much needed housing for UCSF students and personnel. The 2014 LRDP and update to the 1976 Regents’ Resolution would supersede the Aldea Agreements to reflect this change.
In order to further its commitment to manage the impacts of its development of the Parnassus Heights campus site and to communicate with neighbors on the progress of efforts to manage impacts, UCSF will:

- Continue to measure the percentage of UCSF employees who commute to and from the Parnassus Heights campus site via single-occupancy vehicles versus other modes of travel.
- Monitor the success of proposed loading and delivery improvements by measuring the number of vehicles making deliveries through key gateways every two years (starting in 2016).
- Prior to starting construction of the New Hospital Addition, complete the demolition of the Laboratory of Radiobiology, Medical Research 4, Surge, Woods, EHS, and LPPI buildings, and the conversion of 3 floors of UC Hall to housing.
- Hold an annual community discussion, via the Community Advisory Group, on progress towards the space ceiling goal and efforts to manage transportation impacts.
- Publicly communicate UCSF’s ongoing allocation of financial resources (via UCSF’s ten-year Capital Financial Plan) towards the implementation of LRDP proposals.