I. CHAPTER TITLE

PROJECT SUMMARY AND CUSHIONING ACTION PLAN

DOGPATCH COMMUNITY TASK FORCE
ACKNOWLEDGMENTS

Chancellor: Sam Hawgood

Dogpatch Community Task Force Members

Robin Abad          Urban Planner and Designer, San Francisco Planning Department
Janet Carpinelli    Dogpatch Neighborhood Association, UCSF Community Advisory Group
Yoyo Chan           Legislative Aide - Supervisor Malia Cohen
Julie Christensen   Executive Director - Dogpatch & Northwest Potrero Hill Green Benefit District
Katherine Doumani   Dogpatch Neighborhood Association, Port of SF Central Waterfront Advisory Group
Heidi Dunkelgod     Dogpatch Neighborhood Association and Chair of Design & Development Committee, Potrero Boosters Neighborhood Association
Mark Dwight         Co-founder - Dogpatch Business Association, Dogpatch Neighborhood Association, Potrero Dogpatch Merchants Association
J.R. Eppler         President - Potrero Boosters Neighborhood Association, Potrero Dogpatch Merchants Association, UCSF Community Advisory Group
Susan Eslick        Dogpatch Neighborhood Association, Dogpatch & Northwest Potrero Hill Green Benefit District Board, UCSF Community Advisory Group
Susan Fitch         Dogpatch Neighborhood Association, Co-founder Toes and Paws for Green Space
Jonathan Goldberg  Dogpatch & Northwest Potrero Hill Green Benefit District, San Francisco Department Public Works
Keith Goldstein     President - Potrero Dogpatch Merchants Association, Potrero Boosters Neighborhood Association, Eastern Neighborhood Citizens Advisory Committee
Kevin Hart          Inner Sunset Park Neighbors, UCSF Community Advisory Group
Bruce Huie          President - Dogpatch Neighborhood Association, Dogpatch Consortium Working Group, Eastern Neighborhood Citizens Advisory Committee, UCSF Community Advisory Group
Tony Kelly          President - Potrero Hill Democratic Club, Potrero Boosters Neighborhood Association
Kieran Lal          Dogpatch Neighborhood Association
Irma Lewis          Dogpatch Neighborhood Association, Co-founder Toes and Paws for Green Space
Audra Angeli-Morse  Dogpatch Neighborhood Association, Save the Hill
Sandra Padilla      Transit Planner - San Francisco Municipal Transportation Agency

UCSF Project Management Team

Barbara J. French   Vice Chancellor, Strategic Communications and University Relations
Paul Takayama       Assistant Vice Chancellor, Community and Government Relations
Christine Gasparac  Director, Community Relations
Michele Davis       Assistant Director, Community Relations
Lori Yamauchi       Associate Vice Chancellor, Campus Planning
Kevin Beauchamp     Director of Physical Planning, Campus Planning
Tammy Chan          Senior Planner, Campus Planning

Consultants

Daniel Iacofano, MIG, Inc.
Marissa Reilly, MIG, Inc.

We would like to thank and acknowledge the following community-based food service providers we patronized during the Dogpatch Community Task Force meeting series:

Above & Beyond Catering     2565 Third St., 415.308.4825, abovecatering.com
Auntie April's Kitchen       4618 Third St., 415.643.4983, auntieaprilssf.com
Hard Knox Café               2526 Third St., 415.648.3770, hardknocafe.com
Marcella's Lasagneria        1099 Tennessee St., 415.920.2225, marcellaslasagneria.com
Radio Africa Kitchen         4800 Third St., 415.826.9660, radioafricakitchen.com
Smokestack | Magnolia Brewery 2505 Third St., 415.864-7468, magnoliabrewing.com/smokestack/
DOGPATCH COMMUNITY TASK FORCE

PROJECT SUMMARY AND CUSHIONING ACTION PLAN

AUGUST 2017
# TABLE OF CONTENTS

Acknowledgments ............................................................................................................. 2  
Table of Contents ............................................................................................................. 5

## 1. INTRODUCTION AND OVERVIEW .................................................................. 7
   1.1 Planning Context ...................................................................................................... 8  
   1.2 Planning Principles .................................................................................................. 9  
   1.3 Lessening the Effects of UCSF Development .......................................................... 10  
   1.4 Project Descriptions ............................................................................................... 10  
   1.5 Additional Major Influences on The Eastern Neighborhoods ......................... 11  
   1.6 Task Force Process ............................................................................................... 13  
   1.7 Walkabout ............................................................................................................ 17

## 2. NEIGHBORHOOD ISSUES. ............................................................................. 19

## 3. UCSF CUSHIONING ACTIONS AND CONTRIBUTIONS. ....................... 23
   3.1 The Hub .................................................................................................................. 24  
   3.2 Esprit Park ............................................................................................................. 24  
   3.3 22nd Street Stair Connector: Missouri to Pennsylvania ........................................ 24  
   3.4 22nd Street Caltrain Station Entrance ................................................................. 25  
   3.5 Traffic Signal at 18th and Minnesota ................................................................. 25  
   3.6 Formation of Project Teams .................................................................................. 25  
   3.7 Additional UCSF Contributions ........................................................................... 26  
   3.8 Policy Considerations ........................................................................................... 26  
   3.9 Monitoring, Enforcement and Accountability ...................................................... 26  
   3.10 On-going Communications ................................................................................. 27

## 4. CONCLUSION AND NEXT STEPS ................................................................ 29

## APPENDICES

Appendix A: Meeting Summaries  
Appendix B: Budget and Legislative Analyst Report  
Appendix C: Meeting Presentations
1.0 INTRODUCTION AND OVERVIEW

In late 2016 and early 2017, the University of California, San Francisco (UCSF) worked collaboratively with residents of San Francisco's Dogpatch community to respond to neighborhood residents’ concerns about UCSF’s proposed new physical development projects in Dogpatch. Neighbor concerns were heightened by UCSF’s proposal to expand beyond its Mission Bay Campus site and area as described in the institution’s 2014 Long Range Development Plan (2014 LRDP), by developing parcels it recently acquired in Dogpatch.

While still moving forward with these projects, UCSF joined with representatives from neighborhood groups and City staff to create the Dogpatch Community Task Force (Task Force), in accordance with the 2014 LRDP. The purpose of the Task Force, as outlined by the 2014 LRDP, was to identify neighborhood impacts of the proposed projects, if any, and as appropriate, identify potential cushioning actions to offset such impacts.

The Task Force focused its work on two of three sites that UCSF recently acquired — 566, 590 and 600 Minnesota Street and 2130 Third Street. In 2015, UCSF purchased properties located at 566, 590 and 600 Minnesota Street, and later proposed to develop the sites into 595 units of below-market rate housing for graduate students and trainees (referred to as the Minnesota Student Housing project in this report). In addition, UCSF accepted a donor’s gift of property at 2130 3rd Street and proposed to relocate its Department of Psychiatry and create a new Child, Teen and Family Center (referred to as 2130 Third Street in this report).

UCSF acquired a third site at 777 Mariposa Street, but this site was not included in the Task Force discussions because a proposed use for that site has not been developed at this time. The effects of any proposed development on that site will be addressed with neighbors once a proposed use has been determined, at a later date.

This document is a summary of the eight-month Task Force process, and the Cushioning Action Plan. It includes the following:

1. An introduction highlighting key elements of the neighborhood planning process, including the planning context, planning principles, effects of UCSF development, project descriptions, influences on the Eastern Neighborhoods and an overview of the Task Force meetings;

2. A summary of neighborhood issues identified by the Task Force;

3. A Cushioning Action Plan and contributions offered by the University to offset any agreed-upon negative community impacts resulting from UCSF’s development on the two sites; and

4. Conclusion and next steps to guide the process moving forward.
1.1 PLANNING CONTEXT

The Mission Bay campus development was first identified and described in the 1996 Long Range Development Plan (1996 LRDP) as an option for a major new campus site. The LRDP is a strategic planning document that describes the University’s plans for physical development over a 15-year time horizon. The LRDP community involvement process, with the UCSF Community Advisory Group (CAG) as a linchpin, led to the successful adoption of the 1996 LRDP with strong community support.

The Regents of the University of California subsequently approved three major amendments to the 1996 LRDP, in order to:

1. Allow for the development of housing at the Mission Bay campus site, a use that was not included in the original space program (2002);
2. Articulate a new clinical configuration for UCSF, involving major inpatient services at Parnassus Heights and Mission Bay with a major outpatient hub at Mount Zion (2005); and

Starting in 2010, UCSF and the community worked together to create a new LRDP. This version was to a large degree an extension of the 1996 LRDP, in that UCSF would continue to work towards compliance with the space ceiling at Parnassus Heights, expand at Mission Bay and consolidate its facilities to fewer locations. The primary difference between the two LRDPs is that the 1996 LRDP focused on the acquisition of, and planning for, a major new site (to which UCSF has directed much of its capital resources in the intervening years). The 2014 LRDP contemplated investment in existing facilities and older sites, along with further development at its Mission Bay campus.

The 2014 LRDP also incorporated the Mission Bay Planning Principles, extending them to all UCSF sites when UCSF acquires property or intensifies use of existing property. These planning principles described how UCSF would communicate with neighbors about its physical development plans, both on- and off-campus. They also described how UCSF would consider the cushioning of impacts resulting from its development.
1.2 PLANNING PRINCIPLES

This Dogpatch Community Task Force process was a direct result of the Mission Bay Community Planning Principles that were established by the 2008 amendment to the 1996 LRDP and incorporated in the 2014 LRDP. The intent of these principles is to provide a framework for how UCSF communicates with neighbors about physical development both on- and off-campus, and how it considers cushioning any negative impacts that may result from UCSF development. Below is a description of these Planning Principles.

Planning Principle 1: Community Consultation — Recognize community concerns about potential negative effects of UCSF’s development on adjacent neighborhoods.

Planning Principle 2: Community Notification — When UCSF acquires property, it will list these acquisitions on a website and notify the Community Advisory Group (CAG) and other neighbors as requested.

Planning Principle 3: Cushioning of Impacts — When UCSF acquires property or intensifies use of an existing property, it will, on a case by case basis, enter into discussions with community groups representing adjoining neighborhoods and/or with the City and County of San Francisco to identify neighborhood impacts, if any, of such lease, acquisition, development and operations.

Planning Principle 4: Proportional Share Funding — UCSF will provide “proportional share” funding to the City to pay for adopted mitigation measures that are the responsibility of the City and identified in California Environmental Quality Act (CEQA) documents prepared for UCSF projects to reduce or avoid UCSF’s share of significant off-campus environmental impacts caused by UCSF development.

Planning Principle 5: Community Involvement Mechanism — The mechanism for ongoing community involvement in monitoring the UCSF development process and in negotiating agreements with adjoining neighborhoods is the UCSF CAG and/or its sub-committees, the CAG Action Teams. UCSF is responsible for ongoing coordination and inclusion of neighborhood and community-based organizations in these planning efforts. Prior to development, UCSF will consult with CAG members for advice on appropriate community representatives for community consultation processes, depending on the location of the projects discussed.
1.3 LESSENING THE EFFECTS OF UCSF DEVELOPMENT

UCSF has identified three distinct categories to guide the assessment of the effects of its development on Dogpatch: building design, environmental compliance, and cushioning. The Task Force planning process focused on cushioning.

Cushioning actions are voluntary measures taken by the University to lessen any agreed-upon negative impacts of its physical development and presence on adjacent neighborhoods.

It is important to note that the other categories (building design and environmental compliance) are of equal importance and are addressed simultaneously in separate planning processes. The design component relates to building function and visual appearance, as well as the integration of building programs into the community. UCSF and the community are working with architects to ensure that the aesthetics and programming of the buildings are context-sensitive and complement the community’s vision for the neighborhood. The California Environmental Quality Act (CEQA) sets the standard component in which specific physical and environmental impacts on the neighborhood are identified and appropriate mitigation measures are determined.

UCSF has engaged with the community regarding these three effect assessment categories to ensure that new UCSF facilities (2130 Third Street and Minnesota Student Housing Project) align with the community and with the planning vision established by the 2014 LRDP.

Once UCSF has proposed a use for 777 Mariposa Street, a separate process will be undertaken to assess building design, environmental compliance and cushioning.

1.4 PROJECT DESCRIPTIONS

This process was organized around two separate UCSF development proposals in Dogpatch: 2130 Third Street and Minnesota Student Housing Project. These projects were unforeseen by the 2014 LRDP and thus, UCSF created the Task Force, in accordance with the 2014 LRDP, to identify any potential negative impacts of its proposed development and to cushion those impacts on the Dogpatch neighborhood.
2130 Third Street
This property was donor-acquired and intended to be developed with a new building to accommodate the clinics, desktop research and administrative offices of the UCSF Department of Psychiatry and the new Child, Teen and Family Center. Retail space and patient parking were also incorporated into the building program.

Minnesota Student Housing (566, 590 and 600 Minnesota Street)
These properties were acquired by UCSF in 2015. UCSF proposed to develop these sites into 595 units of below market-rate housing for UCSF graduate students and trainees. This housing project will also include streetscape amenities, a sizable retail space for a proposed corner market and parking for staff and disabled students. The general student population will be discouraged from bringing cars to the site to lessen the impact on the neighborhood. Housing residents will not be allowed to obtain residential parking permits.

777 Mariposa Street
This property was acquired in 2015 by UCSF. Its eventual use by UCSF will be determined at a later date. Currently, this property is leased and occupied by Cal Steam, a plumbing supply company.

1.5 ADDITIONAL MAJOR INFLUENCES ON THE EASTERN NEIGHBORHOODS
It should be noted that the Eastern Neighborhoods are experiencing an unprecedented level of change brought about by major new developments which far exceed the size of the UCSF projects described above.

UCSF supports efforts by the neighborhood and city officials to work with the developers of these other projects to identify ways to continue to lessen the negative impacts of future growth and development in this area (see Figure 1 on following page).
The adjacent map illustrates major neighborhood influences that will affect the future of the Dogpatch neighborhood. In addition to UCSF development, Dogpatch will be affected by Pier 70, the new Warriors Arena and Event Center, the NRG mixed-use development (subsequently purchased by Associate Capital), Live Potrero, Rebuild Potrero, and the many new multi-story housing and tech start-ups in the area, as well as the many new developments proposed for Potrero Hill. The effect of these projects on their surrounding neighborhoods, including Dogpatch, must be considered in all future planning projects for San Francisco's Eastern Neighborhoods.

It should be noted that the City preceded an EIR and socioeconomic impact report on the Eastern Neighborhoods rezoning which allowed some of the proposed projects. Further, the City established an Inter-agency Plan Implementation Committee which is responsible for coordinating the implementations of the Eastern Neighborhoods Plan, in conjunction with the Eastern Neighborhoods Citizen Advisory Committee.
1.6 TASK FORCE PROCESS

The Task Force was organized under the aegis of the UCSF Community Advisory Group (CAG), in accordance with the 2014 LRDP. The 25-member Task Force held six meetings between September 2016 and April 2017 at Genentech Hall on the Mission Bay Campus. The Task Force included representatives from various neighborhood groups, City staff and UCSF representatives from community relations and campus planning. Daniel Iacofano, Principal with MIG, Inc., Planning Consultants, facilitated each of the meetings, all of which were open to the greater community. Each meeting was comprised of presentations followed by facilitated discussions. The facilitated discussions focused on (1) identifying any negative impacts to the neighborhood as a result of UCSF’s proposed developments, and (2) identifying potential cushioning actions to offset those negative impacts.

The Task Force process was guided by a set of operating principles to ensure useful and productive exchange of information and discussion as described below:

- UCSF Commitment to the Community:
  - Will listen
  - Will be honest and forthcoming
  - Will be prepared with as much information as is available
  - Will continue to commit to being a good neighbor to the Dogpatch and Potrero Hill neighborhoods

- Our commitment to respectful discussion
  - Allow one person to speak at a time
  - Share “air time”
  - Be present

The following is a brief synopsis of each Task Force meeting.
The intent of this meeting was to identify key issues and expectations, and develop a structural framework to guide the Task Force process. The meeting opened with a discussion regarding the definition of cushioning and the desired outcomes of the cushioning process. Task Force members discussed a range of concerns and expectations that were oriented towards preserving and protecting the character and scale of Dogpatch in light of recent and forthcoming UCSF projects and other development pressures on the City’s Eastern Neighborhoods (ie., Warriors, Pier 70, etc.). Neighbors also voiced a desire for improved infrastructure and amenities.

The second Task Force meeting began with UCSF stating its commitment to work with neighbors and the City to identify action items to cushion negative impacts of UCSF’s proposed projects on the neighborhood. UCSF representatives highlighted the UC Office of the President’s requirement that all funds expended by the institution must benefit UCSF in addition to the neighborhood. This presentation by UCSF was followed by a presentation from neighborhood representatives in which they discussed five key directives they would like UCSF to examine during the process. The directives, which are expanded upon in Chapter 3, include:

- Transparency and Cooperation
- Integration
- Programming and Building Design
- Opportunistic Design
- Mitigation and Cushioning
City staff presented their estimates of the fees and property taxes that would be collected for the proposed UCSF projects if the projects were developed by a for-profit developer, as opposed to the University of California, which is a tax-exempt organization under the State Constitution. The City presented a Legislative Budget Analysis Report that examined this premise. Since the buildings have not been built, assumptions were made based on similar types of structures in the neighborhood. Open space and payroll taxes were not included in the calculation. The full report can be found in the Appendix. UCSF noted that it is not a private, for-profit developer. Rather, as a member of the University of California, UCSF is a public university dedicated solely to research, education, and patient care. In response to neighbors’ request for “cooperation,” UCSF asked a representative from the Office of Economic and Workforce Development (OEWD) to discuss the purpose of the Life Science and Medical Special Use District overlay and its impact on economic stimulation and increased economic security for neighbors. UCSF also responded to programming and building design, opportunistic design, mitigation, and cushioning topics per the neighbors’ requests.

The fourth Task Force meeting was comprised of neighbor presentations and a discussion of the Central Waterfront/Dogpatch Public Realm Plan. The neighbors discussed two major themes in their presentation: needs and requests related to “UCSF expansion into Dogpatch”, and “Dogpatch/Potrero Development Mitigation.” Following the neighbors’ presentation, a City Planning Department representative reviewed the Central Waterfront/Dogpatch Public Realm Plan and discussed the purpose of the plan as a framework for delivering services and infrastructure in addition to determining where public funding should be allocated. Following the City’s presentation, a UCSF representative discussed the guidelines for expending funds in areas not specifically tied to education or the University’s mission. UCSF reiterated the importance of determining projects that specifically benefit both UCSF and the neighborhood.
During this session, the neighbors presented two documents: (1) a project list describing neighborhood priorities, and (2) a series of maps illustrating the proximity of neighborhood priority projects to proposed UCSF developments. This was followed by a presentation from UCSF identifying the fundamental criteria required for UCSF to make an investment in a cushioning action. UCSF proposed six cushioning projects: Minnesota Street Student Housing public realm improvements, pedestrian safety improvements, bicycle facility improvements, bike share stations and improvements to the 18th Street underpass. In addition to the specific projects, UCSF committed to continuing to advocate for more and better resources for Dogpatch.

The concluding Task Force meeting included a presentation of UCSF’s refined proposed cushioning actions and next steps in the cushioning process. In response to the neighbors’ reactions to the cushioning proposals presented by UCSF in Meeting 5, UCSF revised its proposed cushioning plan to be more closely aligned with the revised neighborhood priority projects. The presentation of cushioning actions was made by both UCSF and neighbors. Together, UCSF and neighbors discussed the importance of each of the cushioning actions, highlighting the neighborhood’s need for each cushioning project and the effect it would have on the future of Dogpatch. In addition to the cushioning actions, UCSF discussed specific policy considerations in response to the key directives the neighbors presented during Meeting 2.
1.7 WALKABOUT

The Walkabout, held on October 13, 2016, was a guided tour of the Dogpatch neighborhood led by three neighborhood representatives from the Task Force. The guides each led a group of Task Force members along a predetermined route through Dogpatch, affording participants the opportunity to discuss their thoughts, concerns and expectations regarding the future of Dogpatch. The route was designed to showcase land use and development issues in the neighborhood. The tour culminated in a Task Force meeting held at the Smokestack restaurant, during which the group discussed ideas about possible cushioning actions and the role UCSF should play in the future of Dogpatch.
DOGPATCH TASK FORCE
PROJECT SUMMARY REPORT AND CUSHIONING ACTION PLAN
Neighborhood representatives on the Task Force shared a range of issues of concern with respect to UCSF’s current and future presence in the area. Below is an inclusive list of issues that were identified and discussed during the Task Force process.

### Transparency

Provide details for all recent UCSF Dogpatch acquisitions and descriptions of each project’s purpose, occupancy, size and programming, in addition to providing information on CEQA analysis, demolition and construction schedules.

### Cooperation

Commit to no further UCSF development in Dogpatch and rescind the Life Sciences and Medical Special Use District overlay created by the 2009 Eastern Neighborhoods Plan. Additionally, expand local hiring efforts including non-construction jobs.
2. NEIGHBORHOOD ISSUES

INTEGRATION

Prioritize context-sensitive design and consider scale, character and programming. UCSF should significantly reduce the number of housing units proposed in the Minnesota Student Housing Project and explore adaptive reuse of 600 Minnesota. Features that would further assist integrating UCSF projects into the existing community include: mid-block pedestrian passages, living alleys, pocket parks, sidewalk activation, Vision Zero (pedestrian safety) enhancements, additional street lighting and buildings that utilize sustainable features.

TRAFFIC

Create strategies that minimize the impact of UCSF students, employees and patient traffic on the existing infrastructure by improving access to alternative modes of travel, including walking, biking, public transit and ride share services.

OPEN SPACE

Fund improvements to Esprit Park and contribute annual assessment fees for all UCSF Dogpatch properties to the Green Benefit District (GBD).

Note: Since the establishment of the Green Benefit District, UCSF contributes annual assessment fees for all of its Dogpatch properties to the Green Benefit District.

CONSTRUCTION

Modify Minnesota Student Housing staging plans to utilize on-site and Indiana Street locations to reduce impacts on adjacent Minnesota Street residents. UCSF should also publish plans with extra precautions for demolition of a lead-tested contaminated building.
2. NEIGHBORHOOD ISSUES

STREETSCAPES

Fund a streetscape improvement project including traffic-calming measures, expanded pedestrian facilities, lighting and street trees to enhance the overall experience for all users of the street.

COMMUNITY AMENITIES

Support the Community Hub project through capital investment to renovate the historic police station on Third Street and contribute to the endowment fund to advance preservation and restoration of the Hub as a community meeting and gathering place.

BUILDING DESIGN

Design buildings that fit within the historic context of Dogpatch’s industrial past, while providing modern and innovative services and programs to the community. Buildings should be designed in concert with the community to ensure that UCSF projects incorporate the community’s vision for the future of Dogpatch.

OTHER IMPACTS

Advocate for the area by working with decision makers, including developers and City officials, to consider much needed infrastructure, transportation and resource improvements in the Eastern Neighborhoods.
After conducting five meetings, during which Task Force members deliberated and expressed their thoughts, ideas and priorities, UCSF presented a final Cushioning Action Plan at the final meeting. This plan emerged from a series of informative and in-depth conversations in which all parties provided their thoughts regarding the future needs of Dogpatch and actions that would cushion the effects of UCSF development. These cushioning actions are derived from the neighborhood priority list and combined with adjustments UCSF regarded as necessary for approval from UC Office of the President.
3. UCSF CUSHIONING ACTIONS AND CONTRIBUTIONS

3.1 THE HUB

The Hub project is intended to reestablish one of Dogpatch’s most notable historic resources, the Third Street Police Station and adjoining hospital, into a centerpiece and meeting space for the neighborhood. The Dogpatch neighborhood expressed the need for a community center for meetings, classes and neighborhood events. This project provides an opportunity to preserve a piece of Dogpatch’s architectural history, creating a nexus for social gathering and interaction. Dogpatch’s population is expected to triple in the next few years and, by adding this community resource to the neighborhood, the growing community will gain a much needed amenity and functional space. UCSF’s contribution will fund various predevelopment costs associated with the rehabilitation of the historic structure. The City and County of San Francisco owns the 3rd Street Police Station and adjoining hospital site, so its partnership on this project is key.

**UCSF CONTRIBUTION: $4,200,000**

3.2 ESPRIT PARK

Esprit Park is to be revitalized into a cornerstone of outdoor community life that will support the needs of residents, workers and visitors alike. Today, the park is the only city park in Dogpatch. It is viewed as under-equipped to meet the requirements of the ever-expanding neighborhood population. The park’s drainage, lighting, landscaping and programming are in need of replacement. UCSF plans to fund the revitalization of Esprit Park in order to preserve the core character of the park, improve safety, accommodate a range of uses through new amenities and outline a reforestation plan for the park’s ongoing greening. This project has support from the City and County of San Francisco and the community, and is intended to be timed to reopen with the completion of the UCSF projects. UCSF will work with the Green Benefit District to coordinate specific designs and actions that will be needed to implement the cushioning actions at Esprit Park.

**UCSF CONTRIBUTION: $5,000,000**

3.3 22ND STREET STAIR CONNECTOR: MISSOURI TO CONNECTICUT

The 22nd Street stair connector will complete a recognized inter-neighborhood pedestrian route. This project connects Dogpatch residents to existing recreation space and Potrero Hill. Currently, the ad hoc footpath on 22nd Street between Connecticut and Missouri streets is unsafe and dimly lit, though considered to be a vital connection for residents in both the Potrero Hill and Dogpatch communities. A safer, more formal route will complete the connection from Pier 70 to the Mission and provide access from Potrero Hill to Caltrain and the Muni T-Third, as well as access to the Potrero Hill Recreation Center. UCSF’s contribution will work in concert with the development of the 790 Pennsylvania Stairway Project, completing a vital connection within the Central Waterfront neighborhoods.

**UCSF CONTRIBUTION: $500,000**
3. UCSF CUSHIONING ACTIONS AND CONTRIBUTIONS

3.4 22ND STREET CALTRAIN GATEWAY

UCSF’s contribution will transform the 22nd Street Caltrain Station entrance, a gateway to the neighborhood and San Francisco. Currently, the station is hard to find, poorly lit, and poses a safety hazard to riders, despite having the fastest growing ridership in all of California. The City has plans to improve 22nd Street through the 22nd Street Green Connection Plan. This project will consolidate scooter parking and add bike lanes, bulb outs and landscaping from the Caltrain Station down 22nd Street to Dogpatch’s commercial core at the intersection of 22nd and Tennessee Street. The Caltrain Gateway project will be designed and completed in conjunction with the 22nd Street effort, transforming this corridor and adjacent transportation hub into a highlight of the neighborhood.

**UCSF CONTRIBUTION: $250,000**

3.5 TRAFFIC SIGNAL AT 18TH AND MINNESOTA

Installing a traffic signal at the intersection of 18th and Minnesota will transform a dangerous intersection into a means for safe passage that accommodates all modes of traffic. Eighteenth Street is a major vehicular connector over I-280 between Potrero Hill and Dogpatch. This roadway bisects the Minnesota Student Housing project, and the current lack of signalization poses a serious threat to pedestrians crossing between the two facilities. Improving the intersection at 18th and Minnesota with a traffic signal is paramount to creating a safe, successful and welcoming pedestrian environment surrounding the Minnesota Student Housing project for UCSF residents and the community at large.

**UCSF CONTRIBUTION: $600,000**

3.6 PROJECT IMPLEMENTATION

Convening stakeholders and empowering effective project teams to guide and monitor progress on these cushioning action items is essential for successful project implementation. Project sponsors and stakeholders will work together to guide the implementation of the projects and will ensure community engagement. Monitoring and accountability will be provided through quarterly reports to the UCSF Community Advisory Group (CAG) along with updates to the community.
3. UCSF CUSHIONING ACTIONS AND CONTRIBUTIONS

3.7 ADDITIONAL UCSF CONTRIBUTIONS

Programs at UCSF that benefit the greater community are paramount to UCSF’s mission. UCSF has more than 100 community engagement programs. Examples include: the Community Construction Outreach Program, which actively promotes opportunities for San Francisco residents in various construction trades to help build UCSF’s facilities; the Excel program, which provides training and paid administrative internships for up to 40 low-income San Francisco residents each year; the Science and Health Education Partnership, which supports science and health education in 90% of San Francisco’s public schools; and the Early Academic Outreach Program, which encourages Bay Area students to pursue a college education. In addition, UCSF Medical Center is a leader in care for the underserved and provides more care for Medicaid patients than any other hospital in San Francisco. In FY2016 alone, UCSF provided $331.7 million in subsidized care to patients. Finally, UCSF is committed to reducing the negative impacts of construction on the community and is leading the coordination of more than 50 public, private and infrastructure development projects along the Third Street corridor to minimize construction-related impacts on the neighborhood over the next three and a half years.

3.8 POLICY CONSIDERATIONS

Policies that align with both the mission of UCSF and the community are integral to creating a successful neighborhood-university relationship. UCSF will continue to participate in its industry-leading transportation demand management program, continue discussions regarding development in Dogpatch through the UCSF Community Advisory Group (CAG) and coordinate with the San Francisco Planning Director’s proposal for the City to evaluate the effectiveness of the Life Sciences and Medical Special Use District.

3.9 MONITORING AND ENGAGEMENT

Through monitoring and engagement, UCSF will do its best to ensure that each cushioning action stays on budget and on schedule. The project teams will maintain on-going communications with neighborhood representatives to help ensure successful implementation of the cushioning action projects.
UCSF believes strongly in meaningful and effective community engagement processes. Conversations regarding UCSF development will continue through its CAG, community meetings and other forms of engagement. UCSF is committed to its legacy of successful community engagement and looks forward to an ongoing conversation with its neighbors and other stakeholders.

FIGURE 3: LOCATION OF CUSHIONING ACTION PROJECTS

- The Hub (support historic preservation)
- Esprit Park Improvements
- 22nd Street Stair Connector (Missouri to Connecticut)
- 22nd Street Caltrain Station Entrance
- Traffic Signal at 18th and Minnesota
4.0 CONCLUSION AND NEXT STEPS

The Task Force provided an opportunity for UCSF, neighbors and City staff to engage in frank, unvarnished conversations regarding one of the most historic and iconic neighborhoods in San Francisco. This process identified cushioning actions that will alleviate the pressure placed on the Dogpatch neighborhood. It also provides a perspective that will inform the future of 777 Mariposa and builds on UCSF’s commitment to community engagement.

UCSF recognizes and appreciates the hard work, thoughtful dialogue and spirit of cooperation the community has shown throughout the process to ensure that Dogpatch is a safe, vibrant and welcoming community.

The Task Force worked to (1) examine the potential effects of UCSF’s proposed Dogpatch projects on the neighborhood, and (2) identify “cushioning actions” to lessen community concerns associated with these two proposed UCSF developments:

- Graduate student and trainee housing at 560, 590, 600 Minnesota Street
- UCSF Department of Psychiatry building and Child, Teen & Family Center at 2130 Third Street

UCSF’s $10.55 million cushioning investment includes the following:

- The Hub: $4.2 million
- Esprit Park: $5 million
- 22nd Street Stair Connector: $500,000
- Caltrain Gateway: $250,000
- Traffic Signal at 18th and Minnesota: $600,000

Moving forward, representatives from the neighborhood, UCSF and the City will work together to develop timelines, milestones and work plans to expedite these projects. As the work progresses, the project teams will provide regular updates to UCSF’s Community Advisory Group, which meets quarterly.