1. Welcome, Introductions and Agenda Overview
2. Public Comment (Items not on the agenda)
3. CAG Questions and Concerns (Items not on the agenda)
4. UCSF’s Housing Program
5. Mount Sutro Management Plan
6. Long Range Development Plan
   • Progress Towards Space Ceiling
   • Study on Transportation Impacts
7. Campus Updates
   • Workforce Development
   • Parnassus
   • Mission Bay
8. Public Comment
Public Comment

- Regarding items not on the agenda
- Three minutes per speaker
- If item runs over 10 minutes, to be continued at the end of the agenda
CAG Questions and Concerns

- Regarding items not on the agenda
- If item runs over 5 minutes, to be continued at the end of the agenda
UCSF Housing Program

Dan Lowenstein
Executive Vice Chancellor & Provost
### Housing Crisis at UCSF: 2014

<table>
<thead>
<tr>
<th>Category</th>
<th>Unable to Accommodate in Desired Timeframe in Campus Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>68%</td>
</tr>
<tr>
<td>Clinical Fellow</td>
<td>64%</td>
</tr>
<tr>
<td>PostDoc + PostBac</td>
<td>67%</td>
</tr>
<tr>
<td>PostDoc Fellow</td>
<td>62%</td>
</tr>
<tr>
<td>Resident Intern</td>
<td>80%</td>
</tr>
<tr>
<td>Students (all Schools)</td>
<td>72%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>71% or total of 661 out of 934</strong></td>
</tr>
</tbody>
</table>

- Current inventory: 920 units housing 1,462 leases
- Recent norm is we can address about 30% of demand

**Current Waitlist:** More than 530 applications and growing

**Peak Demand:** Summer months; up to 1,000 applications of which we can typically only address 30%

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CAG Meeting December 2, 2015
Housing Crisis at UCSF: 2015 Update

- A June 2015 survey of current UCSF professional/graduate students, trainees found:
  - 61% want multiple years of campus housing vs. 51% in Dec. 2014
- Seeing dramatic decline in PhD program yield
- Recommendation is for UCSF to develop 60-70% of demand. Goal was 25% in 2014 Long Range Development Plan.
  - This equates to a shortfall of 650 (60%) to 950 (70%) housing units compared to what is budgeted and had been planned.
Impact of High Housing Costs

- Rising housing costs are significant drivers in rising graduate/professional student debt.
  - Graduating UCSF medical students have an average cumulative debt of $116,000, expected to increase to $140,000 in 4 years.
- UCSF struggles to keep pace with select elite private institutions, including Stanford and Harvard, that provide more financial assistance through grants and endowments.
- UCSF is less able to offer on-campus housing than some competitor institutions, such as Cornell and Columbia in NYC and Harvard.

Financial: Most commonly cited reason not to come to UCSF (students).
Lost Talent: Student Stories

36% of graduate applicants indicate that housing cost was one reason for declining offer of UCSF admission.

Where did they go? Harvard, Stanford, Yale, Johns Hopkins, UC Berkeley, Princeton, Brown

“I loved everything about UCSF, but unfortunately the high cost of living presents too much of an obstacle for my family. If it was just about me I would have accepted the offer.”

“New hires and students should be given some place to stay even if it is for a first couple of months until they find their feet in San Francisco. The rental prices are insane on its own plus having to put down a massive deposit it just unbearable when you first enter the city.”

(From surveys of graduate students declining offers of admissions)
Challenges in Recruiting Top Faculty

Every year, our schools share stories of losing top recruits to competitors, due solely to the cost of living in San Francisco.

- **Superstars:** Lost top candidate for Dir. for Center for Cerebrovascular Research. Dept. pulled out all stops: comp, lab space, multiple appointments, housing supplements, support for lab techs and family support. Candidate decline, citing perceived lifestyle downgrade vs. Chapel Hill.

- **Mid-level faculty:** Lost a promising Assoc. Professor in Nursing candidate from California who said she needed 2x the salary to justify moving to SF. Went to University of Pittsburg Medical Center.

- **Residents:** Challenges competing with Stanford, which offers resident housing. UCSF offers stipends, but these are often insufficient.

- **Postdocs:** Many leave after 1-2 years as they cannot afford childcare in San Francisco; UCSF childcare space is limited.

- **Junior faculty:** “Moonlight” additional clinical shifts to save for a starter home. Extra work saps their academic productivity, ability to engage in innovation.
What is UCSF Doing?

- **Current Supply & Subsidies**
  - 920 units, housing 1,462 people [96% are students, 4% faculty].
  - Graduate/Professional student housing rents are, on average, ~33-36% below market.
    - Market rate for 1-bedroom is ~$3,460; UCSF rate to students for 1 bedroom is $2,300

- **Quantifying the Problem:** Gathering stats on percentage of people who turn us down due to cost of living in SF

- **Specifying the Problem:** Recognizing that we cannot address the needs of all members of UCSF community, we are prioritizing:
  - Phase 1: Students and trainees (now)
  - Phase 2: Faculty in early 2016
  - Phase 3: Other populations mid-2016

- **Interacting and Participating with Existing Forums:** Mayor’s Office, Federal Reserve, Bay Area Council, etc.
What is UCSF Doing?

- **Buy or Master Lease:** Exploring. Difficult, expensive solution

- **Develop more dense construction**
  - Parnassus Projects (reflected in LRPD):
    - UC Hall, Phase 1: 2021 [Planned for 64 units; looking at 70+]
    - UC Hall, Phase 2 & Millberry Union: 2035 [Planned for 188 units]
  - Minnesota Street Planning

- **Making existing housing more dense by changing lease policies, e.g., allowing more than 1 person to rent a studio, subleasing**
  - Likely to add only ~20-50 units.

- **Pursue partnerships**
Mount Sutro Open Space Reserve
Decline in the Health of the Reserve

Decline in tree health—evident by increased number of dead, dying and stressed trees—due to drought.

• Current issues include:
  – Decline in overall tree health due to drought
  – Defoliation and dieback (parts/stands of trees dying without obvious or known cause)
  – Competition for resources causing stunted tree growth
  – Pest infestation

• Consequence of not addressing issues include:
  – Further decline in tree health leading to tree failures and possible property damage
  – Increase in gaps in the Reserve (from tree deaths)
  – Lack of species diversification could result in one devastating pest infestation wiping out the entire Reserve/complete defoliation
Urgent Safety Work

1. Defensible Space Work (December)
   - UCSF is repeating the defensible space work done in 2013, providing up to 100 feet of fuel clearance around structures. These areas constitute approximately 15.6 of the total 61 acres.
   - Within the first 30 feet of structures, all flammable vegetation (non-woody perennial plants) will be cleared by goats. Workers will trim tree branches up to 10 feet off the ground.
   - Remaining 70 feet of defensible space will include removal of all ladder fuels (mostly ivy).
   - San Francisco Fire Department concurs that defensible space is needed due to extra-hazardous fire conditions.

2. Johnstone Eucalyptus Stand (December to January)
   - UCSF arborists and Fire Marshal became concerned about the condition of the trees on Johnstone Drive, from Medical Center Way to Nike Road.
   - UCSF hired two consulting arborists to evaluate, recommend course of action.
   - The project will include replanting.
Urgent Hazardous Tree Work
Hazardous Trees along Johnstone Drive
Hazardous Trees
Managing the Reserve

- UCSF determined in late 2013 that its top priorities in maintaining the Reserve were protecting lives and structures. UCSF took two actions:
  - Executed urgent fire safety work (defensible space)
  - Revised its Mount Sutro management plan, proposing a “hazard reduction” approach to protect lives and structures vs. an earlier “forest management” approach intended to ensure the long-term health of the Reserve.

- Documented, ongoing widespread decline in the health of the Reserve has caused us to rethink the need for the adoption of a forest management plan.

- We are initiating a process to develop a new forest management plan.
Reserve Management

UCSF will hire one or more forest management consultant(s) to develop a forest management plan that will be reviewed by a volunteer panel of experts and the community.

- Key elements of the plan will include:
  - Improves safety of the Reserve and protects lives and structures
  - Addresses hazard reduction and promotes a sustainable ecosystem
  - Includes a replanting strategy to promote biodiversity
  - Utilizes a phased-in approach

- Key criteria in selecting the consultant(s) include:
  - Experience in eucalyptus groves and urban forestry
  - Thoughtful, measured approach to forest management

- Consultant(s) are expected to be on board by the end of the year.
Public Process

1. Technical Advisory Committee (TAC) 
   - Experts in forestry, biology, ecology, biodiversity and habitat restoration have volunteered to provide input on forest management strategies:
     - Lew Stringer, Restoration Ecologist, Presidio Trust
     - Peter Brastow, Senior Biodiversity Coordinator, SF Dept of the Environment
     - Joe MacBride, Professor Emeritus, UC Berkeley
     - Peter Ehrlich, Forester, Presidio Trust
   - TAC to review/comment on management plan developed by consultant.
   - TAC to meet three times, plus a field trip. All meetings open to the public.

2. Community Process
   - UCSF will hold at least two community events to provide information on the plan and solicit feedback. These events will feature information on the components of the plan. Community members have the opportunity to ask questions and comment on the proposed plan.

3. Environmental Review Process
   - UCSF will hold an EIR public hearing to solicit public comment on the revised Draft EIR.
Environmental Review

• UCSF will revise the project description included in the January 2013 draft EIR based on the recommendations of the consultants, the TAC and the community.

• UCSF will hold a public hearing on the revised EIR, followed by a 45-day public comment period.

• UCSF will prepare and distribute written responses to comments on the draft EIR.

• The final EIR will be published.

• We plan to begin implementation in September 2017 (UCSF’s policy is to avoid work during bird-nesting season from March through August).
Project Timeline

- Winter-Spring 2016: Convene TAC meetings
- Spring-Summer 2016: Define revised project
- Summer-Fall 2016: Community process
- Fall 2016: Recirculate Draft EIR
- Fall 2016: Public hearing on recirculated Draft EIR
- Winter 2016: Prepare responses to comments
- Spring 2017: Publish Final EIR
- Fall 2017: Begin phased implementation (bird-nesting season from March-August)

Dates are approximate and subject to change
Long Range Development Plan

Kevin Beauchamp
Director of Physical Planning, Campus Planning

Tammy Chan
Senior Planning, Campus Planning

CAG Meeting December 2, 2015
UCSF’s LRDP Commitments

Measurement and Accountability at Parnassus Heights

- Ongoing allocation of financial resources (via UCSF’s ten-year Capital Financial Plan)
- Progress towards space ceiling goals
- Status of demolition proposals
- Measure mode split of UCSF employees
- Monitor success of proposed transportation improvements by measuring vehicles through key gateways
# Progress Towards Space Ceiling

<table>
<thead>
<tr>
<th>Completed</th>
<th>GSF</th>
<th>Space Ceiling Overage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nov. 2014 2014 LRDP Approved</td>
<td>3,844,800</td>
<td>8.3%</td>
</tr>
<tr>
<td>Nov. 2014 Removal of Housing from Space Ceiling</td>
<td>(132,400)</td>
<td>4.6%</td>
</tr>
<tr>
<td>Aug. 2015 Demolish Laboratory of Radiobiology</td>
<td>(18,730)</td>
<td>4.0%</td>
</tr>
</tbody>
</table>

| In Progress                                   |        |                      |
| ~Feb. 2016 Demolish MR4                       | (12,100) | 3.7%                 |
| ~Spring 2016 Construct Emergency Pump House   | 150     | 3.7%                 |

| Future Proposals                              |        |                      |
| • Demolish Surge, Woods, EHS, LPPI, Proctor and Koret | (70,000) | 1.7%                 |
| • Convert UC Hall and Millberry Union Towers to Housing |        |                      |
| • Construct New Hospital Addition             |        |                      |

| Projected GSF Applicable to Space Ceiling in 2035 | 3,611,720 | 1.7% |

CAG Meeting December 2, 2015
Between 2014-2015, UCSF’s overall drive alone rate decreased from 34% to 32%.
Between 2014-2015, UCSF’s drive alone rate at Parnassus Heights decreased from 34.9% to 30%.
Progress Towards Transportation Improvements

GOAL: Reduce Congestion on Parnassus Avenue

- Ongoing effort to enhance Central Receiving
  - Restriping and station a dockmaster
- Consolidate and route campus deliveries centrally
  - Today, approximately 900 parcels/day are routed through Oyster Point, with additional efforts underway
- Ongoing discussion with the Medical Center to route non-essential deliveries to Oyster Point
- Continue to implement Phase 1 of the Parnassus Avenue Streetscape Plan
Update Gateway Counts in Fall 2016

- The 2014 LRDP included a commitment to conduct gateway counts to monitor loading and delivery improvements every 2 years, starting in 2016.

Similar to Counts Conducted in Fall 2013

- Count will be conducted at the three gateways to the campus:
  - Fifth/Parnassus, Fifth/Kirkham, & Medical Center Way/Parnassus
  - On two weekdays from 7 AM to 7 PM
  - Classify the types of vehicles entering and exiting the campus

Source: Fehr & Peers
Vehicle Counts at Key Gateways in 2013

Daily Average Parnassus Campus Gateway Vehicle Counts 2013

Source: Fehr & Peers

CAG Meeting December 2, 2015
Campus Updates

• Workforce Development
• Parnassus
• Mission Bay
Workforce Development Update

EXCEL Program

Cycle 9 Update

• 18 participants graduated in November 2015
• 11 placed into temp positions immediately after completing internships
Workforce Development Update

EXCEL Program

Cycle 10

- More than 140 applications to the program
- 21 participants (including 9 from Bayview Hunter’s Point/Visitacion Valley) started training in October 2015
- Paid internships begin in January 2016
Workforce Development Update

CSB Phase I

CSB Retrofit & Renovation

UC Hall Retrofit & Renovation

CAG Meeting December 2, 2015
Parnassus

Local Construction Hiring

- Clinical Sciences Building Phase I – Hazardous Abatement
  - Local hiring goal 30%
  - November 2014 – October 2015: 17%
  - 28 SF residents performed 3,600 of 22,057 construction hours
  - Phase II – CSB interior demolition: Delayed until Feb/Mar 2016
Campus Updates: Parnassus
Current Parnassus Construction Projects
Laboratory of Radiobiology Staging
Medical Research Building 4 (MR4)
374 Parnassus Landscaping Project
Upcoming Projects

Clinical Sciences Renovation
  • Soft Demolition and Abatement
  • Hard Demolition and Foundation

Emergency Firewater Pump
  • Build new fire pumps to respond to potential fires

PG&E Voltage Regulator
  • PG&E install voltage regulator for reliable power.
  • Impact on 3rd and Parnassus

5th and Kirkham Traffic Calming
Mitigation Measures

- Community Notification
- Construction Work Guidelines
  - Limiting noisy work during work hours and weekends
  - Limiting truck traffic during work hours and weekends
- Truck Routes

Community Meeting - Monday, December 7
- Discuss construction impacts
Sponsoring Community Events

Cole Valley Street Fair: September 27, 2015

Physical Therapy Program

- Ten Physical Therapy students and faculty provided strength tests for legs, shoulders, and core to more than 40 adults and children
Campus Updates: Mission Bay
Mission Bay

Block 33 - approximately 340,000 GSF

- Provide academic and administrative office space, ophthalmology clinical space and infrastructure improvements

Neurosciences Research Building – approximately 270,000 GSF

- Provide research programs in Psychiatry and Neuroscience in addition to clinical space and a vivarium
- Utilize as support spaces for various campus research units at multiple sites including Parnassus Heights, Mission Bay campus and the Hunters Point facility

Precision Cancer Medicine Building - approximately 170,000 GSF

- Will include cancer specialty clinics, infusion center, radiation oncology therapy, pharmacy, lab, MRI and linear accelerator (LINAC) with other related programs
Dogpatch

2130 3rd Street - Child, Teen & Family Center

• Holistic psychiatric center redefining mental health care through a powerful array of diverse services

560/566 and 600 Minnesota

• Acquired Oct. 2015 as potential graduate student, trainee affordable housing

654 Minnesota Consolidation

• Occupied by administration and UCSF Police Department
• Will add 65 staff to the existing 210
• Work will reconfigure workstations, and make minor modifications to the electrical, lighting and telecommunication/data system
Mission Bay & Dogpatch Preliminary Project Schedules

- **Block 33**
  - Design (red)
  - Construct (green)
  - Occupy (blue)

- **Neurosciences Research Building**
  - Design (red)
  - Construct (green)
  - Occupy (blue)

- **Precision Cancer Medicine Building**
  - Design (red)
  - Construct (green)
  - Occupy (blue)

- **Child, Teen & Family Center - 2130 - 3rd St**
  - Design (red)
  - Construct (green)
  - Occupy (blue)

- **Minnesota Housing Properties**
  - Design (red)
  - Construct (green)
  - Occupy (blue)
Key Points of Community Consultation in Dogpatch – preliminary schedule

• Community Meeting on proposed programs and timelines January 2016

• Engage Community early-on in design processes 1st Qtr 2016

• Environmental review & construction schedules: neighbor notification 3rd/4th Qtr 2016

• LRDP Community Planning Principles: Community Meetings 3rd/4th Qtr. 2016
UCSF Community Planning Principles

Organization of the Community Planning Principles

• Community Consultation
• Community Notification
• Cushioning of Impacts
• “Proportional Share” Funding
• Community Involvement Mechanism
Sponsoring Community Events

UCSF Dental & Medical Screening

Southeast Community Facility Health Fair: October 3, 2015

• UCSF Medical Students: 11 provided blood pressure screening to more than 100 adults
• UCSF Dental Students, Residents and Faculty: 14 provided pediatric dental screening
  ▪ 19 children; 10 cavities detected; 1 referral
Sponsoring Community Events

UCSF Dental Screening

Potrero Hill Festival: October 17, 2015

- 16 Dental Students, Residents and Faculty provided pediatric dental screening services
  - 32 children; 22 cavities detected; 1 referred for follow up care
Sponsoring Community Events

Young Community Developers Graduation Ceremony: October 23, 2015

- 13 participants celebrated graduation from the YCD and Hunters Point Family 12-week Environmental Protection Agency (EPA) Job Readiness Training Program
- Senator Mark Leno gave keynote address on keeping our environment safe
- Graduates earned certifications in:
  - Soft Skills Training from the Equipped for the Future Curriculum
  - Hazmat
  - HazWoper
  - Lead & Asbestos
  - Confined Space
  - OSHA
Public Comment  (Items on the agenda)

Three minutes per speaker
Next Steps