Community Advisory Group

June 7, 2017
Agenda

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 Community Construction Outreach Program Update
6. Dogpatch Cushioning Task Force Update
   • Dogpatch investments
   • Project teams
   • Transparency
7. Campus Updates
   • Mission Bay
   • Workforce Development
   • Parnassus
   • Mount Sutro
8. Public Comment
UCSF Community Construction Outreach Program Update
Community Construction Outreach Program

The SF Office of Economic and Workforce Development’s CityBuild program was selected as UCSF’s community partner through a competitive bid process. CityBuild will be responsible for responding to worker requests from subcontractors, vetting prospective workers to ensure residency and minimum qualifications, and referring names to the subcontractors for possible hire.

- **Precision Cancer Medicine Building** – May 2017 – August 2018
  - General Contractor – Rudolph & Sletten
- **Block 33** – June 2017 – April 2019
  - General Contractor - Webcor
- **Minnesota Street Housing** – July 2017 – August 2019
  - General Contractor – Skanska
- **Clinical Sciences Building Phase II** – Fall 2017
  - General Contractor – Plant Construction
- **Zuckerberg San Francisco General Hospital** – Spring 2018
  - General Contractor - TBD
CityBuild

Office of Economic and Workforce Development
Overview of CityBuild Services

CityBuild

- CityBuild Academy
- CAPSA
- IPO Program
- ENS
- Women’s Leadership Program
- Construction Sector Bridge
- Construction Career Development Services
- Administration
- Other Construction Training Programs
- Program Outreach
- Automotive
- Compliance
## CityBuild Training Tracks

<table>
<thead>
<tr>
<th>CityBuild Academy Pre-Apprenticeship</th>
<th>Construction Administration &amp; Professional Service Academy (CAPSA)</th>
<th>PY15-16 CityBuild Placements</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 18 week hands-on training in partnership with City College</td>
<td>• 18 week training and career development program</td>
<td>2,170+ participants placed in the construction sector</td>
</tr>
<tr>
<td>• Classroom instruction and up to 15 college credits</td>
<td>• Classroom instruction and college credit through City College</td>
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<tr>
<td>• Case management, retention and support services</td>
<td>• Training in Microsoft Office, QuickBooks, construction terminology</td>
<td></td>
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<tr>
<td>• Industry certifications</td>
<td>• Case management and retention services</td>
<td></td>
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<tr>
<td>• Access to CityBuild Women’s Leadership and Mentorship Group</td>
<td>• Access to employer networks</td>
<td></td>
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<tr>
<td>• Job referrals and placement assistance</td>
<td>• Job referrals and placement assistance</td>
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<tr>
<td>• Math tutoring and preparation</td>
<td>• On-the-job training internship with a partner construction company</td>
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<td>• VESL support</td>
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</table>

CityBuild Academy

• 18 week training and career development program
• Classroom instruction and college credit through City College
• Training in Microsoft Office, QuickBooks, construction terminology
• Case management and retention services
• Access to employer networks
• Job referrals and placement assistance
• Math tutoring and preparation
• VESL support

PY15-16 CityBuild Placements

2,170+ participants placed in the construction sector
CityBuild Academy Modular Trainings

- NERT Training
- Rebar training
- Welding training
- Cement and concrete training
- Plastering training
- Tunneling training
- Asbestos and Lead Abatement
- Construction Administration and Professional Services Academy
- CCSF Construction Management (Core Skills)
- Document Technology Certificate
Construction Industry Partnerships

- Laborers—instruction and direct entry
- Carpenters—curriculum and direct entry
- Ironworkers—rebar and welding instruction
- Cement Masons—hands on instruction and direct entry
- Plasterers—advanced apprenticeship placement
- Operating Engineers—priority consideration
- Sheet Metal Workers—exam preparation
- Electricians—course instruction and direct-to-interview
- Painters and Allied Crafts—course instruction
- Sign and Display
Local Hire Policy for Construction

Overview

• Promotes utilization of local residents on locally sponsored projects

• Applies to contracts for public work or improvement projects in excess of $600,000

• Mandatory participation level is 30% of all project hours within each trade to be performed by local residents

• At least 50% of project work hours performed by apprentices within each trade shall be performed by local residents

• Local resident = an individual who is domiciled within the City and County of San Francisco at least 7 days prior to commencing work on a project

Guidelines

• Local Hiring Workforce Projection – must be submitted through Elation Systems. Contractors required to identify trades, contractors, estimated total, local work hours to be utilized

• Local Hiring Plan – submitted/approved through Elation Systems for project with engineer estimates in excess of $1,000,000. Contractors required to identify trades, contracts, total, local journey and apprentice work to be utilized

• Elation Systems – contractors required to submit certified payroll for all workers through this system
Healthcare Policy Presentation: Single-Payer Healthcare Model
Single Payer Health Care: A brief tour

UCSF Community Advisory Group

James G. Kahn, MD, MPH

7-Jun-2017
# U.S. Health Care System

(too complex for a 7-minute talk!)

<table>
<thead>
<tr>
<th>Health System Functions</th>
<th>Explicitly Public Financing (47%)</th>
<th>Private Financing (53%)</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>$4,307 per capita</td>
<td>$4,839 per capita</td>
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### Revenue Collection

- Federal Taxes
- Employee + Employer Taxes
- Federal and State Taxes
- Federal, State, and Local Taxes

### Risk Pooling

- National / Veterans Administra
- National / Indian Health Service
- National / Military

### Purchasing

- Veterans
- Indian Population
- Active Soldiers

### Population

- Adults age 65 and older and long-term disabled
- Low-income
- For specific groups of very sick and/or poor

### Provision

- Public providers
- Private providers

### Health System Entities

- Employee (Private) + Employer (Private) + Public Subsidy
- OOPS ($1,081 per capita)
- Others
- Households
- HMOs
- PPOs
- Others

### 17% of GDP

- 17% of GDP: 1.7 trillion
- Private Financing: 53%
- Explicitly Public Financing: 47%

### Public vs. Private Providers

- All
- Households
- Others
- Public providers
- Private providers

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CAG Meeting June 7, 2017
Key features of US Health Care Financing

- **~18% of GDP**
  - 2015 ~$3.3 T, $10,100 per capita

- **Public programs – 43%** eg Medicare (elderly, long-term disable) and Medicaid (poor)

- **Private – 34%**
  - Employers – 21%
  - Families – premium contribution – 13%

- **Real public contribution – 65%** – programs, employees, taxes

- **Families** – uninsured services, copays etc – 15%

- **Other private – 7%**

Martin, Health Affairs 2011
Affordable Care Act - ACA (March 2010)

Report Card

- Private insurance regulation – fairer (guaranteed issue, community rating, no rescission)

- Coverage
  - Insurance exchanges - individuals / small business
  - Public means-tested – expand (Medicaid, CHIP)
  - Uninsured down ~40% to about 10%, under-insured up

- Subsidies for poor / near-poor

- Medicare - close gaps, control costs?

- Administrative costs – up

- New appreciation for role of fed govt in insurance
U.S. Health Care Financing

Multi-payer health care financing

**Funds**
- Employer
- Premium contrib.
- Income taxes
- Out-of-pocket

**Payers**
- Many "pools"
  - Multiple private payers & many benefit plans
  - PPO vs capitated, many blends/variants
  - Public: Medicare, Medi-Cal, S-CHiP, VA, Indian Health,
  - ~60 safety net programs

**Providers**
- Public & Private
  - Doctors
  - Hospitals
  - Pharmacies
  - Device vendors
  - Skilled Nursing Fac.
  - Other

Admin costs of insurance 15%
Admin costs overall 30%
BIR as a % of Healthcare Spending

Figure 3
Allocation of spending for clinical care and administration in the U.S. health care system. Values represent share of 2012 U.S. Health Consumption Expenditures (minus government public health activities; i.e., ~$2.6 trillion). BIR = billing and insurance-related costs. Non-BIR admin = all other administrative costs, e.g., medical records, scheduling. Non-BIR admin estimate detailed in Additional file 1.

>$350 billion per year excess
(Eli – that’s $1 billion per day!)

Kahn et al. 2014
Single Payer Financing

- All funds for health care put into a single public acct
  - Which pays private and public providers
  - Based on rates negotiated with classes of providers
  - Using a very efficient payment process

- Everyone is covered
  - Benefits are uniform and comprehensive
  - Can choose providers freely

- Common in OECD countries

- Short-hand in U.S. – “Improved Medicare for All”
Single payer health care financing

**Funds**
- Employer / Employee
- Income taxes
- Out-of-pocket (modest)

**Payers**
- Single public pool, one benefit package.
- FFS or capitated outpt
- Facility budgets inpt

**Providers**
- Public & Private
- Doctors
- Hospitals
- Pharmacies
- Device vendors
- Skilled Nursing Fac.
- Other

Admin costs of insurance < 5%
Admin costs overall 15-20%
Current Single Payer Bills

- California SB-562 – Lara
- U.S.
  - HR 676 – Conyers
  - SB ??? – Sanders
- New York
PERI analysis of SB-562

- Current spending $370 billion
- New spending
  - Newly insured $15.7 b
  - Newly fully insured $19.7 b
- Potential savings
  - Administration simplification $27 b
  - Lower drug pricing $13.8 b
  - Medicare reimbursement rates $11.8 b
  - Reduced fraud & inefficiency $20 b
Dogpatch Community Task Force
Zeroing in on Community Priorities

Supervisor Cohen and her staff participated in many meetings with members of the City’s team and members of the DCTF to identify neighborhood priorities for UCSF’s cushioning actions.

- Supervisor Cohen and staff
- San Francisco City Planning
- Central Waterfront Public Realm Plan
- Department of Public Works
- Office of Economic and Workforce Development
- Dogpatch Community Task Force Members
- Neighbors
Advancing Dogpatch Neighborhood Priorities

Total Amount For All Priority Projects

- UCSF
- City and County of SF
- Dogpatch NW Potrero Green Benefit District
- Developer Agreements

Funding Partners
UCSF’s Proposed Cushioning Actions

• Projects and UCSF’s Cushioning Investments
• Other UCSF Contributions
• Next Steps
• Policy Considerations
Location Map of Proposed Projects

Proposed Projects and Improvements

1. The Hub (support historic preservation)
2. Esprit Park Improvements
3. 22nd St. Western Steps (stairs connect Missouri to Connecticut)
4. Caltrain Gateway
5. 18th Streetscape Improvements: Traffic signal at 18th and Minnesota

Legend:
- Caltrain
- UCSF Mission Bay Campus
- UCSF Building in Dogpatch Neighborhood
- Pipeline UCSF Project
- Existing Park
- Planned Park
- Streetscape funded by UCSF cushioning budget
- Streetscape funded by UCSF project budget
UCSF’s Proposed Cushioning Actions

The Hub – UCSF Commitment is $4.2 million
The Hub

The Future Dogpatch Hub
Proposal by Friends of The Dogpatch Hub
April 2017
UCSF’s Proposed Cushioning Actions

Esprit Park – UCSF Commitment is $5 million
Esprit Park Renovation Concept

Schematic Landscape Design City Planning Reviewed with Neighbors

30 CAG Meeting June 7, 2017
UCSF’s Proposed Cushioning Actions

22nd Street Stair Connector: Missouri to Connecticut
– UCSF Commitment is $500,000
22nd Street Connector Stairs Project:

- Connects Dogpatch to existing recreation space
- Completes Green Connection from Central Waterfront to Noe Valley
UCSF’s Proposed Cushioning Actions

Caltrain Gateway Improvements
– UCSF Commitment is $250,000
22nd Street Caltrain Station Entrance

- Station has fastest-growing ridership in California
- Growth in the area means need for reduced reliance on cars
- 22nd Street is a major east-west corridor
- The current station gateway is hard to find, poorly signed
- No station upgrades are planned
- This area should be improved in conjunction with 22nd St.
- Bike and scooter parking improvements are also planned
- Improvements benefit the community as well as UCSF students, staff and visitors
UCSF’s Proposed Cushioning Actions

Traffic Signal at Minnesota and 18th Street
– UCSF Commitment is $600,000
Traffic Signal At 18\textsuperscript{th} and Minnesota
UCSF Cushioning Investment

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

TOTAL = $10.55M

Funding these investments is contingent upon passage of the CEQA statute of limitations without challenge to the two projects. If there is a CEQA challenge, UCSF’s cushioning investments would commence once the CEQA challenge(s) are resolved.
Additional UCSF Contributions

- City has asked for UCSF, and other area employers, to contribute towards the construction of the 16th Street ferry landing.

- UCSF is providing construction coordination for more than 60 development projects underway over the next 3+ years along the Third Street Corridor to minimize negative impacts on the community.

- Good neighbor policy to ensure minimal disruption in the community by UCSF employees.

- Neighborhood-serving amenities:
  - Corner store at Minnesota Housing
  - Retail at 2130 Third Street
  - Pick-up/Drop-off area for Uber, Lyft on Minnesota Street

- Neighborhood safety (increased UCSF police presence)
Next Steps

Formation of project teams (7–11 members) for each project (except the traffic signal, which will be coordinated internally) to work on next steps for implementation of the projects.

Project teams will develop an action plan for MOUs, timelines, milestones, work plans and will provide monitoring and accountability, reporting to the CAG.

Project teams could include some/all of the following members:

- CAG representative
- Project sponsor
- Neighbor representatives
- Dogpatch and Northwest Potrero Hill Green Benefit District representative
- City staff and representative of Supervisor Cohen’s office
- UCSF staff
- Technical/Expert advisors
Policy Considerations

The DCTF requested UCSF to respond to several policy proposals, which were grouped under “Transparency and Cooperation”

- Request: Participation/Community liaison for remediation and construction

  **UCSF Response:** Done

- Request: Expanded local hire/permanent jobs

  **UCSF Response:** UCSF commits to the continuation of its Community Construction Outreach Program, which actively promotes opportunities for San Francisco residents to help build UCSF’s facilities. Since March 2011, UCSF has aligned its voluntary local hiring goal with the goal outlined by the City and County of SF. In addition, UCSF—in partnership with the City and County of SF and JVS—continues to train and provide paid administrative internships for 40 low-income San Francisco residents each year, resulting in a 70% job placement rate.
Policy Considerations (continued)

- Request: Effective participation in transportation demand management program
  
  **UCSF Response:** Done

- Request: Expanded indigent care
  
  **UCSF Response:** UCSF, as part of the UC system, remains committed to providing care to all patients, and this contribution is a major part of our commitment to the community. UCSF, as a healthcare facility that treats very sick adults and children, sees more Medi-Cal hospital patients than any other facility in the City. Care to this population is subsidized by UCSF, and the cost totaled nearly $217 million in 2015.

- Request: Identify planned use for all 5 UCSF Dogpatch properties
  
  **UCSF Response:** Use for 777 Mariposa TBD.
Policy Considerations (continued)

- Request: No further intrusion into Dogpatch
  
  **UCSF Response:** UCSF and its leadership fully understand the request and the neighborhood’s concerns. UCSF proposes to continue this discussion with the community through the Community Advisory Group.

- Request: Rescind Life Sciences and Medical Special Use District.
  
  **UCSF Response:** UCSF supports Planning Director John Rahaim’s proposal that the City evaluate the effectiveness of the Life Sciences and Medical Special Use District.
Campus Updates

- Mission Bay Vicinity
- Parnassus
- Mount Sutro
- Zuckerberg San Francisco General Hospital
Mission Bay Parking and Construction Logistics

- UCSF is providing contractor parking at Blocks 15 and 16. Contractors access parking via Fourth Street to Nelson Rising Lane toward Fifth Street.

- UCSF is facilitating monthly coordination meetings of Mission Bay projects (including the SF Giants, Uber, and the Warriors)
Mission Bay Construction: Weill Building
Formerly referred to as Block 23A. Home of the UCSF Weill Institute for Neurosciences, which unites the neurosciences community throughout UCSF

- **Patient care:** Multidisciplinary teams deliver the most effective therapies and offer access to trailblazing clinical trials in new clinics.
- **Research:** From basic to clinical research, leading scientists work together to identify and repair the biological causes of brain disorders, hastening the translation of discovery to cure and prevention in state-of-art laboratories.
- **Education:** Top-ranked programs in neurosciences educate the next generation of health leaders in the Neurosciences Learning Center.
Joan and Sanford I. Weill Neurosciences Building: Exterior Perspective

View From 4th Street at Gene Friend Way
Joan and Sanford I. Weill Neurosciences Building

Project Schedule:
Community Meeting April 4, 2017
Mission Bay CAC Review April 13, 2017
Design Approval by Regents May 18, 2017
Parking Lot Closed June 2017
Construction Begins Fall 2017
Construction Completion Spring 2020
Mission Bay Campus Utilities Work

Schedule:
• Work duration: June 2017 to June 2018
• Mobilization planned end of June
• Work will occur in five sections/phases

Impacts:
• Shuttle stops on Fourth Street will be temporarily relocated (lot 14/15), and portions of the sidewalks closed
• Affected landscaping will be restored after the project is complete
Block 33: Administrative Offices and Ophthalmology Department/Clinics

Schedule:

- **July 2017:** Mobilization
- **August 15, 2017:** Groundbreaking Ceremony
- **September 2019:** Anticipated Completion/Move-In
Mission Bay Construction: Precision Cancer Medicine Building

- Early foundation work occurring.
- Deep foundation work and underground utilities, with shallow foundation work starting in June.

Project Timeline:

- May 2017: Commence Construction
- September – December 2017: Structural Steel Installation
- January - October 2018: Interior Construction
- Winter 2018: Furniture and Equipment Move In
- Spring 2019: Open to Patients
Medical Center Helipad at Mission Bay

Alternate Flight Paths

- Helipad serves critically ill children and pregnant women

- Three flight paths for the helipad were approved by Caltrans Aeronautics and the Federal Aviation Administration (FAA) to the east (most used); to the north over Pier 54; and to the west

- When tall construction cranes impede use of the eastern flight path, pilots will utilize the northern flight path

- We are working with our medical transport team to minimize disturbance to neighbors during this period of construction activity
## Dogpatch - Estimated Project Timelines

<table>
<thead>
<tr>
<th>Project Activity</th>
<th>2130 Third St.</th>
<th>Minnesota St. Graduate Student &amp; Trainee Housing</th>
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<tbody>
<tr>
<td>Community &amp; Neighborhood Meetings</td>
<td>Nov ‘15 – May ‘17</td>
<td>Nov ‘15 – May ‘17</td>
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<tr>
<td>Design Process</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Community Engagement</td>
<td>July ‘16 – May ‘17</td>
<td>May ‘16 – July ‘17</td>
</tr>
<tr>
<td>• Start Construction</td>
<td>Summer 2018</td>
<td>Summer 2017</td>
</tr>
<tr>
<td>Complete Construction</td>
<td>Winter 2019</td>
<td>Summer 2019</td>
</tr>
<tr>
<td>Occupancy</td>
<td>Summer 2020</td>
<td>Summer 2019</td>
</tr>
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</table>

CAG Meeting June 7, 2017
Campus Updates

- Mission Bay Vicinity
- Parnassus
- Mount Sutro
- Zuckerberg San Francisco General Hospital
Parnassus Projects
Clinical Sciences Building

New general contractor for second phase of the project will begin work in July.

UCSF will introduce new contractor to the community at our quarterly community meeting (in August)

Anticipated final project completion in spring 2019
Saunders Court

- Site will continue to be a staging/storage area for contractors
- Installation of new permanent fencing with full screening (anticipated to be in place for 2-3 years) around court and adjacent to Clinical Sciences Building with lighting
- Pathways will be restored and repaired in all temporary paving areas around the courtyard
- Temporary closures of walkways with rerouting of pedestrians in work area. Area between the Medical Sciences Building and the School of Nursing will remain accessible
Medical Center Way Guardrail Replacement

Before

Current
Medical Center Way Repaving

Scope of work:

- Restriping from Parnassus Avenue to Johnstone Drive
- Asphalt repairs from 50 Medical Center Way to the tank access road
Parnassus Projects
Kirkham Childcare Expansion

Purpose of the Project:

- As discussed in UCSF’s 2014 LRDP: the project increases the childcare space to 93 spaces (adding 21 spaces).
- The UCSF waitlist is currently more than 600 children

Work included:

- Conversion of a multi-purpose room to a classroom
- Addition of shelving and new furniture

Future Improvements:

- New slots will be phased in. Currently, there is an increase of 12 children, with full phase-in anticipated in September
- There will be two new teachers
- Playground improvements are planned for late 2017
Active Parnassus Projects
Emergency generators were replaced with newer and more efficient models. New emergency generators migrated within the garage, facing Hillway Avenue. Previously, generators were two stories below in the ACC Parking Garage.

**Impacts:**

- Monthly testing of the emergency generators on the third Saturday of the month, the same as the current schedule.
Campus Updates

• Mission Bay Vicinity
• Parnassus
• **Mount Sutro**
• Zuckerberg San Francisco General Hospital
Mount Sutro Vegetation Management Plan: Estimated Project Timeline

- Plan Development Process

- CEQA Environmental Review Process
  - Scoping meeting Feb. 23, 2017
  - Initial Study public comments due Mar. 8, 2017
  - Draft EIR published, public comment period and hearing Summer 2017
  - EIR certification Fall 2017

- Anticipated Start of Plan Implementation Fall/Winter 2017
Clarendon Trail

- Battling blackberry 12 feet deep on 45 degree slopes, Sutro Stewards crew leaders managed hundreds of volunteers over a two-year period to build the Clarendon Trail.

- The Clarendon Trail will become the main trail entrance to the UCSF Open Space Reserve from the edge of the Parnassus Campus.
The Clarendon Trail represents a significant segment of the City’s Cross-Town Trails Corridor, interconnecting a series of open space and park areas from Glen Canyon to Golden Gate Park.
Campus Updates

- Mission Bay Vicinity
- Parnassus
- Mount Sutro
- Zuckerberg San Francisco General Hospital
On January 31, UCSF received unanimous approval by the San Francisco Board of Supervisors.

Mayor Lee signed the ordinance on February 13 at ZSFG.
# UCSF Research and Academic Building

<table>
<thead>
<tr>
<th>Event</th>
<th>Current Estimated Date</th>
<th>Final Outside Date</th>
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<tbody>
<tr>
<td>UCSF Capital Planning Approval</td>
<td>April 2017</td>
<td>April 2018</td>
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<tr>
<td>UCSF Programming Space</td>
<td>April 2017</td>
<td>April 2018</td>
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<tr>
<td>UCSF Procures Project Team</td>
<td>May 2017</td>
<td>May 2018</td>
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<tr>
<td>Schematic Design Approvals</td>
<td>June to November 2017</td>
<td>November 2018</td>
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<tr>
<td>Close of Escrow</td>
<td>November 2017</td>
<td>November 2018</td>
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<tr>
<td>UC Regents Approval of Construction Contract</td>
<td>January 2018</td>
<td>November 2018</td>
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<tr>
<td>UCSF Enters Into Construction Contract for Research Facility</td>
<td>February 2018</td>
<td>December 2019</td>
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<tr>
<td>UCSF Starts Construction</td>
<td>January 2019</td>
<td>January 2020</td>
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<tr>
<td>UCSF Substantially Completes Research Facility and ZSFG Campus Improvements</td>
<td>February 2021</td>
<td>February 2023</td>
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<tr>
<td>Current UCSF Staff into Research Facility Building</td>
<td>February 2022</td>
<td>February 2023</td>
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UCSF School of Dentistry -- Pediatric Dental Screening

Cesar Chavez Day Festival (April 29, 2017)
2017 Annual Skin Cancer Screening

- 313 screenings performed
- 60 possible skin cancers identified
  - 7 possible melanomas
- 2018 screening to be held at ZSFG
Workforce Development Update
Workforce Development Update

EXCEL Cycle 12
- 15 participants graduating on June 1, 2017
- One currently working as a F/T case manager with Arriba Juntos
- One working F/T temp with UCSF Memory & Aging

EXCEL Cycle 13 Recruitment
- Seven community orientations scheduled beginning June 5, 2017
- Application deadline – June 12, 2017
- Classroom training to begin July 17, 2017
- Recruiting 20 San Francisco residents