Community Advisory Group Meeting

June 6, 2018
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. Labor Relations Update
5. Real Estate Update
6. Comprehensive Parnassus Heights Plan
7. Questions and Comments on Campus Updates
8. Public Comment *(items on agenda – 3 minutes per speaker)*
9. Next Steps and Adjourn
Public Comment

- Regarding items not on the agenda
- Three minutes per speaker
- If item runs over 15 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
Labor Relations Update
Collective Bargaining at UC

- UC’s Office of the President oversees the bargaining process for all contracts
  - UCOP delegates responsibility to locations for local bargaining units
  - UCSF participates in system-wide bargaining

- 13 system-wide and 15 local bargaining units
  - Representing over 91,000 employees statewide

- 12 of the system-wide units include UCSF and 2 local bargaining units
  - Representing approximately 15,000 employees
  - Overall approximately 60% of UCSF non-faculty population are represented by a union
Status of Labor Contracts

AFSCME Service Unit (SX) Expired June 30, 2017
- Food Service Workers, Shuttle Drivers, Custodians
- Approximately 1,100 employees

Completed HEERA mandated processes

AFSCME Patient Care Technicals (EX) Expired Dec. 31, 2017
- Respiratory Therapists, Radiology Techs, Pharmacy Techs, Medical Assistants, Sterile Processing Techs, LVNs
- Approximately 3,100 employees

Fact-finding hearing dates scheduled in June and July

CNA Nurse Unit (NX) Expired Sept. 30, 2017
- Clinical Nurses, Nurse Practitioners, Nurse Anesthetists
- Approximately 3,700 employees
Status of Labor Contracts (cont.)

UPTE Research Support & Technical Units (RX & TX) Expired Sept. 30, 2017
- Clinical Research Coordinators, Staff Research Associates and Animal Health Technicians, Business Technical Support Analysts, EH&S Technicians
- Approximately 1,500 employees

UPTE Health Care Professionals (HX) Expired October 31, 2017
- Clinical Lab Scientists, Social Workers, Pharmacists
- Approximately 1,300 employees

CIR-SEIU Interns and Residents New Local Unit
- Physician Residents, Interns
- Approximately 1,200 employees

UC-AFT Librarians Expires September 30, 2018
- Librarians
- Approximately 13 employees
UCSF Real Estate Update
UCSF Real Estate Update
2130 Post Street
UCSF Real Estate Update
2130 Post Street

- An anonymous donor generously provided to UCSF, by means of a gift and an exchange of property, a multi-unit residential apartment building at 2130 Post St., adjacent to UCSF’s Mount Zion campus.

- This allows UCSF to significantly increase the below-market housing available to faculty, increasing availability to 94 units from the current 23.

- UCSF will invest approximately $15 million in seismic, safety, and ADA improvements, requiring the building to be vacated.

- The building was not subject to the city’s rent control provisions, and the market-rate rent for the mostly two-bedroom units was between $3,000 to $6,000 per month, exclusive of parking.
UCSF Real Estate Update
2014 LRDP on Housing

- Make a positive contribution to San Francisco’s affordable housing stock by directly providing housing and by using financial and technical resources to assist with the development of increased housing opportunities for UCSF students, staff and faculty in order to relieve housing demand in the local community.

- Ensure that UCSF development will seek to avoid adversely affecting the availability and affordability of housing. Address the need for student and junior faculty housing by making additions to the existing housing stock, while respecting existing neighborhood character.

- Avoid displacement of existing residential units or individuals who could be displaced by converting housing to other uses. Continue the UCSF practice of not acquiring existing residential property for non-residential use.

- Should UCSF lease or purchase existing residential property for residential use and displacement occurs, assist in securing suitable and equivalent replacement housing for existing residents or tenants prior to displacement—in the same neighborhood, if possible.
UCSF Real Estate Update
2130 Post Street: Relocation Plan

- As of March, 57 of the 71 units were leased. All current leases expire on or before March 9, 2019.

- Tenants will be eligible for relocation assistance/benefits under the California “Relocation Assistance Code,” which applies when occupants are required to vacate property as a result of a lease or acquisition by the UC Regents.

- UCSF is required to prepare a Relocation Plan, approved by the Chancellor, to ensure that tenants receive uniform, fair and equitable treatment. The draft plan will be presented to tenants at a public meeting.

- A relocation consultant will meet with tenants to complete an individual relocation plan and assist tenants in securing new residences.

- The relocation benefits provided per UC policy conform with the State of California’s benefits and exceed benefits required by the City and County of San Francisco.

- UCSF is considering allowing some tenants to move back in.
UCSF Real Estate Update
2130 Post Street: Need for Faculty Housing

- UCSF’s current campus housing units are located at the Parnassus Heights and Mission Bay campus sites. New Dogpatch housing will provide student housing.

- Incoming UCSF faculty are finding it increasingly difficult to find housing, impacting faculty retention and recruitment.

- Most new UCSF faculty want campus rentals for an “acclimation period,” between 1-5 years, before transitioning to a permanent home. In recent years, UCSF has grown by about 100 faculty annually.
UCSF Real Estate
2130 Post Street: Building History

- The building was designed in 1968 as a convalescent hospital and constructed in 1969. At the time of construction, no special requirements were mandated for the occupancy.

- In 1981, it was converted to student dormitories for the University of the Pacific’s Dugoni School of Dentistry; the renovation included only minor structural alterations and did not include a seismic retrofit.

- In 2012, the dormitories were converted to market-rate apartments, including relocation of selected walls, new finishes, and creation of additional apartments on the ground floor.
UCSF Real Estate Update
2 North Point
UCSF Real Estate Update
2 North Point

- An anonymous donor has generously gifted to UCSF a commercial office building at 2 North Point, at North Point Street and The Embarcadero in the North Waterfront district of San Francisco.

- Originally known as the Blue Shield Building, it has been occupied in recent years by an advertising agency. The current lease ended on May 31, 2018. The tenant has relocated to a smaller space in another location.

- The Regents acquired vacant possession of the building with slightly more than 20 years remaining on the property’s ground lease with the Port of San Francisco.
The building will undergo a $24 million seismic retrofit and renovation to bring it up to UC seismic standards, address ADA requirements, upgrade building systems and make other improvements.

This generous gift provides UCSF an opportunity to reduce operating costs by consolidating employees, currently located in multiple off-campus sites, to one location while relieving demand for office space in Mission Bay.
UCSF Real Estate
Laurel Heights Campus at 3333 California
Laurel Heights Partners, LLC is now the fee owner of UCSF’s Laurel Heights campus as a result of an exchange of property negotiated by UC.

The exchange transaction was reviewed and approved at the March meeting of the UC Board of Regents.
Comprehensive Parnassus Heights Plan
Comprehensive Parnassus Heights Plan

The facilities at Parnassus Heights are aging and the site as a whole lacks a cohesive identity. UCSF’s investment in Parnassus Heights has not kept pace with its aging central plant or changes in programmatic need, resulting in infrastructure, buildings, and interior spaces that require significant renewal and investment.

Objectives

- Develop a long-term, holistic plan for Parnassus Heights with discrete, measurable impact through the preparation of a Comprehensive Parnassus Heights Plan (CPHP).

- Ensure that the UCSF Parnassus Heights campus remains a flagship destination for the best clinical care, life sciences research, and education in the US.
Parnassus Heights will continue to be the site of the #1 tertiary/quaternary adult care hospital in the western half of the U.S., if not beyond.

Some of the best translational science in the world takes place at Parnassus Heights (immunology, stem cell biology, diabetes, neuro-oncology, transplant biology, et al), and there are great opportunities for creating new, cutting-edge programs (ImmunoX, Microbiome, Digital Hub, et al).

Parnassus Heights will remain the base for all four professional schools.

The physical layout of Parnassus Heights lends itself to a unique integration of our clinical, research and education missions.
Identified resources – space and funds – for initial phase of Parnassus Heights improvement.

Enhanced morale and energy at Parnassus Heights across stakeholders due to visible progress and milestone achievement; i.e. “Future Proof.”

As part of a separate, but concurrent process, planning and design for a “Central Research Lab” hub in the research footprint at Parnassus Heights.
Comprehensive Parnassus Heights Plan

Values

- UCSF’s commitment to re-envision the future Parnassus Heights campus includes our commitment that the campus complement and enhance the surrounding neighborhood – it's important that we are a good and responsible neighbor.

- The Parnassus Heights campus is critical to UCSF’s future and the upcoming planning process is intended to ensure our excellence in research, education and patient care well into the future – and to ensure we will continue to be an anchor institution for San Francisco.

- Over the coming year, the planning process will enable us to envision a Parnassus Heights campus that will advance the university’s mission AND enhance the neighborhood that we have called home for more than 100 years.
• The projected need for a larger Parnassus Heights hospital facility demands that we take a hard look as to how we can remain faithful to our commitment to abide by the space ceiling. As such, we will explore every appropriate avenue to manage our growth and to partner with the community to ensure the vision for the Parnassus Heights Campus benefits both the neighborhood and UCSF.
Comprehensive Parnassus Heights Plan
Project Structure and Governance

UCSF Health Strategic Clinical Facilities Plan

Project Leadership

Parnassus Master Plan Steering Committee

Central Research Lab
Research Space
Education Space
Digital Hub

Community Relations

CPHP Coordination

Board of Overseers

Input into Final Plan
Comprehensive Parnassus Heights Plan

Consultant Scope

- Site assessment for Parnassus Heights
- Prioritize future development considerations that influence physical options for Parnassus Heights
- Infrastructure, utility, and code-compliance framework
- Physical options (including a “blue sky plan,” which is adjusted based on priority constraints, such as regulatory, political, financial)
- Parnassus Heights design guidelines (for buildings fronting Parnassus Avenue and other high-profile public spaces)
- Comprehensive Parnassus Heights Plan and implementation strategy
Comprehensive Parnassus Heights Plan
Consultant Scope

- Site plan with height/bulk zones, demolition/new construction footprints and massing, circulation, site/building access, open space/recreation, housing, site infrastructure
- Long-term strategy and siting criteria for locating major uses throughout campus
- Identify near-term research opportunity sites
- Identify other implementation priorities, such as social/collegial spaces, education spaces, site and building infrastructure, code compliance plan
Comprehensive Parnassus Heights Plan
Perkins Eastman

Perkins Eastman is an international architecture, interior design, urban design, planning, landscape architecture, graphic design, and project management firm with offices in San Francisco and around the world. The Perkins Eastman team includes specialized sub-consultants with expertise in:

- Real Estate
- Landscape Architecture
- Community Engagement
- Transportation Planning
- Civil, Mechanical, Electrical, and Structural Engineering
Comprehensive Parnassus Heights Plan
Perkins Eastman

UCSF Experience

- Moffitt/Long 3rd Floor Radiology; under construction
- ACC 4th floor Hematology Clinic; completion 2014
- Outpatient surgery, diagnostic imaging and sub-specialty care; completion 2011
- UCSF Replacement Hospital Conceptual Master Plan and Program; completion 2003
Comprehensive Parnassus Heights Plan
Perkins Eastman

Mayo Clinic Destination Medical Center Master Plan
Comprehensive Parnassus Heights Plan
Perkins Eastman

LAC+USC Campus Master Plan
Comprehensive Parnassus Heights Plan
Perkins Eastman

Parnassus Heights Sketchbook
Comprehensive Parnassus Heights Plan
Perkins Eastman

Parnassus Heights Sketchbook
Comprehensive Parnassus Heights Plan
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Parnassus Heights Sketchbook
# Comprehensive Parnassus Heights Plan

**Perkins Eastman**

## Timeline

<table>
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<tr>
<th>Event</th>
<th>Date</th>
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<tbody>
<tr>
<td>CPHP consultant on board</td>
<td>April 2018</td>
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<tr>
<td>Draft Comprehensive Parnassus Heights Plan</td>
<td>Spring 2019</td>
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<tr>
<td>Final Comprehensive Parnassus Heights Plan</td>
<td>June 2019</td>
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<tr>
<td>Clinical Sciences Building Renovation Complete</td>
<td>2019</td>
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<tr>
<td>Central Research Lab Complete</td>
<td>Early 2020</td>
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<tr>
<td>New Hospital Complete</td>
<td>2030</td>
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Comprehensive Parnassus Heights Plan Questions

- How can we best integrate innovative research, education, and patient care into our plans and convey the benefits of the Parnassus Heights campus renewal to our patients, community members, faculty, and staff?
- What unique challenges does the Parnassus Heights campus—including the new hospital—present?
- How can UCSF optimize its real estate assets at the Parnassus Heights campus, while also responding to community concerns about congestion and density?
- What community benefits opportunities should be examined during this process?
Questions and Comments on Campus Updates

- Dogpatch Cushioning
- Dogpatch
- Mission Bay
- Parnassus
- ZSFG
- Mount Sutro
- Community Events
- Workforce Development
Public Comment

Items on the agenda – 3 minutes per speaker
Next Steps

Photo: Stairway approaching Aldea Housing