UCSF Long Range Development Plan (LRDP)

Further information: www.ucsf.edu/LRDP

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Campus Planning

San Francisco Planning Commission
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UCSF Overview

• One of ten University of California campuses
• Focus is solely on graduate health sciences
• 2,940 students and 1,030 postdoctoral scholars
• 22,500 full- and part-time faculty and staff
  – Second largest employer in San Francisco, after the city itself
• UCSF Medical Center recognized as a world leader in health care
• 195 acres (61 acres are Open Space Reserve)
• 8 million sf (includes leased space; excludes parking)
• Long-standing affiliations with San Francisco General Hospital and the Veterans Affairs Medical Center
• UCSF produces an estimated direct and indirect economic impact totaling $6.2 billion in the Bay Area
Planning Framework

• The LRDP guides physical development over a period of 15-20 years
  – Current LRDP adopted January 1997, with 2012 planning horizon
  – Next LRDP expected to have a planning horizon of Year 2035

• The LRDP is accompanied by an Environmental Impact Report (EIR)

• The Regents certify the EIR, and approve the LRDP and Major Amendments

• Strategic and academic planning informs space needs and program requirements, which drive the LRDP
Current UCSF Locations

Legend
- Owned Space - 3 million gsf
- LRDP Entitlement

Major Leased Sites
1. 350 Parnassus Ave
2. 3360 Geary Blvd
3. 1635 Divisadero Street
4. 2380 Sutter Street
5. 2233 Post Street
6. 1930 Market Street
7. 220 Montgomery Street
8. 50 Beale Street
9. 982 Mission Street
10. 185 Berry Street
11. 1500 Owens Street
12. 2300 Harrison Street
13. 2727 Mariposa Street
14. San Francisco General Hospital
15. 250 Executive Park Blvd
## Activities at Major UCSF Locations

<table>
<thead>
<tr>
<th>Location</th>
<th>Inpatient</th>
<th>Outpatient</th>
<th>Research &amp; Office/Admin</th>
<th>Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parnassus</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Mission Bay</td>
<td>Opens 2015</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Mount Zion</td>
<td>Through 2015</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Mission Center</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Laurel Heights</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>SFGH *</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

* UCSF provides clinical staff and conducts research in City-owned facilities at SFGH
Drivers of UCSF’s Growth

• **Research Funding**
  – Funding from the National Institutes of Health more than doubled between 1997 and 2011 ($532 million in 2011)
  – More than any other public institution in the country, and second among all institutions nationwide

• **Clinical Volume**
  – Inpatient census increased 11% since 1997
  – Outpatient volume increased 93% since 1997

• **Philanthropy**
  – Significant driver of capital construction

• **Next LRDP anticipates deceleration of growth**

• **Proposed LRDP capacity would accommodate projected growth through 2035**
Medical Center Plans

• **Mission Bay**
  – Open new specialty hospitals for children’s, women’s and cancer services in February 2015

• **Mount Zion**
  – Close inpatient services and repurpose as a major outpatient hub with diagnostic and treatment services

• **Parnassus Heights**
  – Replace Moffitt Hospital by 2030 to comply with state seismic law
Major LRDP Themes

1. Address seismically challenged buildings
2. Optimize the use of existing campus sites and space
3. Provide flexibility to accommodate growth through 2035
4. Articulate a strategy for leased and remote locations
5. Respond to environmental sustainability and Climate Action Plan goals
Overall LRDP Planning Process

LRDP OVERSIGHT COMMITTEE (Monthly Meetings Throughout)

- ANALYZE PHYSICAL OPTIONS FOR MEETING SPACE NEEDS
- DEVELOP PREFERRED PLAN AND PREPARE DRAFT LRDP
- PREPARE FINAL LRDP
- Regents Approval
- Publish Draft LRDP
- Publish Final LRDP

COMMUNITY ADVISORY GROUP (meetings throughout)

- Joint Oversight/CAG Delegation meetings
- Community Workshops

PUBLIC COMMENT

- EIR Scoping Meeting
- Public Hearing
- Regents EIR Certification

PREPARE FINAL EIR

- Publish Final EIR

PUBLIC ACTION

- Regents Approval

- Publish Draft LRDP
- Publish Final LRDP

Community Workshops

Joint Oversight/CAG

Delegation meetings
Community Participation in the LRDP Process

Purpose: to ensure maximum public involvement in this important planning process, with a focus on neighborhoods in proximity to UCSF’s main sites

- Community workshops are being held for Mission Bay, Parnassus Heights, Mission Center and Mount Zion to generate discussion and solicit feedback from neighbors on proposed physical options
- UCSF Community Advisory Group (CAG) continues to meet throughout the LRDP process and beyond
- Community informational meetings to present Draft LRDP and Draft EIR
Projected LRDP Schedule Milestones

- Oct 2012 - June 2013: Complete LRDP community workshops on proposed physical options for all major campus sites
- July 2013: EIR Scoping Meeting
- April 2014: Publish Draft LRDP and EIR (45-day public comment period)
- November 2014: Publish Final EIR and present to UC Regents for approval
Parnassus Heights

- Must address seismically challenged buildings
- Must replace Moffitt Hospital by 2030 to meet seismic requirements for inpatient facilities
- Must reduce space and manage population growth
- Must address traffic and other impacts that have resulted from UCSF’s growth in space and population
Parnassus Heights

- Retain UC Hall
- Demolish small buildings
- Create new campus housing
  - Convert 2 buildings to housing
  - Construct new housing
- Build replacement hospital and repurpose Moffitt
- Improve public realm, especially along Parnassus Avenue
- Continue to manage parking and traffic impacts
- Further community consultation needed and planned
Mission Bay

- Primary location of growth under the current LRDP
- Critical mass of research facilities established; Medical Center at Mission Bay under construction
- Expand development program to match site capacity
- Process underway to identify opportunities for 300,000 square feet of office space near UCSF’s Mission Bay campus
- UCSF will engage the community in any plans to acquire space in accord with the UCSF Mission Bay Planning Principles
Mission Bay

Two planning areas:

• North of 16th Street
  – Increase development program to accommodate research, instruction and office space needs through 2035
  – Construct additional campus housing on Block 15
  – Reduce planned parking supply to reflect significantly lower drive-alone rate than originally projected
  – Respond to community feedback by providing more variety in building heights
  – Improve public realm with sports field, retail and child care space

• South of 16th Street
  – Accommodate future inpatient and outpatient growth as previously planned
Mount Zion

- Transform into an outpatient hub after February 2015
- Buildings on the east side of the “Main Block” proposed for demolition in UCSF’s current LRDP
- Capacity analysis for that future development site is underway
Demolish three buildings along Scott Street

Explore options for new facilities to accommodate:

- Outpatient growth
- Programs relocated from Parnassus Heights
- Consolidation of leases in the vicinity
- Parking for patients and essential healthcare providers

Improve public realm
Mission Center

- No change in use is currently anticipated
- Considering long-term options to build on the surface parking lot
- Capacity analysis for that future development site is underway
Laurel Heights

• UCSF has initiated a process to identify real estate opportunities for the Laurel Heights site
• Part of a strategy to reduce the University’s operating costs by consolidating campus work sites
• If UCSF elects to proceed then the developer would be responsible for complying with CEQA and securing entitlements through the City, without relying on the University’s exemption
• Community participation is an essential component of the process
San Francisco General Hospital

- **UCSF provides clinical staff at SFGH**
- **New UCSF Building on “B/C” parking lot**
  - Research space and offices for UCSF employees now in seismically challenged buildings and off-campus leases
- **Discussions with the Planning Department and Department of Public Health Underway**
  - Exact location of building footprint
  - Building height and massing
  - Solution for displaced parking
  - Mechanism for UC development of site
Existing and Proposed Space

<table>
<thead>
<tr>
<th></th>
<th>Existing Gross Square Footage (GSF)</th>
<th>GSF Projected by 2035</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Space *</td>
<td>8,040,000</td>
<td>10,500,000</td>
<td>31%</td>
</tr>
</tbody>
</table>

* Includes owned and leased space
Excludes structured parking (approximately 1.6 million gsf across all sites currently)
Excludes Phase 2 of the Medical Center at Mission Bay, which is projected to be completed after 2035

Proposed LRDP accommodates projected growth through 2035
## Existing and Proposed Clinical Capacity

<table>
<thead>
<tr>
<th></th>
<th>Existing</th>
<th>Projected 2020</th>
<th>Projected 2035</th>
<th>% Increase from Existing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inpatient</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parnassus</td>
<td>568</td>
<td>452</td>
<td>439</td>
<td></td>
</tr>
<tr>
<td>Mount Zion*</td>
<td>90</td>
<td>--</td>
<td>--</td>
<td></td>
</tr>
<tr>
<td>Mission Bay</td>
<td>--</td>
<td>289</td>
<td>289</td>
<td></td>
</tr>
<tr>
<td><strong>Total Beds</strong></td>
<td>658</td>
<td>741</td>
<td>728</td>
<td>11%</td>
</tr>
<tr>
<td><strong>Outpatient</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Exam Rooms</strong></td>
<td>574</td>
<td>788</td>
<td>989</td>
<td>72%</td>
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</table>

* Inpatient facilities at Mount Zion would be decommissioned after the Medical Center at Mission Bay opens in 2015.
## Existing and Proposed Housing

<table>
<thead>
<tr>
<th></th>
<th>Existing</th>
<th>Projected 2035</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Units</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parnassus*</td>
<td>238</td>
<td>423</td>
<td></td>
</tr>
<tr>
<td>Mission Bay</td>
<td>431</td>
<td>954</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>669</td>
<td>1,377</td>
<td>106%</td>
</tr>
<tr>
<td><strong>Beds</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parnassus*</td>
<td>424</td>
<td>712</td>
<td></td>
</tr>
<tr>
<td>Mission Bay</td>
<td>596</td>
<td>1,264</td>
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<tr>
<td>Total</td>
<td>1,020</td>
<td>1,976</td>
<td>94%</td>
</tr>
</tbody>
</table>

* Net of 42 units/beds in three Parnassus buildings (Aldea) to be demolished by 2024
Transportation Services

- 69% of students and employees commute via modes other than single-occupancy vehicles
- UCSF has a robust and successful Transportation Demand Management (TDM) program
  - Shuttle network, vanpools, carpools with preferred parking, pretax transit savings program, onsite Clipper card sales, emergency ride home, Zimride (rideshare tool), City CarShare (pods and discounted membership), showers and lockers and over 800 bicycle racks on campus sites
  - Shuttles provide service for patients, students and employees between campus sites
- UCSF will continue to monitor shuttle operations to minimize neighborhood impacts
- UCSF will evaluate both existing and additional TDM measures to ensure that as UCSF grows, we continue to minimize vehicle trips to each campus site
Overall UCSF Coordination with San Francisco “City Family”

• Information on emerging LRDP proposals is being shared with the San Francisco “City Family” as it becomes available
  – Planning Department
  – Office of Community Investment and Infrastructure (former Redevelopment Agency)
  – Municipal Transportation Agency
  – County Transportation Authority
  – Real Estate Division
  – City Attorney

• Working group to coordinate the preparation of UCSF’s LRDP Environmental Impact Report (EIR) with the City’s activities