UCSF Long Range Development Plan (LRDP)

Further information: www.ucsf.edu/LRDP

Commission on Community Investment and Infrastructure

August 20, 2013
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
• 198 acres (61 acres are Open Space Reserve)
• 8.2 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 Mission Street
13. 2727 Mariposa Street
14. San Francisco General Hospital
15. 250 Executive Park Blvd
## Activities at Major UCSF Locations

<table>
<thead>
<tr>
<th></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>X</td>
<td></td>
</tr>
<tr>
<td>Laurel Heights</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>SFGH *</td>
<td>X</td>
<td>X</td>
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</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)

BACKGROUND DATA DISCUSSION
OPTIONS ANALYSIS
ANALYZE PHYSICAL OPTIONS FOR MEETING SPACE NEEDS
DEVELOP PREFERRED PLAN AND PREPARE DRAFT LRDP
PREPARE DRAFT EIR
PREPARE FINAL LRDP
PREPARE FINAL EIR

PUBLIC COMMENT

INITIAL STUDY
PREPARE DRAFT EIR
EIR Scoping Meeting
PUBLIC COMMENT

Public Hearing

PREPARE FINAL EIR
Publish Final EIR
Regents Approval

Community Advisory Group (meetings throughout)

Joint Oversight/CAG Delegation meetings
Community Workshops

2011 2012 2013 2014
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 outreach began in 2010 with three meetings on the “Mission Bay Phase 2 Planning Study”

• Two LRDP workshops held in Mission Bay in 2012 and 2013 to solicit feedback on proposed physical options

• Information on UCSF’s process shared with the Mission Bay Citizens Advisory Committee (CAC)

• UCSF’s 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

- October 2013: EIR Scoping Meeting
- Spring 2014: Additional Community Meetings
- April 2014: Publish Draft LRDP and EIR (45-day public comment period)
- November 2014: Publish Final EIR and present to UC Regents for approval
UCSF Mission Bay Campus

• Primary location of growth under the current LRDP
• Critical mass of research facilities established; Medical Center and Mission Hall under construction
• North of 16th Street:
  – 82% of existing entitlement completed or under construction, but only 62% of land area has been developed
  – Proposal to expand development program from 2.65 million square feet to 3.64 million square feet to match site capacity
• Process underway to identify opportunities for office space near the Mission Bay campus
• UCSF will engage the community in any plans to acquire space in accord with the Mission Bay Planning Principles
Mission Bay Campus

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
Proposed Physical Plan
Proposed Physical Plan (North of 16\textsuperscript{th} St.)

<table>
<thead>
<tr>
<th>Mission Bay Campus (North of 16\textsuperscript{th} Street)</th>
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<tbody>
<tr>
<td>Built &amp; Programmed</td>
<td>2,186,300 sf</td>
</tr>
<tr>
<td>Proposed for Future</td>
<td>1,455,500 sf</td>
</tr>
<tr>
<td>Subtotal</td>
<td>3,641,800 sf</td>
</tr>
<tr>
<td>Current Entitlement</td>
<td>- 2,650,000 sf</td>
</tr>
<tr>
<td>Difference</td>
<td>991,800 sf</td>
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<table>
<thead>
<tr>
<th>Campus Housing (North of 16\textsuperscript{th} Street)</th>
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<tbody>
<tr>
<td>Built (Block 20)</td>
</tr>
<tr>
<td>Proposed (Block 15)</td>
</tr>
<tr>
<td>Total Housing</td>
</tr>
</tbody>
</table>
Public Realm and Retail Opportunities
Medical Center at Mission Bay Phase I
UCSF 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)
  - UCSF provides over 700 bicycle racks on campus sites plus showers and lockers for bikers, and is working with the San Francisco Municipal Transportation Agency to host the first Bike Share station in Mission Bay
UCSF Transportation Services

- 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
Transportation and Circulation

• Auto trips to and from the Mission Bay campus are much lower than originally projected

• This is because more people are travelling by public transit and shuttles, and fewer are travelling by private vehicle, based on 2013 survey data
  – Transit and shuttle trips: 40% today vs. 24% forecast in 1996
  – Private vehicle trips: 34% today vs. 68% forecast in 1996

• As a result, UCSF plans to build significantly less parking than originally planned, and can increase the density of campus development without increasing traffic

• Transportation impacts of the proposed plan will be analyzed in the LRDP Environmental Impact Report
OVERALL LRDP PROJECTIONS – ALL SITES
# 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><strong>Total Space</strong>*</td>
<td>8,249,000</td>
<td>12,142,000</td>
<td>47%</td>
</tr>
</tbody>
</table>

* Includes owned and leased space
Excludes structured parking (approximately 1.6 million gsf across all sites currently)

# Existing and Proposed Housing

<table>
<thead>
<tr>
<th>Units</th>
<th>Existing</th>
<th>Projected 2035</th>
<th>% Increase</th>
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</thead>
<tbody>
<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><strong>Total</strong></td>
<td>669</td>
<td>1,377</td>
<td>106%</td>
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* Net of 42 units/beds in three Parnassus buildings (Aldea) to be demolished by 2024
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
CONSTRUCTION HIRING AND WORKFORCE DEVELOPMENT
Community Construction Outreach Program

• In 2011, UCSF voluntarily set a construction hiring goal to have at least 20% of the construction hours on capital projects with a construction budget of $5M or greater performed by San Francisco residents. This percentage increases by 5% each year until reaching a maximum of 50% by 2017.

• UCSF partnered with Mission Hiring Hall which provides community outreach, recruitment and local worker referrals to UCSF projects.

• Mission Bay Hospital
  – 2011: met the 20% local hire goal
  – 2012: achieved a 23% local hire rate
EXCEL (Excellence through Community Engagement & Learning)

- Clerical/administrative program aimed at providing training and paid internships to San Francisco residents within UCSF campus and medical center departments
- A work-based learning program, EXCEL uses both classroom and on-the-job training to prepare participants for career path positions in the healthcare sector
- Since 1998 EXCEL has graduated over 170 community residents with a large percentage of graduates matriculating into career positions at UCSF
- 2012 – EXCEL was awarded a $340K grant from the Salesforce.com Foundation allowing the program to expand to 2 cycles per year