

## APPENDIX D: GOALS AND OBJECTIVES

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The *Goals and Objectives* document was completed in November 1994 and is the product of three committees advising the campus on the LRDP. These committees are the Planning Committee for the 21st Century, a predominantly faculty-based committee appointed by the Chancellor; the University Advisory Group (UAG), a University staff committee appointed by the Vice Chancellor for Advancement and Planning; and a Community Advisory Group (CAG), appointed by the Chancellor, to give in-depth consultation and input to the UCSF Long Range Development Plan and to supplement the community feedback that is received through campus workshops, existing campus planning committees, individual contacts and other outreach efforts.

All three groups have been meeting separately since early in 1992 and have contributed their review, comment and analysis of the LRDP milestones completed as of this time. These include the *Academic Mission Statement*, the *Existing Conditions Report*, the *Site Fact Book* and the *Space Needs Assessment*.

This document represents the next milestone and was originally planned as a campus document with a companion document to be developed by the CAG. However, as a result of discussions between the three committees advising the campus on the LRDP, it was agreed that common goals and objectives could be shared in a single document.

Due to the location of UCSF in an urban setting as well as the history of the institution's relations with the community, the process of developing this document was difficult. A high level of understanding was achieved, and this can be carried forward to other audiences, in hopes of achieving a partnership between the community and UCSF.

The *Goals and Objectives* document is intended to describe the major goals and objectives which the campus and the community are seeking to achieve through the LRDP. Major outcomes and broad statements which describe the means for achieving these outcomes are identified. University of California policies, which include mandated state and federal authorities, such as the Affirmative Action/Equal Employment Opportunity policies, affect the achievement of these goals and objectives and are applicable throughout this document. Also included are evaluation criteria UCSF and the CAG are proposing to use to evaluate individual sites, and plan options and plan alternatives, which consist of combinations of sites and programs.

The document should be read and considered as an integrated whole. There is no particular order of importance in the arrangement of subjects or planning elements. A listing of the references consulted in developing this document is included in this document as a reference section.

For purposes of this document, the non-italicized items apply as overarching guidelines regardless of where UCSF's growth takes place, while the italicized items can be used to evaluate and compare potential new sites for UCSF growth.

## ACADEMIC PROGRAM

### ASSUMPTIONS

1. **Academic Mission Statement** UCSF's expansion should be planned in accordance with the program principles and statements expressed in "The UCSF Academic Mission Statement."
2. **Health Sciences Campus** UCSF will remain primarily a graduate health sciences campus.
3. **Enrollment Levels** Enrollment growth is expected to be modest through 2005.
4. **Number of Campus Sites** UCSF will continue to operate at multiple campus sites; Parnassus will remain a main campus site.
5. **Equity Among Campus Sites** The quality of amenities and services should be comparable among major campus sites.
6. **Affiliations** SFGH and VAMC affiliations will continue.
7. **Schools' Planning** Planning for Schools' growth is part of LRDP.
8. **Growth in All Schools** All four UCSF schools and the graduate division are expected to grow in the 21st century.
9. **Major Functions** UCSF's main functions are educational, research, clinical and administrative with some related support activities such as housing, recreation and food service.
10. **Role of Parnassus Heights** Parnassus will remain a major site for instruction, research and patient care.
11. **Biomedical Research** The unique collaborative nature of biomedical research at the Parnassus Heights site should be preserved, and replicated at other academic sites.
12. **Basic Biomedical Sciences at Parnassus Heights** The basic biomedical science

programs now at Parnassus Heights should be retained at Parnassus Heights.

13. **No New Hospital** UCSF does not foresee acquiring another hospital.

### PLANNING PRINCIPLES

1. **Academic Primacy** Academic teaching and research programs drive physical plans.
2. **Critical Mass** Development of academic and clinical programs at new sites should exhibit programmatic cohesion and provide for a critical mass of activity at the outset.
3. **Program Integrity** Individual programs function best when dispersion is limited. Consolidating dispersed units and locating units to avoid fragmentation is highly desirable.
4. **Interdependence** Related programs should be located together or in physical proximity to each other.
5. **Proximity to Parnassus** New sites shall be located in as close proximity to Parnassus Heights as feasible to preserve academic relationships.
6. **Clinical Sciences Near Patient Care** Teaching and research programs in the clinical science departments should be located together with or in close proximity to hospitals or clinics.
7. **Graduate Education with Research** Graduate teaching activities for students in the basic biomedical sciences should be located at major biomedical research sites.
8. **Pre-Clinical Training** Pre-clinical training of professional students should be located with or within easy access of basic science faculty.
9. *Animal Care* Animal care services should be provided at sites with laboratory research, in order to directly serve the researcher and avoid the risk of transportation on the subjects. The space

*provided should be equivalent to approximately 20% of the research laboratory space at each site.<sup>1</sup>*

## **GOALS AND OBJECTIVES**

**1. Program Quality** Maintain and enhance leadership as one of the preeminent academic health sciences institutions in the world, highly respected for the quality and scope of our educational programs, scientific activities and patient care.

- Provide adequate support to those teaching and research programs of distinction within all four schools and the graduate division.
- Enhance those programs now in development that show promise of extraordinary contribution to the advancement of health science education, scientific knowledge, clinical application or the progress of health policy.
- To the extent feasible financially and programmatically, consolidate dispersed programs and minimize future dispersion of teaching and research programs.
- Continue to integrate the tools and methodologies of the basic biomedical sciences into clinical sciences research and applications.
- Provide the best possible patient care to all who seek treatment at university facilities, within the context of clinical teaching and available resources.

**2. Program Flexibility** Build on current successes and maintain flexibility so as to respond to new opportunities and challenges as they arise.

- Plan individual sites, buildings and program areas so that it is possible to

respond to future initiatives of academic merit not now contemplated.

- Provide for flexibility in the assignment and utilization of space in the future.
  - Assure integration of technological innovation in research, instruction, clinical care, information processing and other activities of the programs.
- 3. Faculty Recruitment** Recruit and retain a diverse faculty who are creative scholars, innovative teachers and outstanding clinicians.
- Provide the means to strengthen faculty recruitment and retention through periods of budget stringency.
  - Provide strong ties between faculty within each campus site and among sites, with special emphasis on linking all the major sites to the Parnassus Heights site.
  - As the scientific enterprise proceeds to cross traditional boundaries of disciplines, continue to support and create new interdisciplinary and multi-school programs.
- 4. Physical Environment** Remain competitive by providing a physical environment which matches the intellectual richness and vigor of students, faculty and staff.
- Reuse and improve the Parnassus Heights site so as to provide efficient, high-quality facilities which accommodate the needs of modern biomedical research and patient care.
  - Develop additional space to relieve overcrowding and to provide for expansion of existing programs and development of new programs.
  - Expand and redesign outpatient facilities to meet the needs of a changing health sciences curriculum and to better serve the patient population.

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<sup>1</sup> Inclusion of these Planning Principles and Criteria does not indicate the endorsement of CAG of the expansion of animal care facilities at Parnassus.

- Create new space that results in a humane environment for the campus community and those visiting or living nearby.

## **CRITERIA**

- 1. Program Consolidation** Does the LRDP achieve consolidation of dispersed programs (program cohesion)?
- 2. Critical Mass** *Is there a provision for an initial critical mass of at least 50,000 to 100,000 asf of program space, for at least 30 faculty, engaged in teaching and research activities, at existing and at each new academic site?*
- 3. Growth for All Schools** Does the LRDP provide for program growth in all schools and new interdisciplinary cross-school programs?
- 4. Decompression at Parnassus Heights** Is there provision for decompression of existing programs at Parnassus Heights while providing for important animal care and other support needs?
- 5. Basic Biomedical Science Programs** *In order to accommodate growth in all schools for basic biomedical science teaching and research, is there provision for at least 300,000 asf of additional space for said teaching and research?*
- 6. Translation of Basic to Clinical** *Are basic biomedical science research programs located within relative proximity to clinical science programs and patient care facilities so as to promote translation/application of basic biomedical research to clinical problems?*
- 7. Clinical Science Programs** *Is there provision for at least 300,000 asf of additional space for clinical science teaching and research activities at various sites?*
- 8. Consolidation of Social/Behavioral Sciences** Is there provision for co-location and consolidation of social, behavioral and epidemiological sciences to strengthen their academic programs?
- 9. Funding for New Programs** Are existing and new programs which have or could have funding that does not drain resources from Parnassus Heights located at new sites?
- 10. Academic Support Services** Is there provision for essential academic support services at or within easy access to major academic sites, including animal care and library services, using telecommunications, interactive video conferencing and other technological means?
- 11. Proximity to Parnassus Heights** *Are major academic programs located at Parnassus Heights or at sites which are in reasonably close proximity to Parnassus Heights?*
- 12. Clinical Facilities** Is there provision for expanded outpatient facilities at current sites and development of new satellite outpatient facilities?

## AMENITIES & SERVICES/PUBLIC SAFETY

### ASSUMPTIONS

1. **Recreation Facilities** Recreation and fitness facilities enhance the well-being, productivity and quality of life for UCSF students, faculty, staff and the neighboring community.
2. **Support Systems** Support systems integral to a vital, functioning campus community include a range of programs and services such as child and elder care facilities, health and fitness centers, conference and meeting space, open spaces for recreation and informal social activity, arts and performance programs, food services, convenience goods and services, and housing.
3. **Administrative Services and Business Needs** Staff at all sites require access to campus administrative services to fulfill their basic business needs.
4. **Campus Safety** Services providing for campus safety will be maintained and enhanced.

### PLANNING PRINCIPLES

1. **Proximity of Amenities** Recreation, food and commercial services should be on or within walking distance of campus sites.
2. **Open Space** Both interior and exterior space is required for general use. This space should accommodate group use for activities and events and should be planned as part of the overall design to reflect the prestige, diversity, and quality of the University.
3. **Fitness and Recreation Facilities** Fitness, as a primary component of personal health, should be promoted and facilities made available to all employees, students and the wider community.
4. **Multipurpose Space** Multipurpose spaces, such as auditoriums, theaters, and teaching

spaces in various configurations, address the fundamental need of faculty, staff, students and community to assemble. Such spaces provide an important venue in which to learn, inform, disseminate information, dissent, and celebrate. Spaces should be sufficiently flexible to accommodate small groups as well as large ones.

5. **Space to Support and House Employee Organizations and Activities** Dedicated office and meeting space should be provided for these uses as an inherent part of campus community development.
6. **Food Services** Food services that are affordable, have adequate space, and provide quality and variety of menus, should be adequate to accommodate the campus needs. Access to multiple food service sites that reflect the diversity of the campus should be available, and food service should include provision for catering, 24-hour access areas, and vending areas.
7. **Business Needs and Commercial Services** Fundamental services such as food vendors, dry cleaning, gifts and cards, and travel agencies should be convenient in either an adjacent neighborhood or central mall setting on campus. To the degree that these services are readily available in nearby commercial areas, UCSF should provide a level of services only for the convenience of the campus community.
8. **Police Services** Adequate police on-site should be provided on a 24-hour basis.
9. **Personal Safety** Consider security as an integral element in site design, including the site-specific and use-specific requirements in different areas.
10. **Economic Opportunity** Campus amenities and services should be provided in such a manner as to optimize opportunities for minority, women-owned, disadvantaged and neighborhood businesses.

**GOALS & OBJECTIVES**

**1. Access to Amenities and Services** Ensure convenient access for the campus community to recreational, food, commercial and support services at all of its major sites. Provide for access by the wider community to UCSF facilities.

- Provide or ensure nearby availability of recreational, food and commercial services at levels commensurate with population and demand at each site.
- To meet the challenge of child and elder care, develop affordable Family Centers and make them accessible to all members of the campus community. These centers will address the multiple issues of child care before and after school, coverage during vacations, emergency backup care, elder care, and community referral services.
- Seek to enrich the quality of life in the community by extending services, facilities, and activities to the wider community as well, including child care, public safety, meeting and event space, recreation, and other support activities appropriate to the goals of UCSF and the community.
  - a. Work with local non-profit agencies and organizations to achieve the most efficient and effective human services.
  - b. Expand community participation in fitness and recreation programs.
  - c. Provide opportunities at each site to support health education and screening activities in the surrounding community.
- Provide adequate meeting facilities at major new sites, making them accessible and affordable to the campus community and public.

- Consolidate dispersed administrative support services such as police, facilities management, materiel management, etc., to a central location to achieve greater efficiency.

**2. Campus Safety** Provide a safe environment for students, employees and visitors.

- Support local efforts to increase fire and police protection, especially in neighborhoods with high incidence of crime, and ensure that the campus safety officers are sensitive to the community.
- Strengthen existing cooperative relationships with municipal police, BART personnel, etc. Assist local authorities with public safety programs and public emergency response services at and near UCSF facilities.
- Provide adequate security methods, including exterior lighting, particularly in parking areas, in order to enhance a safe environment on all campus sites. These security methods should be designed in a manner which is sensitive to the surrounding community.

**CRITERIA**

**1. Proximity to Services** *Are there plans for adequate services on-site relative to population projected for the site or are there adequate facilities in nearby neighborhoods?*

- *To what extent will the community and community-based organizations around the site benefit from additional fitness/recreation programs, child care, and multi-purpose event space?*
- *Is the site convenient to community services for the users of the site or are the services provided on-site?*

**2. Campus Safety** *To what extent are there safety measures planned for all campus*

*sites and are sites located in communities where there is adequate police and fire protection and responsiveness?*

- *To what extent will the community around the site benefit from additional law enforcement presence and public safety program coordination, public emergency response (i.e.-medical, fire, and disaster-related services)?*
- Will UCSF provide adequate training to ensure that its public safety officers are sensitive to the community?

**3. Shared Programs and Services** Is there a potential for grouping of shared functions such as teaching space for large classes, cafeteria or large eating area, library and other support activities?

**4. Plan for Amenities at Each Site** Has a master list of services and amenities been uniformly applied during the planning process to all current and future sites?

- Have specific employee and student interests and priorities been determined through comprehensive assessment and evaluation?.

- Have assets and liabilities particular to each site been identified as they relate to the development of programs and services?

- Have available and convenient community services and resources been identified to complement or serve as alternatives to University-sponsored programs?

**5. Community Awareness** Has UCSF taken into account community needs of both the adjacent and general community?

## BUILDING DESIGN

### ASSUMPTIONS

1. **Environmental Design Factors** Physical environment, facilities and quality of life are important factors in campus planning.
2. **Codes and Policies** UCSF buildings shall be designed to conform with all applicable UC, UCSF, local, state and federal codes, policies and regulations.
3. **Seismic Upgrade** “Poor” seismic buildings at UCSF must be replaced or upgraded to improve their seismic performance, per University of California policy.

### PLANNING PRINCIPLES

1. **Obsolescence Principles** Existing building systems should be maintained in accordance with obsolescence principles.
2. **Design Guidelines** Building design guidelines should be developed and utilized to achieve a unified building design throughout campus facilities.
3. **Maximize Building Size** Buildings should be designed to maximize the building development envelope, while responding to the site topography and zoning regulations.
4. **Generic Lab Design** Generic, modular laboratory design should be utilized in planning laboratory research buildings.
5. **Interstitial Space** If feasible, “interstitial” space should be incorporated in laboratory buildings over 3 floors in height.
6. **Height of Laboratory Buildings** Laboratory buildings should conform to state code and be compatible with local zoning.
7. **Buildings on Hillside** Buildings on sloping sites should step down the hillside; taller buildings should be located on the higher slopes and shorter buildings on lower slopes.

8. **Conversion** Existing buildings at new sites should be evaluated for their conversion possibilities before considering demolition.
9. **Economic Opportunity** The design and construction of campus facilities should provide opportunities for minority- and women-owned, disadvantaged and neighborhood businesses.

### GOALS & OBJECTIVES

1. **Building Design** Design buildings which are distinctive and attractive, yet functional and cost effective.
  - Plan buildings to incorporate the latest methods of energy conservation.
  - Use size, materials and design elements in designing a building to reflect its function and convey an image of UCSF’s mission.
  - Site and design buildings to take full advantage of view corridors.
  - Design entries that are appropriate to and serve the function of the zone or building which it fronts (e.g., the patient care zone should have clearly defined entries with space for easy drop offs by cars).
2. **Flexibility** Design buildings to be flexible and adaptable for present and future programs.
  - Plan location and layout of buildings so that it will be feasible to expand them.
  - Design building utilities so that they can be readily accessed for incremental expansion or modifications.
3. **Compatibility** Design buildings which are responsive to building scale and character in the surrounding areas.

- Design buildings to be compatible with local zoning requirements in height, bulk and setbacks.
  - Use materials and design elements to make new buildings compatible with other buildings on the site or in the surrounding neighborhood.
4. **Reuse Of Existing Buildings** Where feasible and cost effective, utilize existing buildings by making the necessary improvements to support UCSF uses on potential new sites.
- Renovate existing buildings to conform to fire and safety codes.
  - Investigate restoration of historically significant buildings.

## CRITERIA

1. **Responsive Design** Would the design concepts of proposed buildings be responsive to UCSF functions in size, height, location and orientation?
2. **Flexibility** Are buildings laid out to maximize expansion potential?
3. **Compatibility** *Are proposed buildings compatible with existing buildings on the site and in the surrounding neighborhood?*
4. **Conversion Of Existing Facilities** *Can existing buildings at new potential sites be reused where feasible and cost effective? Are historically significant buildings worthy of retention and can they be reused in a cost-effective and productive manner?*

# COMMUNITY

## PLANNING PRINCIPLES

1. **Overall Community Goal** As UCSF grows, UCSF should strive to provide health services, community services and amenities, and job and job training opportunities for the community. UCSF growth should be commensurate with sound principles of land use, transportation, environmental safety, and neighborhood preservation and enhancement, while furthering local general plan goals, and in keeping with local policies and regulations.

## GOALS & OBJECTIVES

1. **Community Mission** Serve the community at large, in partnership with local agencies, through educational and service programs that address community needs and take advantage of the knowledge and skills of UCSF faculty, staff, and students.
2. **Community Health And Education** Expand access to UCSF's medical services and educational programs at least in proportion to growth, and improve communication to the public about available services.
  - Working with diverse communities in a culturally sensitive manner, enhance the community's familiarity and comfort in utilizing the health care resources and services available at UCSF.
  - Maintain and enhance cooperative working relationships between UCSF health care services and community-based non-profit health care providers.
  - Maintain and enhance the cooperative relationship between UCSF and the San Francisco Department of Public Health to improve the availability and delivery of public health services.
3. **Community Participation** In order to build a partnership between the community and UCSF, provide effective, well organized and meaningful processes for education and dialogue between the community and UCSF regarding their respective needs and plans.
  - Strive to provide community health care services and outreach to diverse and underserved segments of the community.
  - Publicize the Science and Health Education Partnership (program run by UCSF wherein UCSF faculty members train San Francisco Unified School District teachers and work with students to make learning science in school more productive and fun).
  - Expanding on the Science and Health Education Partnership program, encourage faculty, staff, and students to get involved as role models and mentors for teens in health-related areas, in order to expand access to a variety of health service careers.
  - UCSF should work with other health service organizations and educational institutions to exert leadership in efforts to recognize and utilize the skills of immigrant health professionals in serving the community.
  - Continue projects that bring the community to the campus for other than medical reasons so they can better understand the role of hospitals and research and their ability to utilize the services.

- Create an ongoing community advisory board with a cross-section of representation from all community interests which will monitor the implementation of these goals and objectives.
- Conduct major community meetings and workshops, such as discussions regarding the use of animals in research, on a regular basis in order to continue ongoing dialogue on specific issues.
- Involve the community in ongoing dialogue on key health policy issues that would affect the local as well as broader communities.
- Continue to provide sensitivity training and education to the entire university community relating to the diversity of the people served.

- Continue to expand participation in preventive health care activities for the community including ongoing screenings, forums and health fairs.

### **CRITERIA**

1. *To what extent will the community around the site benefit from partnerships between community health care providers, community educators, and UCSF ?*
2. *Are there existing culturally diverse, community health care providers in the area with which UCSF can work for mutual benefit?*
3. *To what extent will the site help UCSF target programs to at-risk populations?*

## ENVIRONMENTAL PLANNING AND SAFETY

### ASSUMPTIONS

1. **Environmental Health and Safety Regulations** UCSF will follow all applicable regulations and requirements for environmental health and safety, and will minimize adverse environmental impacts on neighbors, employees, and patients of UCSF. Impact areas include air quality, toxic emissions, noise, aesthetics, traffic, fire safety, hazardous material management, and construction-related effects.
2. **California Environmental Quality Act** The California Environmental Quality Act, as well as University of California Regents' policies, will apply to all UCSF projects.
3. **Hazardous Waste** As hazardous waste volumes are reduced or minimized, the costs of handling and disposing of the waste can be reduced or contained. However, this saving may be offset by rising costs in hazardous waste disposal and cost due to increased regulations.

### PLANNING PRINCIPLES

1. **Hazards Siting** UCSF facilities should be sited and planned to avoid hazards to the campus community or surrounding neighbors.
2. **Hazards Cost** Costs of hazardous waste management vary with the volumes of waste, the level of hazards and the legal and technical requirements for managing the waste.
3. **Evaluation of Environmental Impacts** UCSF will evaluate the potential environmental impacts, as prescribed by CEQA and UC Regents policy, and use standards of significance to identify those adverse impacts which are significant.
4. **Mitigation of Environmental Impacts** UCSF will identify reasonable mitigation measures which will avoid or reduce

potentially significant adverse environmental impacts associated with UCSF projects, provided that UCSF's program and physical goals for such projects are still met.

5. **Compatibility with Standards** UCSF will be compatible with city, state and federal standards with respect to environmental impacts such as noise and construction impacts.
6. **Environmental Health & Safety** Professional EH&S personnel should be provided on site to advise and respond to emergencies and will work with the campus and wider community to educate and respond to environmental health and safety issues.

### GOALS & OBJECTIVES

1. **Mitigation of Environmental Impacts** Avoid or reduce potential adverse environmental impacts associated with UCSF's development or building projects, through appropriate mitigation measures.
  - Plan, locate, design, build and maintain facilities which are designed to meet current codes and seismic standards and are not sited on contaminated, unremediated land.
  - Plan and implement improvements to existing buildings to make them seismically safe.
  - Plan and design new research laboratory, clinical and other facilities to meet or exceed standards that regulate air emissions posing a health risk to the campus community or adjacent neighbors.
  - Reduce the amount of all types of waste produced.

**2. Environmental Safety** Provide campus facilities which are environmentally safe for all users.

- Mitigate detrimental air emissions stemming from activities in nearby neighborhoods.
- Provide necessary safety measures in the design of infrastructure in new facilities.
- Assess the environmental health and safety characteristics of the existing sites, including the need and responsibility for any clean-up or alteration before acquisition or construction.

**3. Hazardous Material Management** Enhance the existing system for managing potentially hazardous material that protects the campus and surrounding communities, in a cost-effective manner, consistent with legal requirements, scientific findings and prudent practice.

- Operate a safe system of transport and disposal of hazardous and non-hazardous waste, in accordance with State transportation regulations, including a bill of lading within the transportation vehicle.
- Locate facilities for receiving, processing and storing hazardous materials and waste at major UCSF sites where the materials are used in locations that will not impact residential areas.
- Minimize waste volumes through a variety of systems, practices and technologies for recycling, processing and decaying waste.
- Provide information to the community about UCSF's hazardous materials management system that will address community concerns, including:
  - a. cumulative effects of toxic waste
  - b. UCSF fire safety and seismic safety plans

- c. how a fume hood operates
- d. comparison of UCSF waste to household and industrial wastes
- e. types and quantities of chemicals used in research and patient care
- f. how UCSF monitors researchers and the chemicals that they use
- g. radiation health and safety and disposal of radioactive waste

**CRITERIA**

1. ***Geologic/Seismic Hazards*** *Is UCSF development planned at new sites which have minimal geologic and seismic hazards, or where such hazards can be removed or mitigated, so that the new development will be safe for its occupants?*
2. ***Toxic Hazards*** *Is UCSF development planned at new sites which are not contaminated in their soils, or which can be readily remediated at minimal costs to UCSF in a timely fashion?*
3. ***Hazardous Materials Management*** *Is sufficient space provided for management, handling and storage of hazardous materials at the sites where such materials are used? To what extent will surrounding areas be impacted by use, storage and disposal of hazardous materials and waste?*
4. ***Air Quality*** *Can UCSF laboratory and hospital facilities be sited so as to minimize or avoid air quality impacts?*
5. ***Noise*** *Can impacts of nearby noise sources on UCSF development at potential new sites be avoided or minimized?*
6. ***Natural Resources*** *Can the impact on sensitive biological or archaeological resources at potential new sites be avoided or minimized?*
7. ***Government Standards*** *Is it feasible at this site for UCSF to comply with local, state and federal standards regarding noise, toxic materials, transportation, and construction impacts?*

8. ***Municipal Services*** *Are there adequate municipal services to meet the potential emergency and safety problems at the site?*

## FINANCE AND OPERATIONS

### ASSUMPTIONS

1. **Sources of Capital Funds** Sources of funds for UCSF's physical expansion and renovation include: 1) state capital improvement funds and bonds; 2) indirect cost recovery; 3) external financing (borrowing); 4) hospital reserves (for hospital capital needs); 5) federal funds and grants; and 6) gifts.
2. **UCSF's State Capital Monies** UCSF's portion of state general fund monies for capital projects has been historically low relative to other UC campuses. Such monies typically have been focused on instruction space, life safety and infrastructure improvements, and some academic support space (i.e. library).
3. **Hospital Reserves** UCSF's hospital reserves are dedicated to supporting UCSF's hospitals and clinics.
4. **Debt Capacity** UCSF's ability to incur significant debt is limited.
5. **Operating Costs** UCSF's operating at disparate locations has resulted in high operating costs.
6. **New Hospital** A new, free standing hospital, either specialty or non-specialty, at a new site is not likely to be financially feasible.
7. **Outpatient Programs** Relocation of all outpatient programs from Parnassus Heights is not programmatically, operationally or financially feasible.

### PLANNING PRINCIPLES

1. **Financial Feasibility** UCSF's physical plans should be evaluated for their potential acquisition and capital development costs and to ensure their financial feasibility.
2. **Operating Costs** The costs of operating and maintaining facilities should be

considered in evaluating the financial feasibility of future development.

3. **Cost Sharing** UCSF should explore sharing the cost of infrastructure and new services required to support its new development. This should include using other mitigation agreements that other UC campuses have entered into as prototypes.
4. **Timing of Space Acquisition** Additional space for UCSF's programs should be provided in a timely fashion, commensurate with the demand for such space.
5. **Debt Capacity** UCSF's debt shall not exceed its ability to pay back the debt, per Regental policy.
6. **Use of Funds** Scarce facilities funds should be used as efficiently and effectively as possible, leveraging other funding sources.

### GOALS & OBJECTIVES

1. **Facilities** Provide high-quality technical facilities in a cost-effective manner.
  - Develop space in a feasible and affordable manner.
  - Develop utilities serving a site in a feasible and affordable manner.
2. **Financial Feasibility** Prepare a development plan which is financially feasible to implement.
  - Develop space in phases which are feasible and affordable to the University.
  - Use creative funding mechanisms and financial structures which do not place unreasonable demands on the University's debt capacity.
  - Locate and develop space in such a way as to not place unreasonable burdens on operating costs.

- Develop funding for programs at new sites that does not drain funds from Parnassus Heights.
3. **Timing of Development** Schedule acquisition and phasing of site development to respond to program needs.

**CRITERIA**

1. **Acquisition Costs** *Is acquiring new sites and/or facilities financially feasible and do new sites offer maximum flexibility in providing space for programs planned for those sites?*
2. **Capital Costs** *Are the development and capital costs of UCSF facilities at new sites financially feasible?*
3. **Timing of Development** *Can acquisition and development of new sites and facilities for UCSF take place in a timely manner?*

*Can entitlements and approvals needed be secured and/or are they readily obtainable?*

4. **Operating Costs** Are the projected incremental operating costs that would result once the plan was implemented in its proposed configuration and scale financially feasible?
5. **Funding Incentives** *Are incentives for funding from sources other than state funds available for acquisition of sites in selected plan options and would this positively impact the development costs?*
6. **Cost Sharing** Has the University explored the mechanism of sharing the costs of services with the municipality?

## HOUSING

### ASSUMPTIONS

- 1. Impacts on Neighborhood Housing** UCSF development affects both the affordability and availability of housing in immediate neighborhoods as well as the city.
- 2. Housing Affordability** UCSF recognizes that the shortage of affordable housing in San Francisco and the immediate Bay Area is a chronic problem. Given the costs of housing in S.F. and the Bay Area, students, faculty and staff have difficulty finding affordable housing in proximity to UCSF sites.
- 3. Student Housing** Students prefer to be located near their classes, labs and support services, in light of their fluctuating and irregular schedules.
- 4. Family Housing** Family housing at Aldea at Parnassus is old and requires maintenance and further renovation.
- 5. Temporary Housing** Some faculty, especially junior faculty, require temporary housing until they are more established and are able to secure their own housing.
- 6. Student Demographics** UCSF's student body is exclusively graduate level and the housing demand is for independent and family living accommodations.
- 7. Housing Displacement** UCSF expansion could have an impact on surrounding neighborhoods by eliminating and/or converting existing housing stock or displacing existing residents.

### PLANNING PRINCIPLES

- 1. Housing Displacement** UCSF should avoid displacement of existing residential units or individuals who could be displaced by converting housing to other uses.
- 2. Housing Mitigations** UCSF should mitigate the adverse economic impacts of

its development on both the cost and availability of housing.

- 3. Provision of Housing** UCSF should work with the Office of the President to investigate possible financial strategies to expand the availability of housing for various campus groups in a manner that increases the city's affordable housing stock. UCSF will investigate other public and private universities' efforts, particularly those in which public institutions have worked with government in partnership. This effort should be done in consultation with and involvement of the community.
- 4. Affordable Housing Funding** Any UCSF funding effort to create additional housing should supplement the funding for affordable housing in San Francisco.
- 5. Student Housing Guideline** A recent UCSF study indicated that UCSF ideally should provide 20-25 % of its students with affordable housing. UCSF should work with the Office of the President and the community toward achieving or exceeding this ideal.
- 6. Proximity of Student and Junior Faculty Housing** Housing for students and junior faculty should be affordable, conveniently located and accessible to major academic sites.
- 7. Services for Student and Faculty Housing** Housing for students should be located with or near appropriate services and support facilities such as laundry, child care, recreation and transportation.
- 8. Design Guidelines** Housing for students and junior faculty should be residential in type and appearance, attractive and functional and should provide as much privacy for individual students and households as is feasible.
- 9. Providers** UCSF cannot meet the projected student and faculty housing need by itself; cooperative relationships with

private housing owners and other assistance to students will be needed to assist students and faculty in securing housing.

- 10. Affordable Housing** Housing that is affordable, safe, convenient, and appropriate for students, faculty and staff should be accessible.

**GOALS & OBJECTIVES**

- 1. Student and Junior Faculty Housing** Assure adequate housing for junior faculty and students.

- *Identify appropriate locations for housing junior faculty within reasonable proximity to major academic sites.*
- Provide and maintain a variety of housing types for students and junior faculty.
- Consider the access and affordability of both existing and new housing.

- 2. Housing Stock** Maintain decent, attractive university-controlled housing stock.

- Vacate and dispose of existing housing that is deteriorating or remotely located from existing or potential new sites.
- Renovate and maintain Aldea family housing.

- 3. Housing Impacts** Ensure that UCSF expansion will not adversely affect the availability and affordability of housing.

- Address the need for student and junior faculty housing by additions to the existing housing stock, while respecting existing neighborhood character.
- Adopt a housing mitigation program which requires UCSF to address the housing need generated by the expansion.
- If no alternative to displacement can be found and displacement occurs,

suitable and affordable housing, to which the displaced can relocate, must be established, wherever possible in the same neighborhood, prior to displacement.

- Identify a mechanism for monitoring the housing mitigation program in consultation with community advisers. This mechanism should be patterned after the methods for monitoring used by other public agencies.

- 4. Financial** Provide housing for students and junior faculty that is reasonably affordable.

- Provide assistance to students and faculty in securing appropriate housing.
- Investigate methods of financing development of campus housing for students and junior faculty.
- Work with developers to develop affordable housing for students and junior faculty.

**CRITERIA**

- 1. *New Student and Faculty Housing*** *Will there be additional housing for students and junior faculty, on or near major academic sites, that is financially feasible to develop?*

- 2. *Proximity to Services and Amenities*** *Are new sites located in proximity to housing, services and amenities?*

- 3. *Site Location*** *Is the site located where student and junior faculty housing can be developed?*

- 4. *Existing Housing Stock*** *Will UCSF expansion at this site adversely affect the availability or affordability of housing in the area? If so, to what extent and what mitigation measures are planned?*

- 5. *Impact of Displacement*** *Will UCSF expansion at this site necessitate the displacement of existing residential*

*housing? If so, to what extent and what mitigation measures are planned?*

6. **Affordable Housing** *Is there access to affordable housing, both existing and new?*
7. **Provision of Housing** *Are there opportunities for UCSF to work with*

*developers, university, government, and other entities toward increasing in the local area affordable housing, which could be available to various campus groups?*

## HUMAN RESOURCES AND ECONOMIC IMPROVEMENT

### ASSUMPTIONS

1. **Mission** As an employer, UCSF strives to achieve the same level of excellence and leadership in utilization of human resources as it does in education, research, and clinical services.
2. **Economic Development** Expansion of UCSF's programs and sites can be the basis for optimizing economic benefits for local residents and businesses, the neighborhoods most impacted by the university and the local economy at large.
3. **Community Outreach** UCSF recognizes its responsibilities as a corporate citizen, and its loyalties to the people of California and the San Francisco Bay Area. It seeks to recruit, hire, develop, and train employees from these areas and encourages them to contribute fully to their communities.
4. **Job and Economic Growth** Program growth at UCSF is likely to involve job growth. This growth is the basis for the promotion of affirmative action through minority-, women-owned and disadvantaged business enterprise programs and minority and disadvantaged hiring.
5. **Student Enrollment** Shrinking state funds will constrain growth in student enrollment and subsequently state-funded faculty positions.
6. **Fund Sources** Some UCSF faculty and staff are supported by grants and others by endowment funds; federal funding for research programs will be instrumental in determining UCSF's viability.
7. **Policies and Regulations** UCSF human resource policies and regulations must comply with state, federal and UC policies and regulations. UCSF aims to be a leader, rather than a follower, in setting employment policies and practices. UCSF recognizes the value of strong employee development programs in recognizing, encouraging and promoting innovation in professional growth.
8. **Health Care Policies** Changing federal, state and local health care policies will impact UCSF's patient care, teaching and research programs and job growth.
9. **Research Program Needs** Research programs require a wide array of professional, technical, service and administrative staff.
10. **Patient Care Needs** Patient care programs require a wide array of professional, technical and administrative/clerical staff.
11. **Diversity in the Work Force** UCSF has a diverse work force.
12. **Consultation** UCSF respects the expertise, diversity and perspective of the various groups that make up the campus community and consults with them accordingly to achieve success.

### PLANNING PRINCIPLES

1. **Diversity in the Work Force** UCSF should plan for diversity in the work force.
2. **Policies and Practices** UCSF aims to reflect the diversity of the state and the San Francisco Bay Area in all components of the campus community--faculty, students and staff. UCSF's principles reflect its proactive intentions to lead in these efforts and to achieve results. Its policies and practices should embody the mechanisms and initiatives required to produce measurable results.
3. **UCSF Committee Members** UCSF's committees should consist of a mix of faculty, students and staff representatives from appropriate campus groups in conducting its activities to minimize avoidable errors and to maximize the likelihood of success.

## **GOALS & OBJECTIVES**

### **1. Personnel Practices** Hire, train and retain talented, motivated and qualified personnel.

- Identify and work with other entities to develop a pool of trained applicants which can be tapped for employment opportunities.
- Continue to plan for human resources for both permanent and temporary construction employment, consistent with state and federal regulations.
- Plan programs/policies for retraining and/or retaining employees who are displaced.

### **2. Diversity in the Work Force** Maintain and promote diversity in the UCSF work force.

- Recruit and retain diverse faculty and staff.
- Assure diversity in hiring, promotional and retention practices.
- Develop a strong, results-oriented Affirmative Action program which includes:
  - a. promoting purchasing from and contracting with minority- and woman-owned, and disadvantaged businesses;
  - b. hiring and contracting with community residents;
  - c. promoting diversity in UCSF's faculty, students and staff;
  - d. publicizing information on UCSF's affirmative action programs.
- Coordinate hiring programs with community employment and job training programs, labor unions, and local high schools and colleges; work with community agencies to monitor job placements to ensure success.

### **3. Neighborhood Impact** Manage the expansion of UCSF's programs and sites to

optimize economic benefits for local residents and businesses, those neighborhoods most impacted by the University, and the local economy at large. Promote affirmative action through minority- and woman-owned business enterprises programs and minority hiring; target jobs and job training for areas with high unemployment.

- Negative impacts on existing jobs and business must be avoided.
- Develop sites that will have a positive economic effect on nearby areas of need. While employment opportunities should benefit areas of high unemployment, there should be a special effort to provide economic and social advantages to the immediate neighborhood.
- Purchase products and services from neighborhood businesses, consistent with prudent economic practices.
- Avoid the displacement of small businesses. If such displacement must occur, suitable and affordable space to which the displaced business can relocate must be established in the same neighborhood wherever possible prior to displacement.
- Involve the community as an equal partner in planning for job creation; continue regular community meetings which can facilitate community input into employment partnerships with community organizations.
- Coordinate hiring programs to ensure that all neighborhoods in the greater UCSF community have access to UCSF jobs.

### **4. Training** Provide job training in health, research and related fields.

- Assess and respond to trends in recruitment and employment patterns.
- Promote relationships with local communities for employment, training and instruction. Work with local

community-based agencies whose primary purpose is to provide training and employment placement.

- Develop relationships with local colleges, high schools and other employment pathways.

**CRITERIA**

1. **Available Labor Pool** *Is UCSF development located in areas with a locally available and skilled labor pool which can support UCSF's needs?*
2. **Education And Training Programs** *Can UCSF education and training programs in research and health care be planned and facilitated? Are there existing community-based employment and training programs in the area with which UCSF can work?*
3. **Impact On Existing Business** *Can negative impacts on existing jobs and businesses be avoided at this site?*

4. **Economic Benefits** *To what extent will developing this site produce positive economic spin-off benefits to areas of greatest need? Does the location provide room for the general economic development of the area and room for the development of new business?*
5. **Jobs** *To what extent will developing this site produce positive job creation benefits to areas of high unemployment?*
6. **Citywide Impacts** *To what extent does the location negatively and positively impact the economic and fiscal condition of the city as a whole and of the immediate area surrounding the site? Include an analysis of property, sales, and all other taxes.*
7. **Municipal Services** *To what extent does the site require the provision of new municipal services and infrastructure?*

## INFORMATION TECHNOLOGY

### ASSUMPTIONS

1. **Constraints** The right to privacy of individuals and groups will be protected in the design of electronic communication systems.

### PLANNING PRINCIPLES

1. **Equal Access** Employees at all locations should have access equal in quantity and quality to data and information, and electronic communication systems.
2. **Products And Services** Information technology products and services should be used to provide necessary information via common easy-to-use electronic interface to individuals.
3. **Means Of Communication** Desktop workstations and electronic and voice mail should be promoted as a means of communication.
4. **Technology** Faculty, students, and staff at all locations should have equal access to high quality information technology services by means of a distributed voice, data, and video communications network.
5. **Communications** Systems should be planned for communications using advanced technology and according to the proximity to other zones of enterprise and other UCSF facilities.
6. **Community Access** Make campus information systems hardware accessible to the wider community, while respecting privacy and confidentiality of restricted university data. Design campus information systems to be sensitive to the diversity of cultures and languages. Maximize patient access to health care information in the design of information systems.

### GOALS & OBJECTIVES

1. **Resources** Promote individual effectiveness with appropriate information resources and computing tools that are easy to use and are readily available.
  - Develop and use interactive multi-media on a broad basis application in support of teaching, research and clinical activities.
  - Improve campus ability to access campus and worldwide data bases as the systems mature.
  - Provide facilities and means for worldwide teleconferencing communication.
  - Develop technology to provide for continuing education needs.
2. **Infrastructure** Expand and improve communications infrastructure to support current and future demands, including telecommunications.
  - Develop remote diagnosis and consultation linkages with other medical centers nationwide.
  - Develop linkage between academic and administrative databases, e.g., student records, financial data.
  - Develop comprehensive central administration databases linked to local school and department systems via electronic networks.
  - Provide easy-to-use graphic user interfaces for access to centrally provided technical applications.
  - Accommodate communications infrastructure and computer/desktop workstations in new facilities.
  - Make Internet available, on a low priority, to community members for a reasonable fee.

**3. Instruction** Provide better computerized instructional technology to students.

- Use educational technology which is as current as possible.
- Explore the potential use of teleconferencing in seminar instruction.

**CRITERIA**

**1. Potential Technology** Is there a potential for the following technology?

- Central supported student computing facilities can be available at student-frequented sites.

- Programmed classrooms would have multimedia equipment.
- Index clearinghouses about campus databases and computing resources can be available on line.
- There can be central computing services for instruction and research.
- Computer databases, library resources and teaching materials can be made available to the health care professional community at large.
- Clinical data from patient care units can be made accessible.
- Teleconferencing communications can be provided.

## INFRASTRUCTURE/UTILITIES

### ASSUMPTIONS

1. **Replacement And Expansion** Major replacement and expansion of UCSF central utility plants, to include central chilling capability, are planned for Parnassus Heights and Mount Zion; UCSF expects to face major equipment replacement and expansion for stand-alone utility systems at the remaining existing campus sites.
2. **Costs** The combination of central utility plant projects and the stand-alone building equipment replacements needed will comprise a very significant cost to the university over the next 20 years.
3. **Neighbors** During the planning stage, adjacent neighbors must be informed of all activities applicable to their well-being.

### PLANNING PRINCIPLES

1. **Seismic Safety** All UCSF buildings should meet applicable seismic safety codes or be upgraded in accordance with University of California policy.
2. **Utility Plant Siting** Central utility plants should be located for easy access, separated from pedestrian access routes and sited such that most buildings can be served efficiently.
3. **Location Of Systems** Central utility systems should be located in safe, code-conforming buildings.
4. **Energy Conservation** Utility systems should be planned to maximize energy conservation and cost effectiveness.
5. **Below Grade Utilities** A system of rights of way for below grade utilities should be organized to avoid conflicts with surface circulation.
6. **Water Supply** Domestic and fire water supplies should be separate; domestic water

supply grid should be segregated and redundant.

7. **Fire Sprinklers** Fire sprinklers should be provided in all major buildings in compliance with applicable codes.
8. **Electric Supply** An electrical supply grid that will service all buildings should be provided for each site; emergency power should be provided for all buildings.
9. **Cooling System** Chilling systems should be provided for laboratory and clinical buildings, and other buildings, as appropriate for equipment.
10. **Waste Disposal** Waste disposal systems in buildings should be planned to safely and efficiently handle non-hazardous liquid and solid waste.
11. **Obsolescence** Information on the obsolescence of existing systems should be prepared to address all significant elements.
12. **Deregulation Of Utilities** With deregulation of utilities, it may be more cost effective for UCSF to buy power from private utility companies in the future.

### GOALS & OBJECTIVES

1. **Utility Master Plan** Develop a utility master plan for each site.
  - Where the site so warrants, UCSF should build a central utility plant facility to supply its own steam and emergency power.
  - Consolidate and centralize boilers, chillers, emergency generators and primary electrical service in one location at each site.
2. **Expansion** Plan the utility systems at each site so that they can be expanded incrementally as needed.
  - Provide for capability of incremental expansion in the site utilities systems

by developing a utility corridor system.

- Ascertain if public utility service systems are or will be adequate to supply needs and at what cost.

**3. Utility Network** Provide for a flexible utility network that can support the facilities at each site.

- Centralize utility management systems to provide for campus control and monitoring, centralized operations, efficient expansion capabilities and minimal personnel.
- Coordinate with municipal agencies and/or developers to plan for sanitary sewer and storm drainage systems.

**4. Redundancy** Plan for redundancy of critical utilities.

- Provide for backup systems in the event of failure.

- Plan for critical building utilities to be shut off for maintenance and repair without affecting ongoing operations.

**CRITERIA**

**1. Site Utilities** *Are new sites served or can they be readily served with electricity, water, sewer service and other public utilities?*

**2. Utility Plant** *Is there a capability for a utility plant facility that will serve the programs in the plan options at new sites?*

**3. Cost** *Has the cost of providing new internal utility systems at potential new sites and/or repairing existing systems been taken into consideration in the evaluation of the site?*

## INSTRUCTIONAL FACILITIES

### ASSUMPTIONS

1. **General Instruction** General instruction takes place in the classroom and laboratory (teaching and research) settings.
2. **Clinical Instruction** Pre-clinical instruction for professional students takes place in lecture halls, classrooms and seminar settings; clinical instruction takes place in hospital and medical and dental clinic settings.
3. **Graduate Instruction** Graduate instruction takes place in seminar rooms and laboratories.
4. **Professional Students** Parnassus Heights shall remain the primary site for professional student pre-clinical teaching.
5. **Instructional Support** Instructional support facilities, i.e. Library are co-located with teaching programs.

### PLANNING PRINCIPLES

1. **Location of Classroom Teaching Facilities** Classroom teaching spaces should be located at or near the ground level of buildings, so as to minimize need for vertical transportation.
2. **Proximity of Teaching Facilities** Teaching facilities should be collocated in reasonable proximity to each other, so as to minimize distance traveled by students and faculty.
3. **Academic Offices** Faculty should have academic offices in a location where they are easily accessible for meeting with students.

### GOALS & OBJECTIVES

1. **Teaching Facilities** Provide adequate teaching facilities and consolidate them for

similar types of instruction by different departments and schools as much as possible.

- Provide ready access to instructional support activities at all major academic sites.
  - Provide graduate student teaching facilities at sites where basic science research takes place.
  - Accommodate resident and intern teaching in clinic facilities.
2. **Interaction Between Faculty And Students** Promote interaction between students and faculty.
    - Provide for informal interaction and group meetings outside or near classrooms/labs in teaching facilities.
  3. **Teaching Program Support** Ensure that teaching programs are fully supported with suitable physical facilities and support activities.
    - Design new teaching facilities to be flexible and accommodate changing technologies.
    - Provide more small group teaching facilities at major academic sites.

### CRITERIA

1. **Relevance of Facilities to Programs** Would planned teaching facilities be adequate to serve the programs at major academic sites?
2. **Space for Teaching Facilities** *Is there a capability at potential new sites of providing adequate space for instructional facilities?*
3. **Interaction Space** *Can space for interaction between students and faculty be provided?*

## LAND USE

### ASSUMPTIONS

1. **Functional Use** UCSF's main functions are educational, clinical, research and administrative, with related support activities such as housing, recreation, food service.
2. **24-Hour Operation** *UCSF's activities operate throughout the day and night.*

### PLANNING PRINCIPLES

1. **Pattern Of Organization** Sites should be organized into functional zones in order to reinforce academic and operational relationships.
2. **Buffer Zones** Buffer zones, e.g., landscaping, open space, should be developed between UCSF sites and residential neighborhoods where necessary. Non-academic activities, e.g., parking structures and loading zones, should be used as buffers between UCSF sites and adjacent industrial zones or highways.
3. **Open Campus** *The campus should be designed in a visually open manner that allows it to be integrated with the surrounding community.*
4. **Reuse Evaluation** *The availability of space, the opportunities for expansion, and any buildings or other structures conducive to development should be evaluated.*

### GOALS & OBJECTIVES

1. **Site Characteristics** *Locate programs and activities at sites which are suitable and desirable for them and which do not now contain conflicting uses.*
2. **Land Use** Arrange sites to reinforce academic and operational relationships.
  - a. Locate functionally related programs near each other.

- b. Consolidate activities with similar physical requirements in the same zone.
- c. Plan for growth and renovation consistent with city planning and zoning codes, all applicable land use plans, and mitigation approaches, while respecting specific neighborhood plans and concerns.

3. **Compatibility with Surroundings** Ensure that UCSF development is compatible with physical surroundings in use, scale and density, and that surrounding land uses do not negatively affect UCSF's activities.
  - a. Make LRDP consistent with local planning and zoning policies and regulations.
  - b. UCSF will work with the surrounding community in a public planning process in areas where local zoning may not be applicable.
  - c. Mitigate negative aspects of UCSF expansion on neighborhoods.
  - d. Do not expand further at the Parnassus site.
  - e. Avoid expanding in residential areas.
  - f. Involve the community in the design of buildings to ensure that they are compatible with neighborhood character and aesthetically pleasing to neighbors.
  - g. Respect neighborhood preservation efforts.
  - h. Preserve views for neighbors and the campus community.
  - i. If development site is on the waterfront, preserve waterfront access.
  - j. Preserve and create open space.
  - k. Locate housing for students, faculty, and staff on the periphery of the selected sites.

**CRITERIA**

1. **Zoning** *Is proposed development on the sites consistent with a city's general plan and zoning codes? Is the area zoned appropriately for anticipated UCSF activities, or can the appropriate zoning be readily obtained?*
2. **Compatibility with Surrounding Land Uses** *Is land use of existing developments at or near existing and new UCSF sites generally compatible with UCSF's activities planned for those sites? Do the campus activities fit well in the existing surroundings?*
3. **Character/Image of Environs** *Are new sites located in areas with built and natural features which are attractive and well maintained and with physical densities that are similar to UCSF's development planned for those sites?*
4. **Academic Relationships** *Are planned facilities to house programs sited to reinforce and strengthen academic working relationships?*
5. **Use of Property** *Is UCSF assured that it can use property which it acquires for its stated intended uses before acquisition takes place?*
6. **Open Space** *To what extent can the site be developed to preserve and create open space?*
7. **Waterfront** *If the site is near a waterfront, can waterfront access be preserved?*
8. **Views** *If the site has view potential for the surrounding community, to what extent can the site be developed to preserve or enhance views?*
9. **Expansion** *Is there enough space to accommodate further expansion?*

## SITE DEVELOPMENT AND CAMPUS DESIGN

### ASSUMPTIONS

1. **Environmental Design Factors** Physical environment, facilities and quality of life are important factors in campus planning.
2. **Parnassus Reuse** Due to the age and condition of the Parnassus Heights campus site, massive reinvestment in its facilities is required.

### PLANNING PRINCIPLES

1. **Development Parameters** Physical development parameters for each site should be established to control building mass, scale, proportion and setbacks.
2. **Existing Site Conditions** Physical characteristics such as shape, topography, vegetation, existing use or historically or archaeologically significant buildings should be considered in the development of a site.
3. **Views** Campus sites should be organized to retain views to and from the sites to the extent feasible.
4. **Pedestrian Axis** Clear pedestrian pathways should be established through sites, in both vertical and horizontal circulation systems.
5. **Spatial Definition** Paving, lighting and landscaping should be used to define the campus spine, entries and edges and create unity within sites and among sites.
6. **Open Space** Spaces for interaction and gathering should be located so that they are easily accessible from areas of related academic programs.
7. **Landscaping** Landscaping should be placed to improve aesthetics in parking lots and structures and areas adjacent to buildings and roads wherever possible.
8. **Disruptions** UCSF should carry out building and renovation projects with

minimal disruption of normal activities as much as possible.

9. **Neighborhood** UCSF should strive for designs for new construction and renovation projects that fit the pattern of the surrounding neighborhood as much as possible.
10. **Economic Opportunity** The design and construction of campus facilities should provide opportunities for minority- and women-owned, disadvantaged and neighborhood businesses.

### GOALS & OBJECTIVES

1. **Major New Site** *Plan for growth at a major new academic site, which will accommodate existing programs, new programs and as yet unprogrammed growth, and which is suitable, flexible, safe and attractive for its occupants.*
  - *Ensure that a major new site has sufficient capacity (i.e., at least 3 million square feet) and can be flexibly developed to support the programs to be located there.*
  - *Locate new academic facilities in a setting which is attractive and safe for UCSF's faculty, staff and students.*
  - *Acquire and develop a major new site or large satellites in an expeditious manner.*
  - *Ensure that site development can be phased for ready occupancy by those programs locating there, providing for a critical mass of programs at the outset.*
  - *Consider opportunities for inclusion of related bio-tech industries at or near the site.*
2. **Site Utilization** Optimize design, placement and relationship of buildings on

all sites to meet UCSF's program needs in the best way possible.

- *Utilize the physical features of a site to allow for efficient and attractive configuration of buildings, taking advantage of view corridors.*
  - *Ensure that there is flexibility for growth of programs at a site and expansion potential for space to house future programs.*
  - *Given the Regental space ceiling, organize the Parnassus Heights buildings and site to meet the university's mission by utilizing space in the most efficient manner possible.*
3. **Campus Identity** Create and reinforce a UCSF campus identity.
- Create clear entries and edges at campus sites.
  - Create connections and a sense of unity among campus sites.
  - Design should preserve existing UCSF identifiers and reflect campus functions.
4. **Physical Environment** Create a physical environment at each site that provides pleasant surroundings for users.
- Create spaces for interaction and gathering at campus sites.
  - Create buffer zones (landscaping, open space) between UCSF sites and residential neighborhoods. Use non-academic activities to buffer UCSF sites from adjacent industrial zones or highways.
  - Create a series of open spaces that will provide light and air movement to buildings and their occupants.
  - Design buildings so as to mitigate the effects of wind and shadows.

## CRITERIA

1. **Capacity** *Does the site, if a major new site, have the capacity to accommodate three million square feet of space? If a large satellite site, does it have the capacity to accommodate a minimum of 1 million gsf?*
2. **Feasibility of Acquisition and Development** *Does the LRDP include new sites which are feasible to acquire and develop as measured by various factors, such as ownership and tenancy, parcel size, property values, and physical developability?*
3. **Potential for Related Non-UCSF Biotech** *Can new sites planned for research activities with links to private biotechnology uses accommodate or are located near areas which can be developed for such private uses?*
4. **Site Utilization** *Do the physical features of existing and new sites allow for flexible, efficient and attractive configuration of buildings, and promote the safety and livability of UCSF activities at the sites?*
5. **Flexibility** *Does the LRDP include new sites which are flexible in their capacity and have future expansion potential?*
6. **Environmental Design** *Does the site development reflect the character and image of the environs in design elements such as building mass, height, style of architecture and materials, and considers the effect of light, shade and shadow of potential buildings on the site and environs? Are there plans for open spaces on the site?*
7. **Campus Identity** *Does the layout of the site and the design of potential new buildings create a positive and dignified image of the campus?*

## SPACE PLAN

### ASSUMPTIONS

1. **Governance of 1982 LRDP** The 1982 LRDP shall govern the campus' space planning until a new LRDP is approved.
2. **Goal of The New LRDP** Obtaining sufficient space for decompression, expansion and consolidation of scattered programs shall be the overriding goal of the new LRDP.
3. **Reduction in Leasing** UCSF's development of a new major site or two satellites will result in the reduction of leased space by consolidation of non-clinical programs.
4. **Projected Space Needs** The LRDP projects space needs of 3.5 million gsf over the next 10-15 years.
5. **Capacity for Unprogrammed Growth** Although the LRDP has a time frame of 15 years, new sites should have sufficient capacity to accommodate UCSF's needs for 50 years or more.
6. **New Sites** Because development at existing sites cannot fulfill the total needs of the campus, additional facilities at new sites must be developed.
7. **Parnassus Constraints** University of California policy, as stated in the 1976 Regents' resolution, limits the building area at Parnassus Heights to 3.55 million gross square feet. Some academic and clinical activities will have to move.
8. **Mount Zion Constraints** Expansion of Mt. Zion will be in accordance with the 1990 EIR and 1992 SEIR and any subsequent environmental documentation.
9. **SFGH Constraints** Growth on the SFGH campus depends upon the City and County of San Francisco and its willingness or ability to develop the site.
10. **VAMC Constraints** Growth at the VAMC depends on the federal government and its willingness and ability to develop the site.
11. **Constraints at Other Sites** The Buchanan Dental Clinic and Oyster Point facilities will not expand substantially.

### PLANNING PRINCIPLES

1. **Space Planning Models** Health sciences teaching and research space planning models are to be used in projecting space needs.
2. **Support Facilities at Academic Sites** Administrative, academic and logistical support space should be provided at major academic sites to serve the programs located there.

### GOALS & OBJECTIVES

1. **Adequacy of Space** Plan for development of sufficient amounts of space in suitable types of facilities, delivered in a timely fashion, which will respond to the demand expressed by teaching, research and patient care programs, and associated support activities.
  - *Locate new facilities at sites which can support the types of uses and programs to be housed in such facilities.*
  - Organize UCSF activities so that related programs and functions are collocated, dispersion is minimized and movement within and between sites is efficient.
2. **Space for Growth, Consolidation and Decompression** Provide space for growth, consolidation and decompression as driven by program needs.
  - *Ensure that existing and new sites have the physical capacity to support*

*an additional 3.5 million gross square feet.*

- Lessen and offset density in space and population at all existing sites.
- Consolidate non-clinical programs at either a new major campus or at satellite locations. In doing so, sufficient notice should be given in the release of leased space.

### **CRITERIA**

1. ***Capacity For Full Needs*** *Is there additional capacity at all of the sites to accommodate the expressed space needs of 3.5 million gross square feet (gsf)?*
2. ***Reduction In Leasing*** *Will the site development result in a decreased use of leased space?*

## STUDENT LIFE

### ASSUMPTIONS

1. **Center Of Student Activities** The center of student education and activities will remain at Parnassus.
2. **Student Housing** Student housing at Parnassus will continue to be provided.

### PLANNING PRINCIPLES

1. **Student Housing** Existing student housing should be maintained and improved.
2. **Research Programs** New sites with research programs will involve students and amenities for students should be included in the planning for these sites.

### GOALS & OBJECTIVES

1. **Student Housing** Provide student housing or access to housing at or near new academic sites.
  - Provide access to affordable housing near teaching and research programs at new sites.
  - Provide sleeping quarters for residents and interns.
  - Enhance family life for on-campus students' families.
2. **Amenities** Provide access to amenities for students at all sites.

- Provide access to eating, recreational and meeting facilities for students at new academic sites.
  - Provide students' commons at all major academic sites.
  - Strive toward access to child care in support of campus student families.
3. **Student Services** Provide effective student services to all students.
    - Develop a Student Affairs Plan that will make effective student services possible.
    - Provide efficient student services located in a central place at major campus sites.

### CRITERIA

1. ***Proximity to Housing, Services and Amenities*** *Are potential new sites located in proximity to housing, services and amenities?*
2. ***Student Services*** *Is there a provision for student services in a centralized place at the site?*

## TRANSPORTATION, CIRCULATION AND PARKING

### ASSUMPTIONS

1. **Transportation Management System**  
The campus will need to continue and expand its Transportation Systems Management program and utilize a Transportation Systems Management program manager.
2. **Inter-Site Transportation** A multi-site campus requires an inter-site transportation system.
3. **Commuter Transportation Systems**  
Existing UCSF commuter transportation modes such as van pools, car pools and private buses will be retained and expanded.
4. **Parking** There is and will continue to be a demand for parking by faculty, students and staff that cannot be met by existing facilities and that is accessible to their work place. There is a continuing need for parking for patients and visitors near the hospitals and clinics, and encouraging the use of public transportation will be a first priority.

negatively affect existing residential or small businesses adjacent to the site.

4. **Parking** On-site parking areas should be provided to support primary functions but minimize visual and environmental impacts. Conveniently located parking and access for patients and visitors should be provided at sites with clinical functions.
5. **Elderly And Disabled Access** Facilities and parking should be easily accessible to the elderly and people with disabilities.
6. **Community Interface** Designs should accommodate community concerns, taking into account the needs of the full spectrum of activities, including traffic patterns, pedestrians, parking, delivery and pickup, physical plant requirements and the interface between the university and the surrounding community.
7. **Parking** Provide adequate parking for faculty, staff, students, patients, and visitors to campus. The campus should investigate the setting of priorities in the assignment of parking spaces.
8. **Traffic Priority** Major emphasis should be placed on discouraging the use of private automobiles.
9. **Transit First** San Francisco's Transit First policy should be followed in regard to existing sites and new sites if located in San Francisco.

### PLANNING PRINCIPLES

1. **Campus Site Circulation** New sites should not be divided by major streets or thoroughfares, so as to maintain campus coherence and provide safe circulation.
2. **Pedestrians** Establish clear interior pedestrian circulation within zones, separating pedestrian access from public vehicle access. Pedestrian crossing of major streets or thoroughfares should be avoided or minimized.
3. **Logistics** Efficient logistic centers, i.e., loading docks, materiel handling, service yards, should be planned at all sites. Materiel delivery should be located at the perimeter of the site and service vehicle access separated from public vehicle access, so long as the requirement does not

### GOALS & OBJECTIVES

1. **Access And Circulation** *Ensure that access to and circulation within UCSF sites is safe, direct and efficient.*
  - *Sites should be easily accessible by freeways, major streets and public transportation, both UCSF and non-UCSF operated.*

- Plan for internal circulation systems which minimize conflicts between pedestrians and vehicles.
  - Lessen traffic congestion at and on the perimeter of the site.
  - Provide easy access for the disabled and elderly.
  - Provide efficient intersite transportation as needed.
  - Seek a safe commute for faculty, students, staff, patients and visitors.
- 2. Alternatives** Emphasize transportation alternatives that will lessen auto traffic in and around campus sites.
- Promote car pools, van pools, public and private transit, ride sharing, bicycles, and other alternatives to single passenger automobiles; provide adequate parking, waiting or loading areas to accommodate these means of transport. The campus should consider flexible work schedules to reduce traffic and transportation impacts.
  - Develop electronic alternatives to transit.
  - Consolidate sites to limit need for transport between sites.
  - Provide a convenient, efficient inter-site transportation service, exploring possibilities for joint efforts with the City and County of San Francisco.
  - Sites should be easily accessible by public transportation. Maximize accessible public transportation to main campus locations.
  - Provide incentives to discourage employees from driving alone to work.
- 3. Parking** Provide adequate parking to serve patients, visitors, faculty, staff and students, while promoting use of public transit and alternative forms of transportation to single-passenger vehicles.
- Provide adequate parking convenient to the area or site it serves, when the site can accommodate it.
  - Locate satellite or remote parking facilities to accommodate parking demand, especially for commuters.
  - Develop parking for specific user groups including short term visitors, outpatients, students, emergency vehicles, employees, and service vehicles.
  - Give priority in parking to patients, visitors and emergency and service vehicles over faculty, students and staff.
  - Continue to make UCSF parking facilities available for community use during off-peak hours at reduced rates.
- 4. Materiel Handling** Provide an efficient campus materiel handling system.
- Campus materiel operations should be accommodated within the central service facilities located to serve all sites effectively.
  - Provide adequate materiel delivery facilities at each site.
  - Locate materiel receiving and distribution areas where there is optimum access and where the location does not create circulation conflicts.
- 5. Neighborhood Impacts** Minimize impact on local traffic congestion and parking shortages in a manner consistent with local government plans. Locate facilities to optimize access to public transit, and encourage transportation alternatives to single-passenger automobile travel.
- Support local government transportation policies, including Transit First.
  - Consolidate sites to limit the need for extensive movement of people and materials between sites.

- Emphasize transportation alternatives, including public transit, carpools, bicycling, and walking.
- Explore remote parking with shuttle service.
- Explore all means of financing future parking development including recovery of those development costs through parking fees while giving consideration to the impacts of the cost of parking on patient convenience and faculty recruitment and staff needs.
- Develop off-street parking to divert employees, visitors, and construction vehicles from parking in nearby neighborhoods.

### **CRITERIA**

1. ***Accessibility from Freeways and Major Streets*** *Is the new site readily accessible from nearby freeways and major streets?*
2. ***Traffic Capacity*** *Do existing and planned roads and streets have sufficient capacity to accommodate traffic from development at new sites?*
3. ***Public Transit Access***
  - *Do new sites have or will they have ready access to public transit, both*

*UCSF and non-UCSF transit, for commute travel and travel between UCSF sites?*

- *Is the site located to utilize access to existing public transit such as BART, MUNI and SamTrans?*
4. ***Pedestrian Circulation*** *Is pedestrian access and circulation to and within new sites easy and safe? Is the site located so as to facilitate bicycling and walking?*
  5. ***Parking*** *Can projected new demand for parking generated by UCSF at sites to be developed be accommodated either all on-site or on-site plus a remote parking facility where it will not impact negatively on existing neighborhoods? To what extent will the community around the site benefit from off-hour access to parking facilities?*
  6. ***Access for UCSF Support Services*** *Are new sites easily and quickly accessible by UCSF support services and are UCSF materiel handling operations easily accessible by vendors and supplies?*
  7. ***Internal Circulation*** *Is there a plan for an internal circulation system that separates vehicles and pedestrians and has the capacity to provide smooth traffic flow?*
  8. ***Shuttle*** *Is the site conveniently located with respect to shuttle service to other UCSF sites?*

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\* All University of California and State of California documents are available in the UCSF Campus Planning Office; all City and County of San Francisco documents are available from the City Departments of City Planning or Public Works.

APPENDICES

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