

CHAPTER 1: SUMMARY OF LRDP PROPOSALS

This document sets forth a new Long Range Development Plan (LRDP) for the University of California San Francisco (UCSF). This LRDP is intended to guide the physical development of UCSF over the next 15+ years, through the first decade of the 21st century, and upon adoption by The Regents of the University of California will replace the 1982 LRDP. The overarching theme of the 1996 LRDP is to meet current and future space needs for the maintenance and growth of UCSF by providing space for the following purposes:

- **Decompression**, to relieve the excessive crowding at Parnassus Heights;
- **Expansion**, to provide new space for existing meritorious programs and new programs; and
- **Consolidation**, to reduce the scattering of academic and administrative support units from many dispersed sites.

UCSF has identified a total space need of about 3.43 million gross square feet (gsf) during the 1996 LRDP planning period, which represents an approximate 68% increase in space over current UCSF uses. The 1996 LRDP proposes to meet this space need in two ways. The immediate thrust will be to reinvest in existing campus sites and facilities by repairing and replacing outmoded infrastructure and buildings, renovating buildings to extend their life or make them more efficient, and constructing new space for new programs. Demolition of non-code-compliant or obsolete buildings also will be undertaken as resources permit. Amenities and services will also be provided to make life more pleasant and comfortable for users of the campus sites, and to make the sites more accommodating to surrounding neighborhoods.

UCSF proposes to meet its 3.43 million gsf space need in two ways: by reinvesting in existing sites now and by establishing a major new site in the future.

The second strategy, over the longer term, will be to acquire sufficient land to build a new major campus site to provide space for the rational decompression, expansion and consolidation of space.

To restate, the fundamental strategy of the LRDP is therefore:

- **Reinvest In Existing Sites** UCSF will continue to implement ongoing projects with approved environmental reviews at Parnassus Heights, UCSF/Mount Zion and Laurel Heights, and to carry out necessary infrastructure, code and seismic improvements at all existing sites.

- **Establish A Major New Campus Site** To provide space for decompression, expansion and consolidation, especially for programs now at Parnassus Heights, UCSF will establish a major new campus site.

Over the next 15 years UCSF intends to acquire and begin developing a major new campus site. However, full buildout of the new site will likely not occur until after 2010.

Over the next 15 years UCSF intends to acquire sufficient land to develop a major new campus site. However, it is likely that full buildout of the major new site will not occur until after 2010. This new site will be large enough to provide for the majority of all new space built by UCSF into the next century. Successful academic programs now located at Parnassus Heights will form the nucleus of UCSF uses at this new site, and academic or administrative support units will be brought there as the academic programs grow. Some consolidation of dispersed units will be possible as well. As space is released at Parnassus Heights, it will be used in turn for decompression and for selective growth of the remaining departments.

After an extensive site search and evaluation process conducted by UCSF, three locations with sufficient capacity to accommodate the major new site have been identified. These three sites are Brisbane Baylands-Executive Park, located in the City of Brisbane and the City and County of San Francisco; Harbor Bay Business Park, located in the City of Alameda in Alameda County; and the Mission Bay area, located in the City and County of San Francisco.

Of the total projected 3.43 million gsf space need described above, UCSF expects to meet some of this need at existing sites, primarily by fully occupying currently owned properties such as Laurel Heights and Mission Center, and by completing approved plans at UCSF/Mount Zion. The remaining need, along with UCSF owned and leased space which would be desirable to consolidate at a central location, would be met at the new site. After full implementation of the LRDP, total projected UCSF built space would be approximately 8.30 million gsf, including a new campus site of approximately 2.65 million gsf.

Specific proposals contained in the LRDP are summarized in Table 1.

TABLE 1: SUMMARY OF LRDP PROPOSALS

A. PARNASSUS HEIGHTS

PROGRAM SPACE IMPROVEMENTS

- **New Facilities**
 - UC Hall Seismic Replacement Building Project Develop, in phases, new state-of-the-art research laboratory and teaching space to replace UC Hall, the Medical Research IV building, and the Laboratory of Radiobiology. New construction may also include some relocated clinical space. Total new development on those sites would not exceed 85,000 gsf.
 - Parnassus Services Building Construct a Parnassus Services Building to replace obsolete animal care space in the Medical Research I/II building and materiel management space in the Central Services building, and to provide a modest amount of expanded Environmental Health and Safety space. Construction of the Parnassus Services Building would require demolition of the Medical Research I/II and Central Services buildings.
- **Renovated Facilities**
 - Laguna Honda School Work with the San Francisco Unified School District to study the feasibility of retrofitting or rebuilding this leased facility to address seismic and code deficiencies, to allow for reoccupancy by UCSF uses or closely affiliated organizations after current building occupants move to Laurel Heights as part of the Revised Laurel Heights Plan.
 - Modernization of Laboratory Space Continue ongoing laboratory modernization projects to replace obsolete laboratory facilities, while ensuring the retention of existing teaching space at Parnassus Heights.
- **Demolished Facilities**
 - Proctor, Surge and Woods Buildings Demolish the Proctor, Surge and Woods buildings after moving their occupants to existing space on and off Parnassus Heights. Study the feasibility of rebuilding the Proctor site as housing.

INFRASTRUCTURE IMPROVEMENTS

- **Utility Improvements** Systematically upgrade the electrical, ventilation, fire protection and other building-wide systems in laboratory buildings.
- **Information System Improvements** Install a high-speed data network to link users at Parnassus Heights and other sites with each other. Modernize the Medical Center data network to improve management of patient information, physician referral links, patient scheduling and billing.
- **Fire Safety Improvements** Improve the water system serving fire sprinklers, emergency shower and eyewash units within buildings at Parnassus Heights. Install fire wall or door separations between major linked buildings.

TABLE 1: SUMMARY OF LRDP PROPOSALS (Continued)

HOUSING

- **Aldea San Miguel Student Family Housing** Replace the Aldea San Miguel family student housing complex with contemporary housing, recreation and child care facilities, in the same amount of space.
- **145 Irving Street, 1308-10 Third Avenue and 1486-88 Fifth Avenue** Convert existing buildings used as offices at 145 Irving Street, 1308-10 Third Avenue and 1486-88 Fifth Avenue back to residential use, or demolish and replace those buildings with housing for students and/or faculty. Priority occupancy will be for student families or faculty at 1308-10 Third Avenue and 1486-88 Fifth Avenue and for single students at 145 Irving Street. However, consideration should be given to single student housing at the 1308-10 Third Avenue site, if it is demolished with the 145 Irving Street building and replaced with new housing.
- **374 and 735 Parnassus Avenue** Convert existing buildings used as offices at 374 and 735 Parnassus Avenue to housing, or demolish those buildings and replace them with housing for students, faculty, or short-term use by families of Medical Center patients.
- **1414, 1420, 1422-24, 1432 and 1460 Fifth Avenue** Over time, convert houses occupied by non-UCSF tenants at 1414, 1420, 1422-24, 1432 and 1460 Fifth Avenue to residential occupancy by UCSF student families or faculty.

PARKING AND CIRCULATION

- **Operational Improvements**
 - Study the expansion of the existing valet parking program, which could include additional valet parking in the Crede Ambulatory Care Center garage, the Millberry Union garage, and/or the Woods, Surge and Westside parking lots.
 - Encourage the San Francisco Police Department to increase enforcement related to illegal parking in neighborhoods surrounding Parnassus Heights.
 - Investigate the provision of parking at new remote parking lots which would connect to Parnassus Heights via the UCSF shuttle system.
 - Evaluate existing pricing policies for the parking supply, in light of possible shifts between short-term and long-term use, and changes in patient demand for parking.
 - Investigate shuttle connections to the Glen Park BART station, and additional vanpools and commuter busses to help reduce parking demand.
- **Circulation**
 - Improve directional signage at the Parnassus Heights site, especially for people moving between the Medical Center, parking garages and public transit stops.

TABLE 1: SUMMARY OF LRDP PROPOSALS (Continued)

- Investigate ways to avoid pedestrian/vehicle conflicts and improve safety along Parnassus Avenue.
- **New Elevators** Study the addition of a new express elevator, or the conversion of an existing elevator to an express elevator, in the Crede Ambulatory Care Center garage to allow pedestrians to bypass the garage and move directly between Irving Street and Parnassus Avenue.

AMENITIES AND SERVICES

- **Food Services** Continue to provide affordable food service facilities that reflect the diversity of the UCSF community, through the following:
 - Provide provisions for catering, 24-hour access areas, and vending areas.
 - Reconfigure existing food service facilities on the J (Parnassus Avenue) Level of Millberry Union to be more accessible to Parnassus Avenue and provide a greater variety of food vendors and seating areas.
- **Recreation and Fitness** Provide additional opportunities for recreation and fitness at Parnassus Heights through the following:
 - Study the possible location of basketball, volleyball, soccer and/or tennis courts on the roofs of parking structures or in open space areas created by the demolition of existing buildings.
 - Improve hiking trails on Mount Sutro.
 - Develop partnerships with local fitness/recreation facilities to offer discount memberships to UCSF students and employees.
 - Prepare a Recreation and Fitness Master Plan to evaluate specific recreation and fitness projects, cultural programs and services at Parnassus Heights and other campus sites, and to identify opportunity sites where those projects and programs could be implemented.
- **Child Care**
 - Provide child care facilities as part of renovation of the Aldea San Miguel family student housing complex.
 - Investigate contractual relationships with nearby family care operators to provide services to UCSF employees and students.

TABLE 1: SUMMARY OF LRDP PROPOSALS (Continued)

- **Open Space and Campus Beautification**

- Investigate opportunities to create a new landscaped plaza on the site of UC Hall after that building is demolished and replaced with a smaller building.
- Update the designated area of the Mount Sutro Open Space Reserve to reflect recent remeasuring that has found the area to contain 61 rather than 58 acres.
- Because the Surge and Woods buildings are adjacent to the Mount Sutro Open Space Reserve, add the areas of their building footprints to the Reserve upon demolition of those buildings.
- Improve Parnassus Avenue tree-planting and brick paving for pedestrian priority use.
- Find ways to make Saunders Court more pleasing as a gathering place.
- Provide wind-sheltered seating areas in easily accessible locations.
- Maintain the Mount Sutro Open Space Reserve as permanent open space and investigate an appropriate maintenance and restoration program for trees and vegetation in the Reserve.
- Propose improvements to encourage recreational use of appropriate areas of the Mount Sutro Open Space Reserve while maintaining the open space character of the area.

- **Student Services** Provide effective student services to all students. Retain student services at Millberry Union for the convenience of students.

- **Community Access** Extend services, facilities, and activities to the wider community as appropriate, including the following:

- Continue to provide health care information and educational services to the wider community.
- Continue to provide space on campus for meetings by community groups.
- Expand community participation in fitness and recreation programs commensurate with the development of program capacity.

PARNASSUS HEIGHTS SPACE CEILING

Respond to The Regents' space ceiling policy by carrying out demolition and new construction projects which reduce the overall space at the Parnassus Heights site, and by demonstrating good faith efforts to meet the space ceiling.

AVERAGE DAILY POPULATION

Address the principle of controlling the population at the Parnassus Heights site by establishing a goal of limiting the average daily population at the site to 16,000 persons.

TABLE 1: SUMMARY OF LRDP PROPOSALS (Continued)

B. UCSF/MOUNT ZION

Implement the approved UCSF/Mount Zion short-term and long-term development programs in accordance with the 1990 and 1992 Amendments to the 1982 LRDP, which include the following:

PROGRAM SPACE IMPROVEMENTS

- **Research Building** Complete a new Research Building for interdisciplinary programs in clinical oncology and molecular biology in accordance with the 1990 and 1992 Amendments to the 1982 LRDP.

INFRASTRUCTURE IMPROVEMENTS

- **Central Utility Plant** Construct an Interim Utility Plant to serve the new Outpatient Cancer Center and other buildings on the main block, until a permanent Central Utility Plant is built with the hospital replacement buildings, in accordance with the 1990 and 1992 Amendments to the 1982 LRDP.
- **Other Utility Improvements** Improve the heating, ventilation, chilling and electrical systems, and complete other infrastructure upgrades to comply with applicable codes and to support approved development at UCSF/Mount Zion.

PARKING AND CIRCULATION

- **Parking** Provide additional parking at UCSF/Mount Zion in the Medical Office Building at 1701 Divisadero Street, lease more parking spaces at the San Francisco Medical Center garage, and study the development of a new parking garage in the UCSF/Mount Zion vicinity.

AMENITIES AND SERVICES

- **Child Care** Study the feasibility of joint use of the proposed child care facility at the nearby Laurel Heights site.

MEDICAL CENTER

- **Medical Office Buildings** Provide additional medical office space for UCSF/Mount Zion faculty and community practitioners in two new medical office buildings at 2330 Post Street and 1701 Divisadero Street, in accordance with the 1990 and 1992 Amendments to the 1982 LRDP. If necessary, investigate the potential to acquire further medical office space in existing commercial buildings in the vicinity of UCSF/Mount Zion.
- **Outpatient Cancer Center Building** Construct a new Outpatient Cancer Center in accordance with the 1990 and 1992 Amendments to the 1982 LRDP.
- **C Building (Hellman Building)** If UCSF requires additional inpatient capacity in the early 21st century, demolish the C Building (Hellman Building) to allow construction of new hospital facilities on the main block in accordance with the 1990 and 1992 Amendments to the 1982 LRDP.

TABLE 1: SUMMARY OF LRDP PROPOSALS (Continued)

- **E and G Buildings** If UCSF requires additional inpatient capacity in the early 21st century, demolish the E and G Buildings, which are considered obsolete due to their age, condition and unsuitability for retrofitting to meet contemporary standards, to allow construction of new hospital facilities on the main block in accordance with the 1990 and 1992 Amendments to the 1982 LRDP.
- **New Hospital Building** If UCSF requires additional inpatient capacity in the early 21st century, construct a new hospital building in two phases on the main block, in accordance with the 1990 and 1992 Amendments to the 1982 LRDP.

C. SAN FRANCISCO GENERAL HOSPITAL

UCSF expects to maintain its activities as an affiliated institution at SFGH in the future. Long range planning at SFGH falls under the authority of the City and County of San Francisco, through their *Institutional Master Plan* for the site. The 1996 LRDP describes several UCSF options at SFGH, including the following:

- Study the development of a new research and clinics building on the ‘A’ parking lot.
- Study the demolition of Building 100 and the construction of contemporary research space on its site.
- Study the potential to develop the area between the wings of Building 10/20 with contemporary research space.

D. VETERANS AFFAIRS MEDICAL CENTER

UCSF expects to maintain its activities as an affiliated institution at the VAMC in the future. Long range planning at the VAMC falls under the authority of U.S. Department of Veterans’ Affairs, through their *Facility Development Plan* for the site. UCSF use of the VAMC is not anticipated to change under the 1996 LRDP.

E. LAUREL HEIGHTS

Implement the approved Revised Laurel Heights Plan in accordance with the 1995 Amendment to the 1982 LRDP, which includes the following:

PROGRAM SPACE IMPROVEMENTS

- **Fully Occupy Laurel Heights** Fully occupy the Laurel Heights facility with office-based instruction and research programs, including the Center for Social, Behavioral and Policy Science programs, and academic and campus administrative uses in accordance with the 1995 Amendment to the 1982 LRDP.

TABLE 1: SUMMARY OF LRDP PROPOSALS (Continued)

INFRASTRUCTURE IMPROVEMENTS

- **Upgrade Infrastructure and Utility Systems** Upgrade infrastructure and utility systems within the Laurel Heights building to meet code, life-safety and program requirements. Improve emergency response, security, and data network systems at the building, in accordance with the 1995 Amendment to the 1982 LRDP.

PARKING AND CIRCULATION

- **Parking** Provide additional parking at the Laurel Heights building through restriping of existing parking areas, provision of new on-site parking, valet parking, and new off-site parking in accordance with the 1995 Amendment to the 1982 LRDP.

AMENITIES AND SERVICES

- **Food Service and Child Care Facilities** Provide new food service and child care facilities and, if space and funding permit, a fitness facility, as the building is renovated and occupied in accordance with the 1995 Amendment to the 1982 LRDP.

F. MISSION CENTER BUILDING

PROGRAM SPACE IMPROVEMENTS

- **Fully Occupy Mission Center** Continue to use the Mission Center Building to house campus administrative units, academic units, and current research laboratory and animal care functions. Occupy vacant space on the fifth and sixth floors with academic and campus administrative offices.

INFRASTRUCTURE IMPROVEMENTS

- **Upgrade Infrastructure Systems** Improve life-safety, emergency egress, disabled access and infrastructure systems in the Mission Center building to correct existing deficiencies and meet current and future needs. Upgrade current building mechanical systems.

AMENITIES AND SERVICES

- Augment or replace building services and amenities to respond to occupant needs.

G. OTHER SAN FRANCISCO AND PENINSULA SITES

BUCHANAN STREET COMMUNITY DENTAL CLINIC

Continue current academic and clinical care programs at the Buchanan Street site at existing levels.

TABLE 1: SUMMARY OF LRDP PROPOSALS (Continued)

HUNTERS POINT ANIMAL CARE FACILITY

When the major new site is developed, animal care facilities at Hunters Point would be relocated to the new site and consolidated with animal care space at that site. The Hunters Point site could then be disposed of, if no other use for the site is identified.

OYSTER POINT

When the major new site is developed, materiel management and laundry facilities at Oyster Point would be relocated to that site and consolidated with other support units. The Oyster Point site could then be disposed of, if no other use for the site is identified.

HARRISON STREET BUILDING

Since the Harrison Street building is leased property and current use is considered temporary, current occupants of this building would be candidates for relocation to the major new campus site. In that case, the Harrison Street building could be reused by UCSF academic or administrative support units at nearby San Francisco General Hospital in order to decompress activities at that site, or the lease could be terminated.

EXECUTIVE PARK

Since the site is leased property, current use is considered temporary. However, in the near term, additional space could be leased at Executive Park to provide surge space for units moving from Parnassus Heights as UCSF proceeds with plans to address seismically vulnerable and obsolete facilities at Parnassus Heights. If the major new campus site is developed at Brisbane Baylands-Executive Park, existing administrative units could remain as part of that development. If not, these units could be relocated to the major new campus site when developed and consolidated with other administrative or academic units as leases expired.

OTHER LEASED SITES

Consolidate some School of Medicine and campus administrative units currently located in downtown leased space at Laurel Heights in accordance with the 1995 Amendment to the 1982 LRDP. Some units would remain downtown to be near their client base. To the extent possible, over time consolidate units currently located in leased space to existing owned sites and the major new campus site.

H. FRESNO

Continue current academic and clinical care programs at Fresno at existing levels.

TABLE 1: SUMMARY OF LRDP PROPOSALS (Continued)

I. MAJOR NEW CAMPUS SITE

Acquire sufficient land to develop a single major new site to provide for decompression, expansion and consolidation of programs and functions, in accordance with UCSF's identified space needs.

- Establish a major new campus site which can accommodate existing programs, new programs and as yet unprogrammed growth, and which is suitable, flexible, safe and attractive for its occupants.
- Arrange campus land uses at the major new campus site to reinforce academic and operational relationships.
- Optimize the design, placement and relationship of buildings on the major new campus site to meet UCSF's program needs in the best way possible.
- Ensure that UCSF development is compatible with its physical surroundings in use, scale and density.

J. CROSS-CAMPUS ELEMENTS

HOUSING

- **Housing at Parnassus Heights** Improve housing at Parnassus Heights through the housing proposals described for that site.
- **New Student Housing** Provide 339 additional housing spaces for single students and families to meet the goal of providing 25% of students with housing and to replace 41 family student spaces lost in the Aldea reconstruction. Seek to locate the majority of this housing near an existing major site or at or near the final selected major new site. To finance this effort, seek financing mechanisms that may involve cooperative arrangements with other institutions, non-profit housing corporations, and private developers as well as the UC housing finance programs. Give a priority to seeking a donation of land on which the student housing might be placed.
- **Financial Assistance** Continue to provide financial housing assistance to eligible students. Study the option of setting aside a percentage of the new housing for those students with the lowest incomes.
- **Faculty and Staff Housing** To respond to the projected increase in UCSF junior faculty and non-teaching staff associated with campus growth at the major new site, UCSF will target a housing production program that will produce between 130 and 160 units of affordable housing. UCSF will study approaches being followed at other UC campuses for funding the development of this housing. It will consider potential joint venture opportunities with other entities, such as universities, non-profit housing developers and private developers. It will consider sites at or near the final selected major new site, but will not be limited by those locations.

TABLE 1: SUMMARY OF LRDP PROPOSALS (Continued)

- **Campus Housing Master Plan** Prepare a Campus Housing Master Plan to serve as a guide to achieving the student, faculty and staff housing goals described in the LRDP.

TRANSPORTATION, CIRCULATION AND PARKING

- **Transportation Demand Management** Continue existing Transportation Demand Management strategies and explore further financially viable strategies, including the following:
 - Expand the UCSF shuttle system to include the major new campus site.
 - Provide preferential and/or low cost parking for carpools and vanpools.
 - Cooperate with public and private transit agencies on routes and scheduling of service.
 - Cooperate with local public works agencies to improve street lighting, security and pedestrian links between UCSF facilities and BART and other public transit connections.
 - Continue to sell transit passes on-site.

MATERIEL MANAGEMENT

- **Consolidate Existing Functions** Consolidate materiel management functions currently at the Oyster Point site to the major new campus site when the new site is developed.

SAFETY AND HAZARDS

- **Emergency Response And Hazard Prevention**
 - Plan, locate, design, build, and maintain facilities which are designed to meet current codes and seismic standards and which are not sited on contaminated, unremediated land.
 - Plan and implement improvements to existing buildings to make them seismically safe.
 - Provide necessary safety measures in the design of infrastructure in new facilities.
 - Continue ongoing safety and emergency response training for appropriate personnel.
 - Coordinate disaster planning with the City and County of San Francisco and provide emergency facilities for community use in accordance with the City's Emergency Response Plan.

TABLE 1: SUMMARY OF LRDP PROPOSALS (Continued)

- **Public and Personal Safety**

- Provide adequate security methods, including exterior lighting, particularly in parking areas and at transit stops, in order to maintain and enhance a safe environment at all UCSF sites. These security methods should be designed in a manner which is sensitive to the surrounding community.
- Cooperate with municipal police, BART personnel, and other safety agencies.
- Ensure that UCSF safety officers are sensitive to the concerns of the community.

- **Hazardous Materials Management**

- Minimize waste volumes through source reduction and through a variety of systems, practices and technologies for recycling, processing and decaying waste.
- Enhance the existing system for managing potentially hazardous material which protects UCSF 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.
- 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 adversely affect residential areas.

- **Air Emissions**

- Plan and design new research labs, clinics and other facilities to meet standards that regulate air emissions potentially posing a health risk to the UCSF community or adjacent neighbors.

INFORMATION TECHNOLOGY

- **Provide State-of-the Art Information Technology** Provide state-of-the-art information technology to UCSF sites and develop a network center to control and maintain connections between all sites.