

## C. CAMPUS SPACE NEEDS

### EXISTING SPACE BASELINE

UCSF currently occupies a total of approximately five million gsf in owned and leased facilities at all of its campus sites, excluding parking uses. All but a very small portion of this space is in San Francisco. Approximately two-thirds of all UCSF space is located at the Parnassus Heights site. This space is used by UCSF for a variety of institutional uses, within the following major categories:

- **Instruction**, which includes activities involving the transmission or dissemination of knowledge to students on a group or individual basis, including classrooms, teaching laboratories, seminar rooms, and academic offices;
- **Research**, which includes research conducted in laboratories and offices and their associated research support activities, such as cold rooms, glass wash and microscopy areas;
- **Clinical**, which includes space for services provided to patients in hospitals or clinics, including space occupied by the Medical Center for functions which support the provision of direct patient care such as administrative offices and conference rooms;
- **Support**, consisting of the following types:
  - **Academic Support**, which includes activities supporting the academic enterprise such as the library and animal care;
  - **Academic and Campus Administration**, which includes all administrative activities at the department, school and campus level, including deans' and directors' offices, conference rooms and copying facilities, and non-academic support activities such as police, personnel and accounting offices;
  - **Campus Community**, which includes activities, amenities and spaces which provide opportunities for relaxation, enjoyment of the natural environment, recreation, fitness, child care and food service;
  - **Logistics**, which includes those activities devoted to the delivery of materials, and physical plant activities such as machine shops, service yards, laundry services, utilities and storage;
- **Housing**, which includes residential facilities for students and faculty; and
- **Vacant and Alteration Space**, which serves as "contingency" space to accommodate routine departmental moves and temporary vacancies during space alterations such as laboratory upgrades and office remodelings.

Instruction and research space forms the core of the academic enterprise and together comprise about one-quarter of all UCSF space. Clinical space comprises about an additional one-quarter of all space. The remaining space is devoted to many support functions necessary to run a major academic medical center and a modest amount of housing and vacant/alteration space. Existing space in each of these categories at all sites is shown in Table 4. Existing space at each individual site is shown in Table 5.

**About one-quarter of all space is used for instruction and research activities, another quarter for clinical care, and the remainder for support functions.**

Over the past 14 years since the 1982 LRDP, UCSF's space inventory has increased by approximately 70%. Most of this increase resulted from the integration of UCSF with the Mount Zion Medical Center, the purchase of the Laurel Heights facility and the remaining one-half condominium interest in the Mission Center building, and the leasing of various spaces. Construction by UCSF of new buildings during this period has been limited to the new Campus Library and the Koret Vision Research Laboratory at Parnassus Heights, and the Research Building at UCSF/Mount Zion. In addition, UCSF purchased a medical office building at 2330 Post Street at UCSF/Mount Zion, and construction of a second medical office building is underway.

The general allocation of space at Parnassus Heights parallels that for UCSF as a whole, reflecting the fact that Parnassus Heights is the main campus site. However, other UCSF sites vary widely by function, and those variations are reflected in the split of uses at each site. Mission Center, the Harrison Street Building and Executive Park were developed as administrative support sites, and therefore contain primarily academic and campus administration uses. Oyster Point is the location of the campus laundry and materiel management, and consists primarily of logistics space. Hunters Point contains an animal care facility, classified as academic support. Clinical care programs have been acquired or developed at UCSF/Mount Zion, the Buchanan Street Community Dental Clinic, and through affiliation agreements at San Francisco General Hospital and the Veterans Affairs Medical Center. In addition, some instruction and research programs have been located off of Parnassus Heights, at Mission Center, Laurel Heights and in small leased facilities.

## **SPACE NEEDS**

To understand the nature of UCSF's space needs, it is important to appreciate the dynamics of medical sciences and patient care, and UCSF's success in these programs. Teaching, research and patient care in the health sciences are continually evolving, as knowledge about the causes, development, prevention and treatment of disease increases. Scientific research is a dynamic and unpredictable process, involving numerous pathways of investigation and continually producing new techniques and methodologies. As pathways of research multiply and spin off applications in teaching and patient care, more people, space and funding are needed to support these efforts.

**TABLE 4: EXISTING SPACE INVENTORY AT ALL SITES, DECEMBER 1994 (GSF)**

Type of Space	GSF	Percent of Total
Instruction	383,900	8%
Research	988,300	20%
Clinical	1,420,500	28%
Support:		
Academic Support	224,700	4%
Academic/Campus Administration /b/	914,800	18%
Campus Community	184,100	4%
Logistics	<u>418,200</u>	<u>8%</u>
Subtotal Support	1,741,800	34%
Housing	224,000	5%
Vacant/Alteration Space	275,300	5%
<b>TOTAL /a/</b>	<b>5,033,800</b>	<b>100%</b>

/a/ Excluding parking. UCSF also occupies a total of 761,100 gsf of structured parking (approximately 653,700 gsf at Parnassus Heights and 107,400 gsf at Laurel Heights).

/b/ Of this amount, approximately 53% is devoted to administrative uses of the Schools of Dentistry, Medicine, Nursing and Pharmacy; 43% to campus administrative uses; and 4% to other administrative uses.

Source: UCSF Space Inventory Building Report, Permanent 1994 Space File, December 1994, and Building List by Building Number, December 1994.

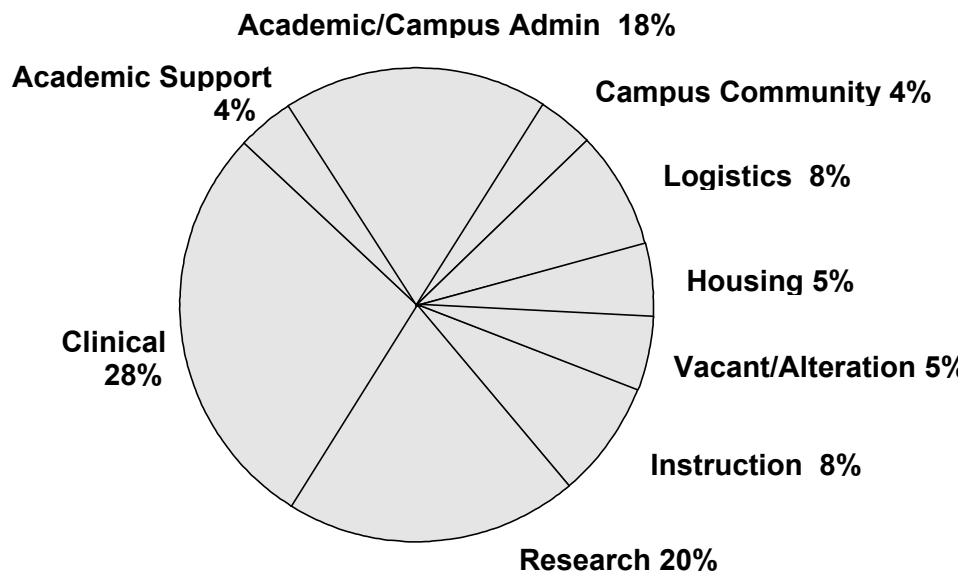


TABLE 5: EXISTING SPACE INVENTORY BY SITE, DECEMBER 1994 (GSF) /a,b,c/

Type of Space	Parnassus Heights /d/	Mount Zion /d/	SFGH	Laurel Heights	Mission Center	Buchanan Dental	Hunters Point	Oyster Point	Harrison Street	Executive Park	Turk Boulevard	Other Leased Sites	TOTAL
Instruction	327,200	30,100	14,300	1,200	3,800	5,100			2,200				383,900
Research	766,300	15,000	97,700	16,200	23,000	900	5,000					64,200	988,300
Clinical	876,400	347,400	11,900	32,500	68,100	8,600						75,600	1,420,500
Support:													
Academic Support	188,200	3,800	12,900	400	7,600		11,800						224,700
Academic/Campus Administration	477,700	25,000	23,000	78,700	146,400	1,900	900	8,600	25,500	30,300		96,800	914,800
Campus Community	143,400	23,100		7,100	7,000			1,200	1,700			600	184,100
Logistics	187,100	45,700	5,700	6,800	23,400	1,600		128,200	19,300			400	418,200
Subtotal Support	996,400	97,600	41,600	93,000	184,400	3,500	12,700	138,000	46,500	30,300		97,800	1,741,800
Housing	199,000										23,000	2,000	224,000
Vacant/Alteration Space	35,500		8,500	219,600	11,700								275,300
<b>TOTAL /a/</b>	<b>3,200,800 /e/</b>	<b>490,100</b>	<b>174,000</b>	<b>362,500</b>	<b>291,000</b>	<b>18,100</b>	<b>17,700</b>	<b>138,000</b>	<b>48,700</b>	<b>30,300</b>	<b>23,000</b>	<b>239,600</b>	<b>5,033,800</b>
Structured Parking	653,700			107,400									761,100

/a/ Excluding parking. UCSF also occupies approximately 761,100 gsf of structured parking at Parnassus Heights and Laurel Heights, not including surface parking lots.  
 /b/ Space information from the UCSF Permanent 1994 Space File, expressed as assignable square footage (asf) has been converted to gross square footage (gsf) based on individual building efficiencies (see Appendix A, Glossary, for definitions of asf and gsf).  
 /c/ Space at the Veterans Affairs Medical Center (VAMC) is not included in UCSF's space inventory because it is not owned or leased by UCSF, nor part of an "exchange agreement" as is the case with some space at San Francisco General Hospital (SFGH).  
 /d/ Includes leased space.  
 /e/ The amount of space at Parnassus Heights that is applicable to the 1976 Regents' space ceiling limitation is discussed on page 91 of this document.

Source: UCSF Space Inventory Building Report, Permanent 1994 Space File, December 1994, and Building List by Building Number, December 1994.

*CHAPTER 2: INTRODUCTION*

**BACK OF TABLE 5**

Space needs for the LRDP have been generated based on several sets of assumptions and trends. During the last two decades, UCSF's strength in research and health policy has grown to match its reputation as a first-class medical center. UCSF has pursued opportunities in teaching, research and patient care with great vigor. Now among a handful of the finest academic medical centers in the world, UCSF's accomplishments are represented by the number of breakthroughs its faculty have achieved.

Because UCSF's strength occurs across all four schools and the medical center, the needs extend across many disciplines and types of spaces. Added to this are needs associated with a new generation of young scientists and clinicians who have and will continue to come to UCSF with their own ambitions and who will require additional space.

However, there are many countervailing influences that could, under particular circumstances, affect these projections. As noted above, changes due to managed care could result in reductions in the size, number, and types of clinical programs located at UCSF. Federal research funding for scientific inquiry may be reduced. Funds for teaching programs may limit enrollments. Because the existence and effect of these potential influences cannot be predicted with certainty, this LRDP projects UCSF's optimum desired space needs during the LRDP planning period. Less development could occur.

UCSF's space needs and their implications are summarized below:

- UCSF has a great deal of severely crowded space, especially at the Parnassus Heights site, such that the average research faculty member has about half the square feet of research space as colleagues at similar institutions. Similar crowding exists at other campus sites, notably SFGH.
- Needs for additional space exist at every campus site and across all four schools.
- Needs for additional space exist across all types of space, from basic biomedical research laboratories to recreational facilities, with the most pressing need being for laboratory space for faculty at Parnassus Heights.
- The difficulty of providing new junior faculty with space, particularly laboratory space, comparable to what they are offered at other campuses (including other UC campuses), is a growing concern.
- There is growing evidence that this lack of space is affecting UCSF's ability to recruit and retain faculty and postdoctoral scholars who form the core of UCSF's academic enterprise.
- Lack of space for research is a major constraint in seeking extramural funding.
- Parnassus Heights is severely limited in its ability to grow, due to the high density of existing development, the scarcity of land that can be further developed, and the 1976 Regents' space ceiling policy.
- UCSF's satellite sites have a limited amount of area into which to expand.

- Considerable reinvestment of scarce capital funding is required at Parnassus Heights, especially for campus infrastructure and code-driven improvements, and these needs compete for funding with space needs.
- The costs of operating a number of single-building satellite sites are too high, both in operating costs and morale, and UCSF desires to consolidate its activities to fewer sites.
- Programmatic and physical needs at existing sites must be met, but to solve the essential space problems of the campus, a major new campus site must be created.

In order to address these factors, the 1996 LRDP space program incorporates the following overarching concepts in planning for future space needs:

- **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.

### **QUANTIFICATION OF SPACE NEEDS**

Each of the four schools and the Medical Center identified needs for academic and clinical care space for the next 10 to 15 years, including space for existing program growth, new programs, and space to relieve existing crowded conditions (“decompression” space). These needs were documented in the UCSF *Space Needs Assessment*<sup>7</sup> prepared in June 1993, which has been updated to reflect changes in projected needs through March 1996. The projected space need for instruction, research and clinical care uses, adjusted to reflect changes through March 1996, is approximately 1.87 million gsf. The amount of research space need identified is predicated on anticipated levels of future research funding from the National Institutes of Health and the National Science Foundation. Should anticipated levels of research funding decrease in the future, associated space needs would decrease, but because that cannot be predicted with certainty at this time, the space needs for research activities identified herein are a conservative estimate based on existing data.

The academic space needs identified by the Schools were evaluated using a planning model developed by UCSF to evaluate requests for space and to derive the associated academic, administrative and logistical space necessary to support the identified academic space need. The findings, adjusted to reflect changes in projected needs through March 1996, estimate that approximately 1.2 million gsf of support space would be necessary. In addition, it has been determined that a 5% contingency of vacant space to accommodate routine

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<sup>7</sup> University of California, San Francisco, *Space Needs Assessment*, June 1993, as adjusted to reflect changes through March 1996.

departmental moves and temporary vacancies during space alterations (such as laboratory upgrades and office remodelings) would be desirable, as well as approximately 240,000 gsf of new housing.

Accounting for academic and clinical space needs and their associated support space needs, the 1996 LRDP plans for a total space need of approximately 3.43 million gsf during the LRDP period. Of this amount, instruction and research space represents about 40%; clinical care space for the Medical Center and the four Schools amounts to roughly 14%; support space represents about 35%; and housing represents about 6%. The remaining 5% comprises contingency vacant/alteration space as described above. This increase is unlikely to be realized in its entirety during the 15-year horizon of this LRDP, in light of health care reform and its effects on academic medical centers, as well as other external factors affecting UCSF. However, this space plan serves as an envelope within which UCSF will develop during this planning period.

**The 1996 LRDP plans for a total space need of approximately 3.43 million gsf during the LRDP planning period**

These estimates do not include parking to serve current or future needs associated with growth, because parking requirements at the potential major new site would vary based on site location and the availability of public transit at each site. In suburban settings not well served by mass transit, the amount of parking required could add more than 2,000,000 gsf to the total needs over time.

It is important to note that space needs do not correspond on a square foot by square foot basis with the need for new facilities. Although a major portion of space needs would be met through new construction, some need would be satisfied through the use of existing vacant or under-utilized space, release space, or consolidation space. Release space created by a departmental contraction would address space needs, but release space created by a department simply moving from one site to another would not. Similarly, consolidation would meet space needs only to the extent that duplicative services or uses could be eliminated and therefore allow new uses of previously existing space.

**Space needs do not correspond on a square foot by square foot basis with the need for new facilities.**

## **FUNCTIONAL RELATIONSHIPS AND THEIR ROLE IN SPACE NEEDS**

In addition to determining the amount of space needed and where those needs might be met, the relationships among certain uses that require proximity to others must be considered. It is sometimes necessary to rearrange existing space so as to provide the proximity needed rather than to simply build new space. This fact complicates the planning picture, because key functional relationships can affect the totality and location of space. Specific functional relationships include the following:

**In addition of the amount of space need, relationships among uses requiring proximity to others must be considered.**

- Faculty in the basic biomedical science departments within each school and across schools are integrally related. Although they comprise a relatively small fraction of the total number of faculty at the campus, numbering perhaps 100 to 120 faculty, it is advantageous for them to be located in close proximity to one another to allow collaboration.

- For the most part, graduate student teaching takes place primarily in the basic biomedical science research laboratories rather than in separate teaching settings. Thus, those labs must be large enough to accommodate students and their particular needs as well as faculty and professional staff.
- Faculty working in research laboratories need various types of support, including animal care and cell culture support facilities, and considerable space for modern laboratory equipment which must be at or near the laboratories.
- Faculty in clinical departments who provide patient care also conduct research programs. Consequently, those faculty have needs for several different kinds of space: examining rooms and office space in clinical settings with special computer and other equipment, laboratories similar to those used by basic science departments, and extensive computer facilities. Because part of their day may be spent with patients, part teaching professional students in teaching labs and patient settings, and part in a research laboratory, it is especially difficult for them if one of these settings is far removed from the others.
- Basic and clinical science faculty from various schools and departments participate in interdisciplinary research programs, which are expected to increase in the future. Keeping those faculty in reasonable proximity to one another is highly desirable.

### **TOTAL SPACE AT BUILDOUT**

As described earlier, the LRDP proposes to meet the 3.43 million gsf space need in two ways: by reinvesting in existing sites and by establishing a major new campus site. Of the total projected 3.43 million gsf space need, 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 that would be desirable to consolidate at a central location, would be met at a major new campus site. The space program for the new site is described in Chapter 6, Plans for a Major New Site. After full implementation of the LRDP, total projected UCSF built space would be approximately 8.3 million gsf, including a new campus site of approximately 2.65 million gsf. The distribution of total projected space at LRDP buildout among various uses is shown in Table 6.

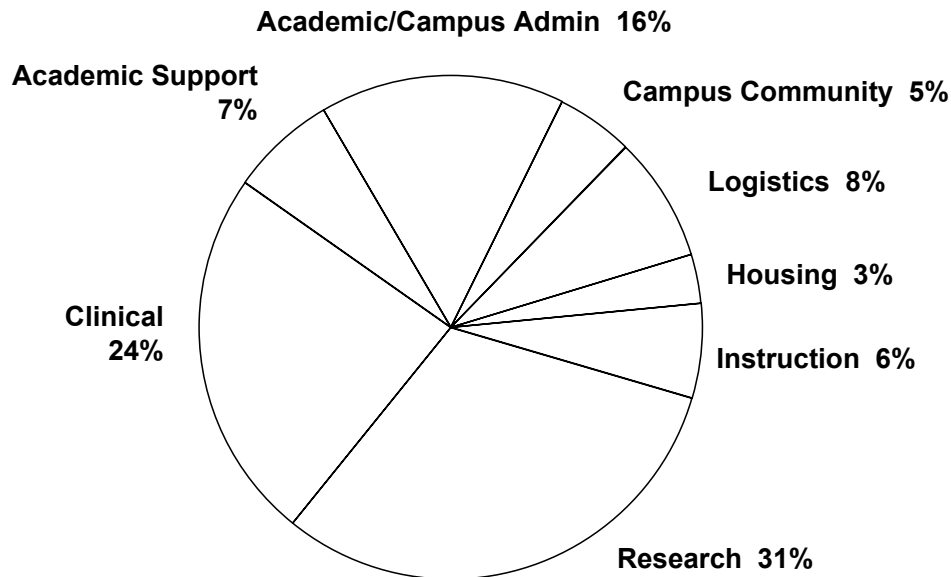
**TABLE 6: TOTAL PROJECTED SPACE AT LRDP BUILDOUT (GSF)**

<b>Type of Space</b>	<b>Existing Sites</b>	<b>Major New Site</b>	<b>Total</b>	<b>Percent of Total</b>
Instruction	370,000	160,000	530,000	6%
Research	1,330,000	1,220,000	2,550,000	31%
Clinical	2,000,000	0	2,000,000	24%
Support:				
Academic Support	335,000	265,000	600,000	7%
Academic/Campus Admin.	825,000	475,000	1,300,000	16%
Campus Community	240,000	160,000	400,000	5%
Logistics	300,000	370,000	670,000	8%
Subtotal Support	1,700,000	1,270,000	2,970,000	36%
Housing	250,000	0 /b/	250,000	3%
<b>TOTAL /a,c/</b>	<b>5,650,000</b>	<b>2,650,000</b>	<b>8,300,000</b>	<b>100%</b>

/a/ Excluding parking.

/b/ An additional 240,000 gsf of housing could be located near the major new site, an existing site, or at some other location.

/c/ It is assumed that at any given time some space will serve as vacant/alteration space to accommodate routine departmental moves and temporary vacancies during space alterations.



**CURRENT AND PROJECTED POPULATION**

Current estimated UCSF population at all Bay Area sites, and projected population upon implementation of all LRDP proposals including full buildout of the major new campus site, is shown in Table 7.

**TABLE 7: CURRENT AND PROJECTED UCSF POPULATION**

	<b>Current /a/</b>	<b>Projected at LRDP Buildout /b/</b>
Faculty and Non-Teaching Academic /c/	2,390	3,100
Staff	8,820	17,600
Students /d/	3,690	4,016
Postdoctoral Scholars /e/	1,590	1,500
Patients /f/	2,945	4,300
Visitors /g/	<u>3,730</u>	<u>5,500</u>
<b>TOTAL</b>	<b>23,165</b>	<b>36,016</b>

/a/ *Mount Zion Program Revisions Subsequent Final EIR*, November 1992, and *Revised Laurel Heights Plan Final EIR*, September 1995, supplemented with personnel data, November 1993. Employee figures are generally adjusted for absences due to vacations, sick leave and travel.

/b/ Projections assume implementation of all LRDP proposals at existing sites plus full buildout of the major new campus site. Figures are adjusted for absences due to vacations, sick leave and travel based on historic rates.

/c/ Not including volunteer faculty and community health care providers.

/d/ Based on adopted projections through 2003-04; student enrollment after 2003-04 is assumed to remain relatively constant.

/e/ Includes clinical fellows; projection could vary depending on future funding levels.

/f/ Daily inpatient population and outpatient visits to ambulatory care clinics, private practice physicians, dental clinics, and other referred visits.

/g/ Includes visitors to patients, faculty and staff; conference center visitors and participants in campus tours, continuing education and recreation programs; volunteers; children at child care facilities; and vendors.

## THE PROCESS OF DEVELOPING THE LRDP

UCSF began working on this LRDP in 1990. The process through which the LRDP was developed from that time to the present is summarized here. Many, but not all, of the documents discussed below were made available to the campus community and to the general public in various meetings throughout the process.

The process began with the collection of information on space and program needs. An *Academic Mission Statement* (included herein as Appendix C), and an *Existing Conditions Report* (Appendix D) were produced in 1992. The first document set out overall academic goals for UCSF, and the second described UCSF's existing site conditions and detailed the salient facts concerning the lack of remaining developable land at most UCSF sites. A third document, the *Space Needs Assessment*, prepared in 1993 (and updated through March 1996 for the LRDP), estimated UCSF's combined needs for decompression, growth and consolidation of scattered sites.

Following the review of academic and physical needs and constraints, UCSF discussed several conceptual approaches to solving its space needs, including:

- **Clusters.** UCSF might grow by adding space at existing sites (such as at UCSF/Mount Zion).
- **Small satellites.** UCSF could choose to continue to grow as it has been growing over the past ten years, by acquiring buildings of between 100,000 to 300,000 gsf, plus smaller leases.
- **Large satellites.** UCSF could choose to grow at two large satellites, each between 1 and 2 million gsf.
- **Single Major New Site.** UCSF could add a single major new site of between 3 and 4 million gsf.
- **Combination.** UCSF might grow in such a way that a combination of these approaches was followed—some clustering, and either a single major new site or, possibly, two large satellites.

Before settling on which approach had the greatest merit, UCSF compiled a list of potential sites and gathered fundamental information about them. Dozens of sites then became the focus of a two-year review, at the end of which time the *Site Fact Book* was produced. It contained a compendium of basic facts concerning each of 11 sites that had survived initial screens for size and proximity.

The *Goals and Objectives* (Appendix D) evolved during the six-year planning process. During the period of fact-gathering, several sets of criteria were being developed with which the potential sites and the LRDP itself were to be examined. Academic criteria set forth measures that would promote the success of the teaching and research missions of UCSF.

Physical criteria also were developed. These looked at aspects of the potential site locations and surrounding land uses, land availability, development potential, site features and other planning considerations. Non-physical criteria pertaining to timing and financial feasibility also were determined, including criteria covering services and amenities devised to serve faculty and staff located at dispersed locations. Community-related criteria were developed.

All of the criteria were first used to examine potential sites and determine their appropriateness for UCSF use. The same criteria then were used to assess different conceptual approaches. The *Goals and Objectives* document was adopted jointly by the CAG, the UAG and the 21st Century Committee in November 1994, and formed the basis for the next set of site evaluations conducted by all three groups.

As a result of applying the academic and financial criteria to the conceptual alternatives, the *Plan Options* document was produced. Following this review, the 21st Century Committee settled on the basic tenet of the LRDP—a preference for a single major new site as the best way to provide for UCSF’s long-term needs. However, if such a site could not be provided, the committee agreed UCSF should grow at only two new additional large satellites, and should abandon the multi-satellite approach.

After further site and policy evaluation, UCSF arrived at its *Plan Alternatives* document. This set forth those finalists from various sets of site screening as discrete pairs of large satellites or single major sites.

The following three sites were judged capable of being developed as a single major site for UCSF:

- **Brisbane Baylands/Executive Park** (in the City of Brisbane in San Mateo County and the City and County of San Francisco);
- **Harbor Bay** (in the City of Alameda in Alameda County); and
- **Mission Bay** (in the City and County of San Francisco)

If UCSF were to develop two new satellites of 1-2 million gsf each, seven finalist sites were found capable of meeting the size requirement:

- Brisbane Baylands (Brisbane)
- Executive Park (San Francisco)
- Harbor Bay (Alameda)
- The Letterman Complex at The Presidio (San Francisco)
- Mission Bay (San Francisco)
- The Mission District (San Francisco)
- Peninsula Gateway (Daly City)

UCSF later identified a smaller number of pairs of satellites that could serve as possible combinations were a single major site not forthcoming:

- The Presidio and Executive Park
- The Presidio and Mission Bay
- The Presidio and Daly City

Negotiations between UCSF and the National Park Service regarding the possibility of leasing the Letterman/LAIR facility ultimately reached an impasse. As a result, the pairs of satellites, which all included the Presidio, were dropped from further consideration in the LRDP.