Town Hall
April 24, 2019, 12:00 – 1:00 pm

COLE HALL AUDITORIUM
LIVE STREAM: [LINK]
Background

- In response to low faculty morale and a perception that Mission Bay was the favored campus, a taskforce was developed in 2017 to brainstorm ideas for improvement.
- By late 2017, a formal project was launched, with support from top leadership and budget for specialized consulting and architectural expertise, to develop a formal plan for improvement.

Objective

- To develop a comprehensive plan for Parnassus with discrete, measurable results through the preparation of a Comprehensive Parnassus Heights Plan (CPHP), involving a diverse array of stakeholders.
- With this plan, ensure that the UCSF Parnassus campus remains a flagship destination for the best clinical care, life sciences research, and education in the United States.

Desired Outcomes

- Final plan in Summer 2019 with draft in place by Spring of 2019.
- As part of a separate but concurrent process, planning and design for a “Central Research Labs/Collaboratory/ “CoLabs” hub in the Towers.
- Identified resources – space and funds- for initial phase of Parnassus improvement.
- Enhanced morale and energy at Parnassus across stakeholders due to visible progress.
Perkins Eastman is an international architecture, interior design, urban design, planning, landscape architecture, graphic design, and project management firm with offices in San Francisco and around the world. The Perkins Eastman team includes specialized sub-consultants with expertise in:

- Real Estate
- Landscape Architecture
- Community Engagement
- Transportation Planning
- Civil, Mechanical, Electrical, and Structural Engineering

UCSF Experience

Moffitt/Long 3rd Floor Radiology; under construction
ACC 4th floor Hematology Clinic; completion 2014
Outpatient surgery, diagnostic imaging and sub-specialty care; 2011
UCSF Replacement Hospital Conceptual Master Plan and Program; 2003
The Perkins Eastman team is scoped for the following:

- Site Assessment for Parnassus Heights
- Prioritize Future Development Considerations that Influence Physical Options for Parnassus Heights
- Infrastructure, Utility, and Code-Compliance Framework
- Physical Options (including a “Blue Sky” Plan, adjusted based on priority constraints, such as regulatory, political, financial)
- Parnassus Heights Design Guidelines for buildings fronting Parnassus Avenue and other high-profile public spaces
- Comprehensive Parnassus Heights Plan and Implementation Strategy
The CPHP will include:

- A Bold Vision to Change the Campus
  - Identification of near term initiatives
  - Vision for the future through 2040

- A site plan based on “opportunities”

- Design guidelines for bulk/height_SCALE

- Approaches for priority programs as articulated by faculty working groups and stakeholders

- Siting criteria and suggested locations for programs

- Implementation priorities

- Illustrative concepts for select elements
A three-phase approach is underway to develop the CPHP.

1. ANALYSIS & DISCOVERY
   May to August 2018
   - Due Diligence, Existing Conditions, Blue Sky Thinking,
     Challenges and Opportunities, Benchmarking

2. DESIGN ALTERNATIVES
   September to March 2019
   - Design Principles, Idea Generation, Technical Assessments,
     Public Outreach, Stakeholder Interviews

3. A FLEXIBLE PREFERRED PLAN
   March to June 2019
   - Final Plan, Documentation, Design Guidelines,
     Sequencing, Preliminary Estimates
• Parnassus Master Plan Steering Committee (composition: faculty and staff across the Schools and UCSF Health, Development, University Relations) meets once a month with Perkins Eastman and UCSF Real Estate Team to review new ideas and progress.

• 3 Visioning Workshops held in 2018 and 2019:
  o Blue Sky Ideas Development
  o Draft Ideas Development- honing in on possible options
  o Preferred Alternative Workshop- Building upon Core Concepts

• Community Relations Workgroup meetings held regularly to obtain input from the public

• Working Groups within Parnassus Steering Committee to develop vision, concepts and next steps for specific areas:
  o Research Collaboratory/CoLabs (Specific next steps developed)
  o Digital Hub
  o Research Space Working Group
  o Education Space Working Group

• Surveys include:
  • Research Faculty Survey with ~1,200 responses from research/academic community
  • UCSF Health Hospital of the Future survey with 940 respondents including patients, family members, providers, students, and staff
  • External Neighborhood Survey with ~1,100 responses
  • Employee and Student Survey with ~1,800 responses
NEIGHBORHOOD
Improvements needed

• Larger fitness center
• More community amenities
• Mitigate impact of construction on campus
• Lack of affordable housing for students/researchers
• Protect historic buildings

OVERLAPS
Improvements needed

• More green space and improved streetscape with pedestrian-friendly streets
• Central gathering plaza
• Campus design better integrated with the neighborhood
• Better lighting and enhanced safety
• Improved public transit
• More on-campus, affordable parking
• Designated pick-up/drop-off locations
• Secure bike parking

UCSF EMPLOYEES / STUDENTS
Improvements needed

• Healthy, affordable food options
• Sheltered outdoor space
• 24/7 Campus Life Services
• More communal spaces for collaboration
• State-of-the-art classrooms and IT equipment
• Improved way finding
• General facilities improvements

Surveys to Parnassus Heights neighbors and to employees/staff found a common interest in public space and access improvements.

CONTEXT: 2018 SURVEY RESULTS
SHAPING THE PLAN: ASSUMPTIONS

• A **range of solutions** is possible – UCSF is seeking **flexibility** to be responsive to changing and unknown conditions.

• Building conditions are still under study.
  • The Preferred Alternative assumes that some larger buildings on campus may be replaced.

• Parnassus Heights continues to be seat of the four Schools, Graduate Division, and adult clinical care; prioritizes **improving the patient experience** and **improving select areas of advanced research**.

• UCSF project priorities:
  • Enhance patient and visitor experience.
  • Contemporize research and education spaces.
  • Be bold! Engage philanthropic community with an inspiring, large vision.
At Parnassus Heights, there are radical changes in topography from Irving Street to Parnassus Avenue, to Medical Center Way, to the Aldea Housing Community.

There is no clear way to move through the campus from Park to Peak.
Connecting from the Peak of Mount Sutro to Golden Gate Park to allow improved navigation through campus and better integrate the surrounding residential neighborhoods has been a central principal of the CPHP from inception.
Building on feedback at the workshops and stakeholder meetings, a series of Six Big Ideas were developed and have been used as a framework for the CPHP.

1. **Create the campus heart**
   Generate *a place* that sparks conversations and collaboration; create the next *postcard destination*.

2. **Form complementary districts**
   Redefine and organize campus functions, while providing opportunities for *convergence*.

3. **Emphasize connections for convergence**
   Introduce multi-purpose, cross-disciplinary spaces, *improve wayfinding*.

4. **Park to Peak: A vertical campus**
   Take advantage of *topography and connect between Golden Gate Park and Mount Sutro*.

5. **Parnassus Ave. is the campus main street**
   Create a comfortable *pedestrian experience*; rethink how and where people park.

6. **Irving St. connects to the community**
   Welcome visitors, patients and the public into the campus.
PREFERRED ALTERNATIVE: DISTRICTS

Districts clarify functions and provide greater efficiency while also making wayfinding easier.
PREFERRED ALTERNATIVE: OPPORTUNITIES

By consolidating clinical uses on the East End, opportunity sites are made available to meet the needs of the university in the coming years. There are ongoing studies for some of the major buildings including UC Hall, Medical Sciences, Moffitt Hospital, and Millberry Union.
The white volumes are potential massing for new buildings that could accommodate the expected growth. Architectural designs would be developed as building projects are approved for implementation.
A faculty-led Research Space Working Group provided recommendations to the Parnassus Master Plan Steering Committee that included renovation of existing HSIR and MSB research space as well as new construction. The Preferred Alternative accommodates their request.

### PREFERRED ALTERNATIVE: RESEARCH SPACE

<table>
<thead>
<tr>
<th>Working Group Recommendations</th>
<th>Estimated GSF</th>
<th>Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing Core Research Facilities (HSIR E+W, MSB) Gold Standard</td>
<td>635k</td>
<td>✓ Space guidelines ✓ Renovation strategy</td>
</tr>
<tr>
<td>New Space (Short Term)</td>
<td>250k</td>
<td>✓ Opportunity sites est. <strong>410k</strong> new Research Space</td>
</tr>
<tr>
<td>New Space (Medium term)</td>
<td>160k</td>
<td></td>
</tr>
</tbody>
</table>
The Education Space Working Group, led by the Campus Librarian and including a range of faculty and staff from across the academic enterprise, recommended a reconfigured central core of education space and expansion of interprofessional training spaces, which can be accommodated in the Preferred Alternative.

<table>
<thead>
<tr>
<th>Working Group Recommendations</th>
<th>Estimated GSF</th>
<th>Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovative Central Education Core, and Instructional Platforms</td>
<td>Slight increase in existing classroom area, update classrooms</td>
<td>✓ Design guidelines</td>
</tr>
<tr>
<td>Expand central convening/informal meeting space capacity (10x); faculty support and student services</td>
<td>Repurpose existing spaces, with some additional space</td>
<td>✓ Opportunity sites Est. 70-80k</td>
</tr>
<tr>
<td>Expand Interprofessional Training Center</td>
<td>40k</td>
<td></td>
</tr>
</tbody>
</table>
PREFERRED ALTERNATIVE: DIGITAL HUB

<table>
<thead>
<tr>
<th>Working Group Recommendations</th>
<th>Estimated GSF</th>
<th>Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co-locate Digital Hub</td>
<td>10k – 40k</td>
<td>Opportunity sites, up to 40k</td>
</tr>
<tr>
<td>(computational space in proximity to Clinical operations). Plan for growth over time.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Co-located space for a number of clinical informatics programs was recommended by the Digital Hub Working Group and is accommodated within the Digital Hub.

Could be accommodated in new or renovated space.
## PREFERRED ALTERNATIVE: OTHER SPACE

<table>
<thead>
<tr>
<th>FUNCTIONAL AREAS</th>
<th>CPHP APPROACH</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PROGRAMS</strong></td>
<td></td>
</tr>
<tr>
<td><strong>HOUSING</strong></td>
<td>Intensify Aldea first: up to 332 new units (total of 504 units) for family housing. Maintain flexibility in West Side for housing.</td>
</tr>
<tr>
<td><strong>CHILD CARE</strong></td>
<td>Child care expansion at Proctor site; long term in Aldea at 50 Johnstone.</td>
</tr>
<tr>
<td><strong>HOTEL</strong></td>
<td>Opportunity for Patient-Family Hotel.</td>
</tr>
<tr>
<td><strong>FACULTY/STUDENT HOTELING</strong></td>
<td>New security approach; shared common areas; inter building connections; implemented with on-going renovations.</td>
</tr>
<tr>
<td><strong>ENVIRONMENTAL HEALTH</strong></td>
<td>On-going coordination with EH&amp;S for hazardous waste facility</td>
</tr>
<tr>
<td><strong>OPERATIONS/ SERVICE /LOGISTICS</strong></td>
<td>A service corridor to improve emergency access, support west campus growth.</td>
</tr>
<tr>
<td><strong>ADMINISTRATION</strong></td>
<td>Small net gain of space currently assumed in Preferred Alternative</td>
</tr>
</tbody>
</table>

The Preferred Alternative is also addressing other space needs identified by stakeholders.
PARNASSUS HOSPITAL PLANNING

• Under state law Moffitt Hospital, built in 1955, must be decommissioned for inpatient care or seismically retrofitted by 2030 to conform with SB 1953.

• Planning for a new, enhanced hospital provides a key opportunity for renovation and enhancement of PH overall and UCSF Health leadership has been closely involved in all stages of the CPHP Planning.

• A new hospital would allow us to increase the number of inpatient beds to help alleviate some of the severe capacity and access constraints that currently exist.

• Our objective is to ensure a holistic, integrated plan, enabling spaces for clinical and translational research in or adjacent to clinical areas and an enhanced clinical space that is welcoming to patients. The CPHP team is identifying opportunities for enhancing the patient and visitor experience throughout the campus.

• In 2018, guiding principles for the planning and design of the New Hospital at Parnassus Heights were developed. Based on this visioning work, master planning is beginning and will continue into 2020.

• Design currently is planned to begin in 2020. Demolition of LPPI and subsequent construction is planned to begin in 2023, with the first patient expected to be seen in 2029.
PARNASSUS HOSPITAL PLANNING

New Hospital Location
In order to inform the CPHP and other Parnassus planning efforts, a range of technical studies and analysis is underway including:

- Seismic review of existing buildings at Parnassus Heights
- Infrastructure and utilities assessment
- Code compliance study
- Hazardous waste facility siting study
- Preliminary traffic analysis
UCSF is a world-class university and the Parnassus Heights campus deserves to be a world-class environment.

Current planning efforts attempt to address the challenges at Parnassus Heights in a visionary and nimble way. Our goal is to create implementable plans, authored by the campus and the community at large, that can serve as a roadmap for future development and an inspiration to all stakeholders.