

Town Hall

April 24, 2019, 12:00 – 1:00 pm

COLE HALL AUDITORIUM

LIVE STREAM: [LINK](#)

The UCSF logo is rendered in a large, white, sans-serif font. It is positioned in the upper center of the image, partially overlapping the background. The background is an aerial photograph of the Parnassus Heights campus, showing a dense cluster of multi-story buildings with light-colored facades and flat roofs. The campus is situated on a hillside, with a lush green forested area behind it. In the distance, the San Francisco skyline is visible, including the Transamerica Pyramid. The sky is clear and blue.

REVITALIZATION OF PARNASSUS HEIGHTS CAMPUS TOWN HALL PRE-READING

CONTEXT: HISTORY AND BACKGROUND

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

CONTEXT: CPHP CONSULTANT TEAM



Erich Burkhardt FAIA

Principal-in-Charge



Vaughan Davies ISAA

Physical Planning



Steven Gifford AIA

Life Science
Research



David Levo AICP

Campus Planning



Kate Howe AICP

Project Manager

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

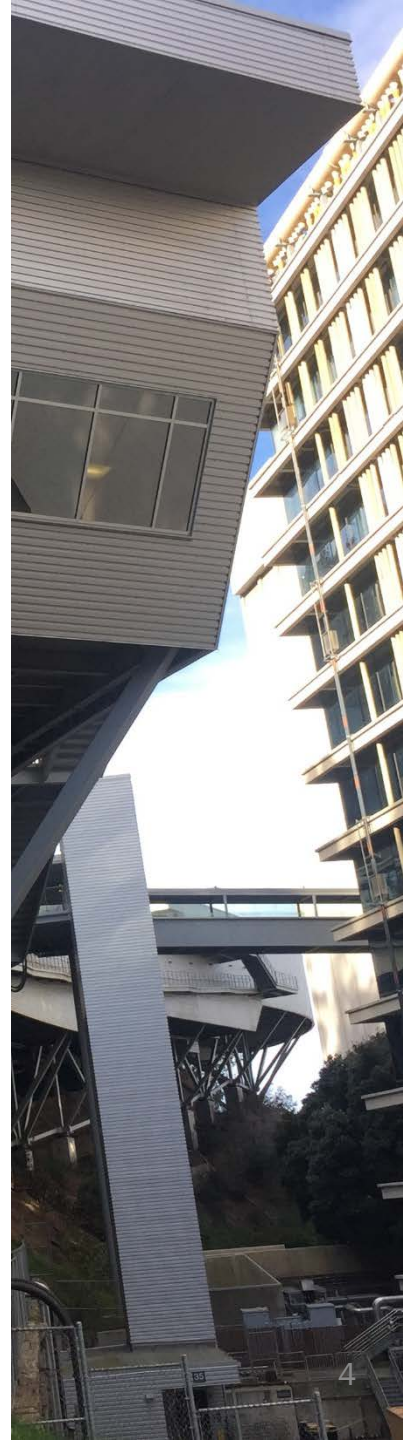
Outpatient surgery, diagnostic imaging and sub-specialty care; 2011

UCSF Replacement Hospital Conceptual Master Plan and Program; 2003

CONTEXT: HISTORY AND BACKGROUND

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



CONTEXT: A FLEXIBLE PLAN

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

CONTEXT: PROCESS

A three-phase approach is underway to develop the CPHP.

**ANALYSIS &
DISCOVERY**

May to
August 2018

1

Due Diligence, Existing Conditions, Blue Sky Thinking,
Challenges and Opportunities, Benchmarking

**DESIGN
ALTERNATIVES**

September to
March 2019

2

Design Principles, Idea Generation, Technical Assessments,
Public Outreach, Stakeholder Interviews

**A FLEXIBLE
PREFERRED PLAN**

March to
June 2019

3

Final Plan, Documentation, Design Guidelines,
Sequencing, Preliminary Estimates

CONTEXT: PARTICIPATION

- 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:
 - Blue Sky Ideas Development
 - Draft Ideas Development- honing in on possible options
 - 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:
 - Research Collaboratory/CoLabs (Specific next steps developed)
 - Digital Hub
 - Research Space Working Group
 - 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

CONTEXT: 2018 SURVEY RESULTS

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

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

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.

SHAPING THE PLAN: PARK TO PEAK

GOLDEN GATE PARK



LOCAL STREETS



SAUNDERS CT.



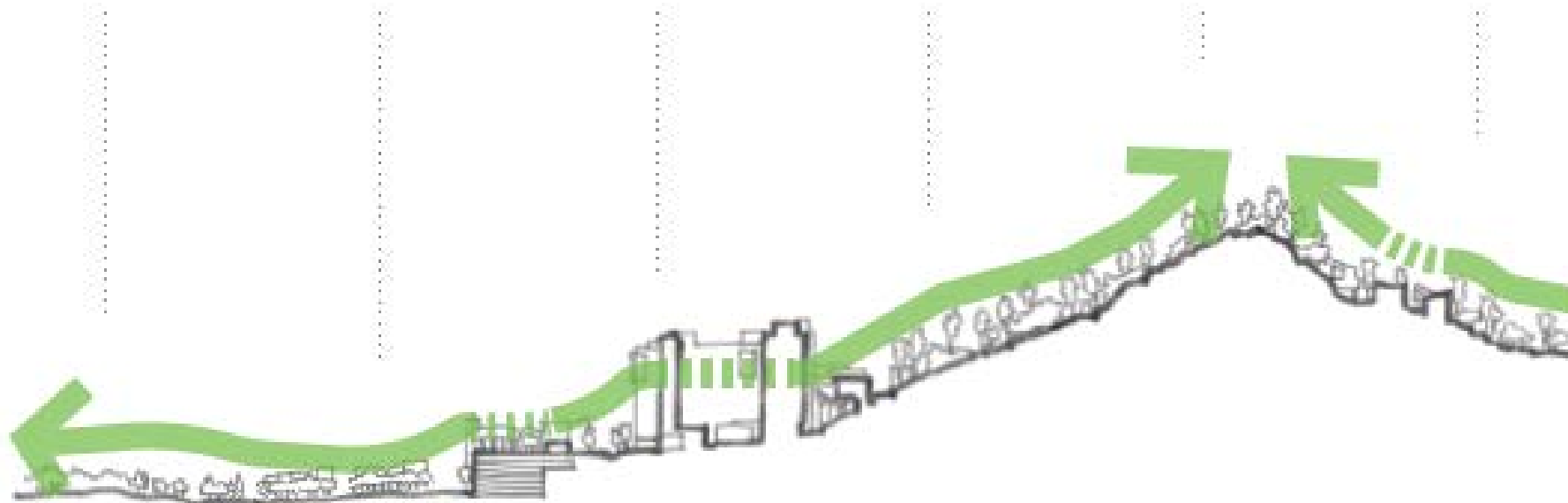
MEDICAL CTR. WAY



SUTRO PEAK



ALDEA HOUSING

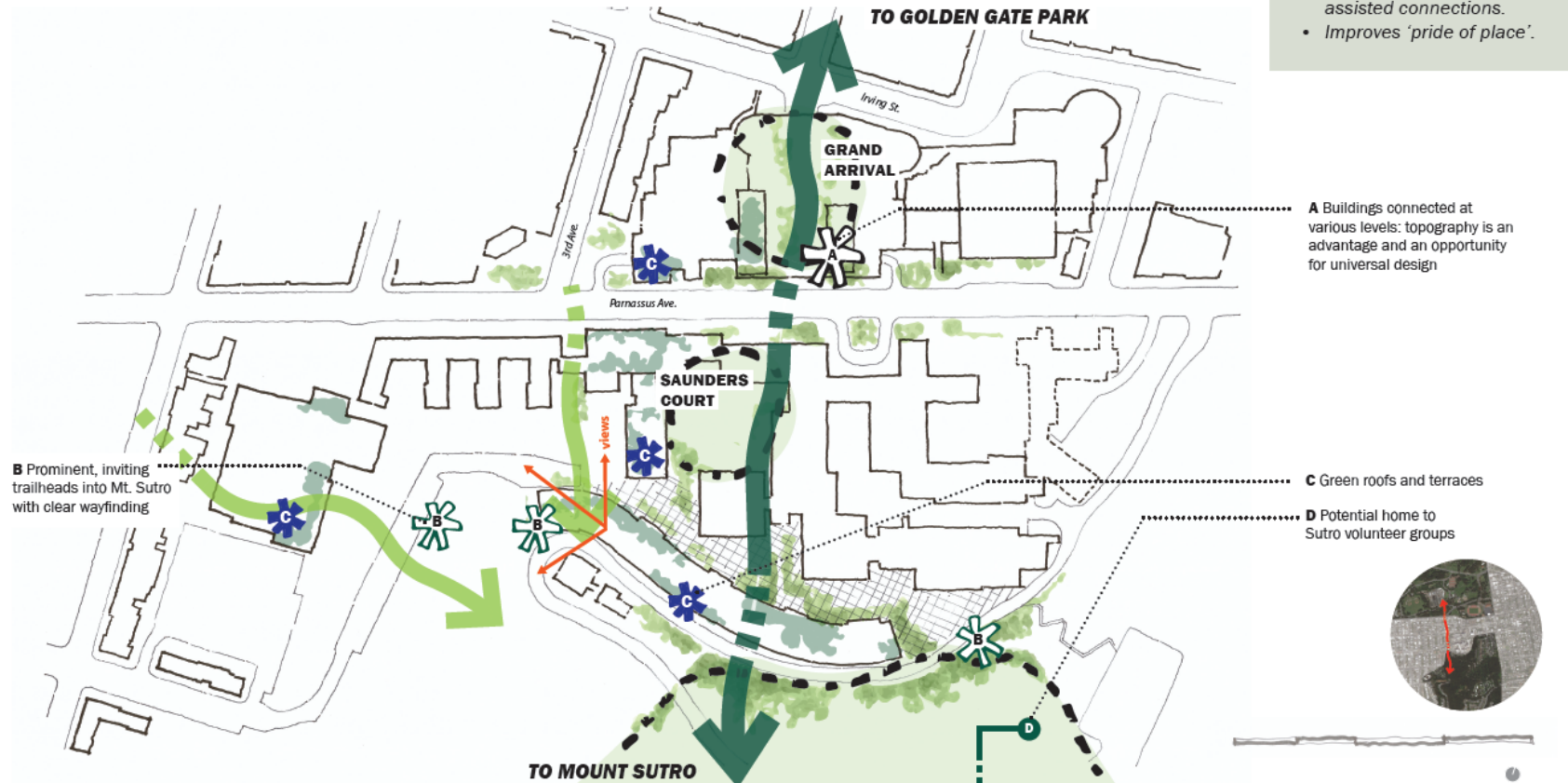


At Parnassus Heights, there are radical changes in topography from Irving Street to Parnassus Avenue, to Medical Center Way, to the Aldea Housing Community.

There is no clear way to move through the campus from Park to Peak.

SHAPING THE PLAN: PARK TO PEAK

Can UCSF introduce long and short-term design interventions that take advantage of **TOPOGRAPHY**? Can these connections improve the public perception of UCSF as a **PLACE**?



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.

SHAPING THE PLAN: THE BIG IDEAS

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

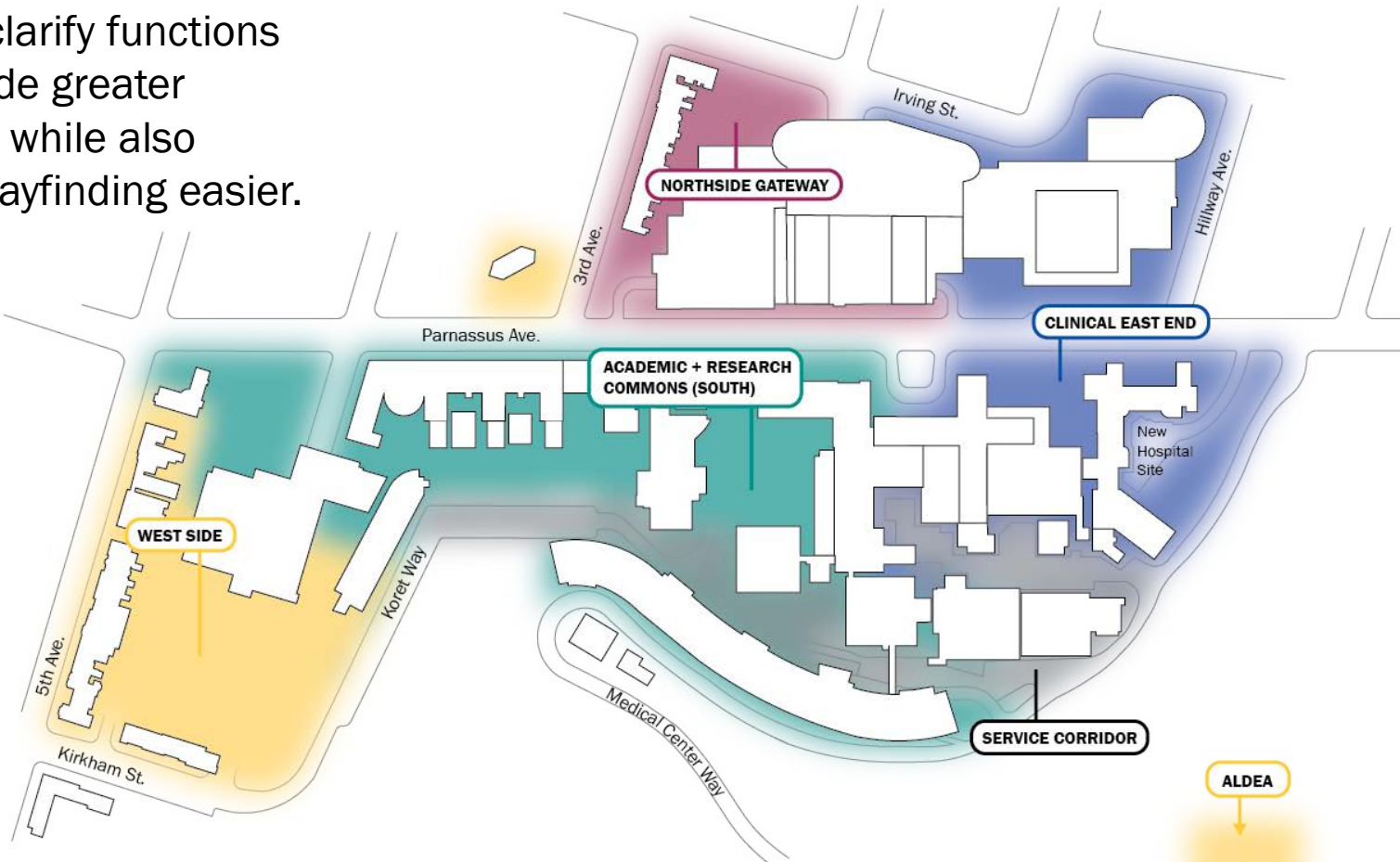
Create a comfortable *pedestrian experience*; rethink how and where people park.

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.



ACADEMIC + RESEARCH COMMONS

Create convergence uses, design new connections; and the Campus Heart.

NORTH SIDE GATEWAY

Improve arrival experience, strategically locate programs to integrate with the neighborhood.

CLINICAL EAST END

Focus clinical activities, improve wayfinding, access and logistics.

WEST SIDE

Extend campus, connect to Mt. Sutro. Explore options for housing + research.

SERVICE CORRIDOR

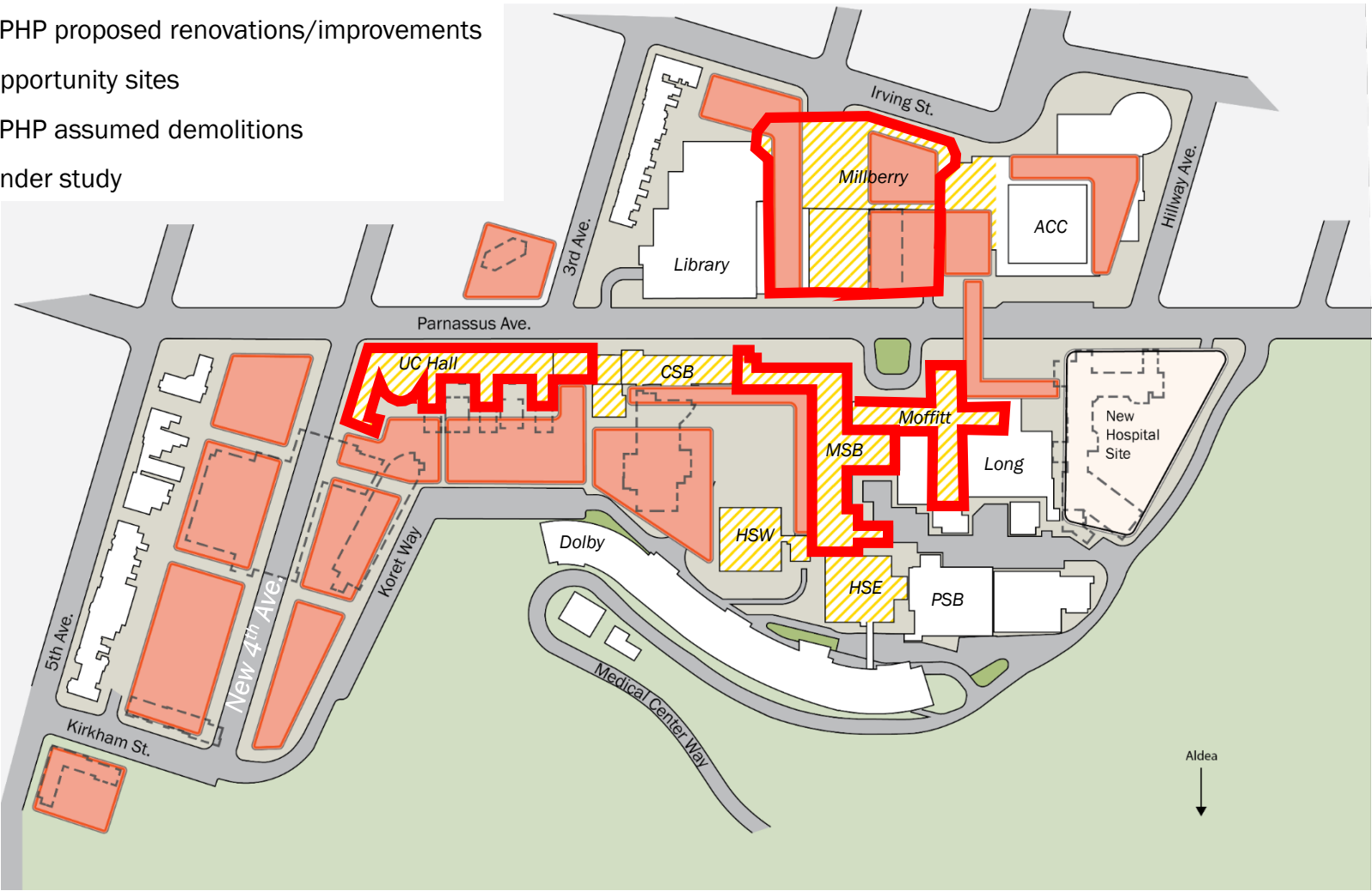
Improve functionality, emergency access, service and distribution.

ALDEA

Update and increase housing stock.

PREFERRED ALTERNATIVE: OPPORTUNITIES

- CPHP proposed renovations/improvements
- Opportunity sites
- CPHP assumed demolitions
- Under study



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.

PREFERRED ALTERNATIVE: MASSING STUDY



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.

PREFERRED ALTERNATIVE: RESEARCH SPACE

Working Group Recommendations	Estimated GSF	Approach
Existing Core Research Facilities (HSIR E+W, MSB) Gold Standard	635k	✓ Space guidelines ✓ Renovation strategy
New Space (Short Term)	250k	✓ Opportunity sites est. 410k new Research Space
New Space (Medium term)	160k	

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: EDUCATION SPACE

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

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.

PREFERRED ALTERNATIVE: DIGITAL HUB

Working Group Recommendations	Estimated GSF	Approach
Co-locate Digital Hub (computational space in proximity to Clinical operations). Plan for growth over time.	10k – 40k	Opportunity sites, up to 40k



Could be accommodated in new or renovated space.

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.

PREFERRED ALTERNATIVE: OTHER SPACE

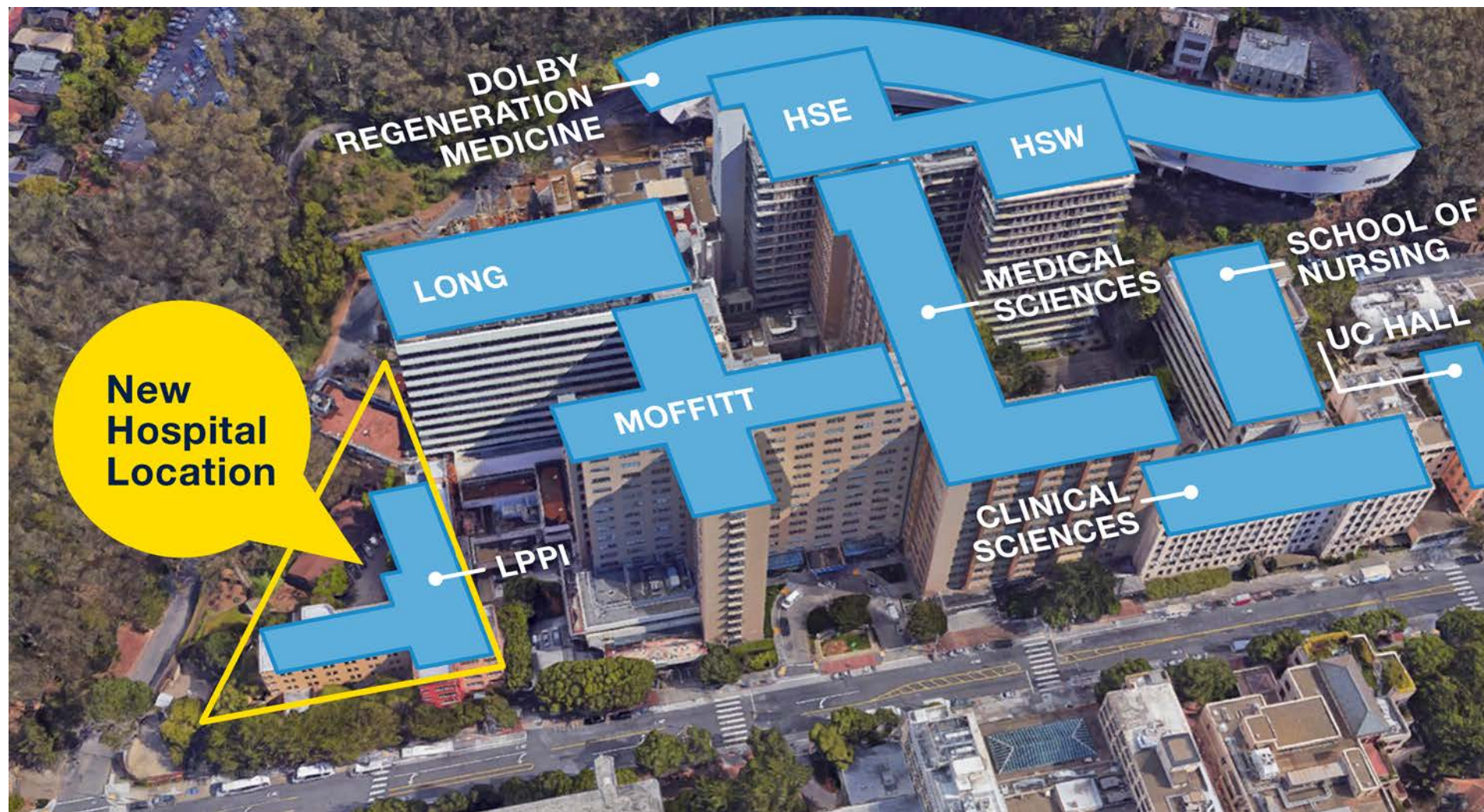
PROGRAMS		CPHP APPROACH
Quality of Life	HOUSING	Intensify Aldea first: up to 332 new units (total of 504 units) for family housing. Maintain flexibility in West Side for housing.
	CHILD CARE	Child care expansion at Proctor site; long term in Aldea at 50 Johnstone.
	HOTEL	Opportunity for Patient-Family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

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.

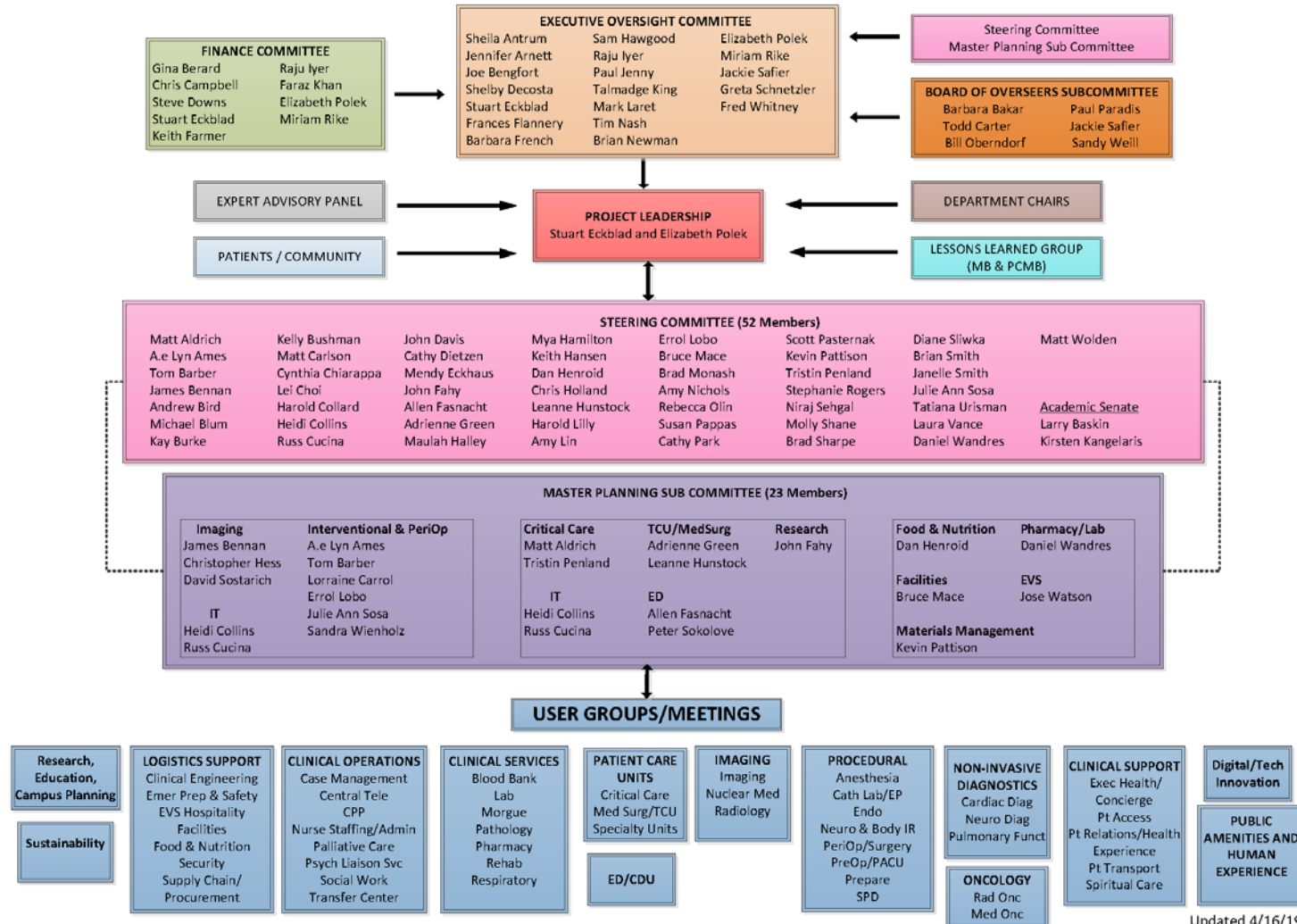
PARNASSUS HOSPITAL PLANNING





Governance and Committee Structure

New Hospital at Parnassus Heights



OTHER ACTIVITIES UNDERWAY

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.