

COMPREHENSIVE PARNASSUS HEIGHTS PLAN PREFERRED ALTERNATIVE

WORKSHOP SUMMARY

JANUARY 22, 2019 - FINAL

**PERKINS —
EASTMAN**



1 THE CPHP CONTEXT

1.1 THE WORKSHOP

On January 22, 2019, a “Preferred Alternative” workshop welcomed UCSF faculty, staff, leadership, and the consultant team to further explore opportunities and challenges associated with the Parnassus Heights campus revitalization. Building on a “Blue Sky” workshop held in July, 2018 and an “Alternatives” workshop held in November, 2018, the Preferred Alternative brought forward a hybrid of these ideas.

The Perkins Eastman team provided an overview of the Preferred Alternative, and solicited feedback from over 70 campus stakeholders. Two 30-minute break-out sessions for each of the five identified campus districts enabled deeper dives into potential projects. After these focused conversations, the team held a facilitated full group discussion. A summary of the discussion is found in Section 3 of this document.

During the workshop, a set of presentation boards illustrated both “near-term initiatives” and “longer

term explorations.” It is important that near-term projects do not preclude later solutions, and allow UCSF to pro-actively adapt to future trends.

1.2 WHERE WE’VE BEEN

A variety of inputs helped frame the Preferred Alternative, including a Community Working Group, a public Open House, student/employee and neighborhood surveys, technical reviews, code compliance and structural feasibility studies, high-level costing and circulation impact analysis, as well as discussions with many UCSF stakeholders (see Figure 1.01).

The Digital Hub Working Group and the Research Space Working Group delivered formal reports to the Parnassus Master Plan Steering Committee before the workshop, while the Education Space Working group report was scheduled to present their findings in February. The Working Group Report findings helped workshop participants to understand the context for

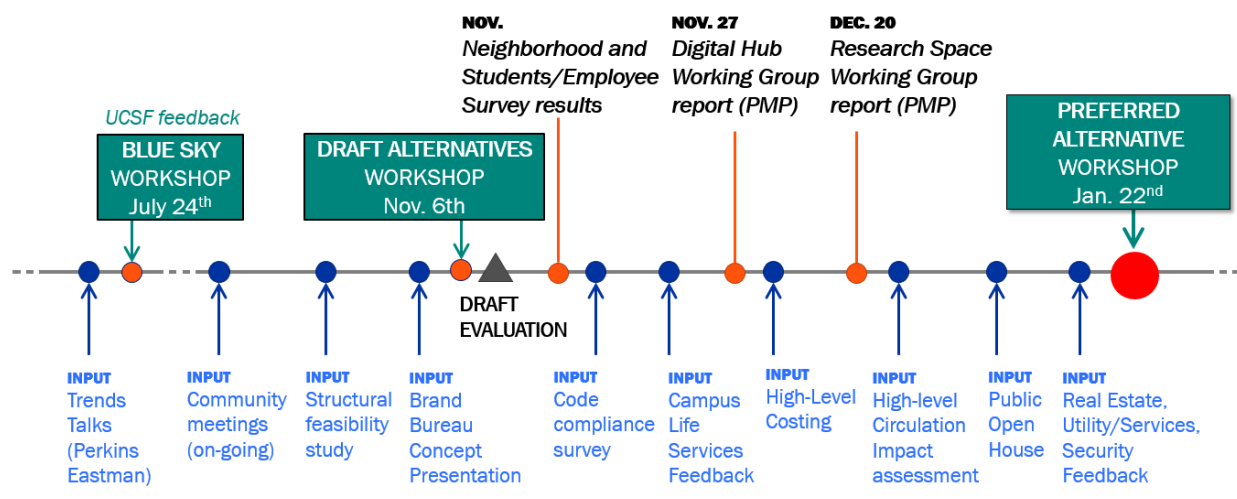


Figure 1.01. Inputs in the CPHP process as presented at the workshop

THE CPHP CONTEXT 1

the overall program growth as proposed and explored in the Preferred Alternative.

Research Space Working Group (RSWG)

The RSWG presented their report in December 2018. A high level summary of recommendations follow:

1. Expand and transform the PH research campus to meet the urgent needs of current and future research programs.
2. Create inspiring research space with adjacencies and design elements that spur connectivity, community, innovation, and celebration.
3. Design and allocate space using transparent and inclusive mechanisms.

Current PH research space (to be renovated)	550,000 ASF
Phase 01 (near term) Center for Innovative Medicine	75,000 ASF
Phase 01 - New building	150,000 ASF
Phase 02 (medium term) New research facilities	100,000 ASF
TOTAL	875,000 ASF

Table 1.02. RSWG Spatial Recommendations (December 2018).

Digital Hub Working Group (DHWG)

The group presented their report in November, 2018. A high level summary of recommendations follow:

1. Streamline Digital Health at UCSF to seamlessly support the needs of clinicians, researchers, trainees, and external partners.
2. Allow current UCSF Digital Health assets to work together to deliver a true Learning Health System.

Current FTE at PH	30-47
FY 2020 estimate at Digital Hub	70-131
FY 2025 estimate at Digital Hub	TBD

Table 1.03. Digital Hub working group FTE estimates (November 2018).

Education Space Working Group (ESWG)

The ESWG will formally present their report in February, 2019. A high level preview of recommendations follow:

1. Create an innovative central Education Core to support active-learning and interprofessional pedagogies.
2. Significantly expand the Kanbar Center with comprehensive interprofessional skills and simulation capacities that can accommodate all school and UCSF Health needs.
3. Establish Designated Academic Areas in clinical buildings (including the planned new hospital) in support of the education and research missions of UCSF.
4. Revise the portfolio of classroom and class lab spaces to better meet modern education requirements. Provide different spaces for campus meeting needs.
5. Support a vibrant community for student life that incorporates all aspects of the learn-live lifestyle of graduate and professional students.

2 DISTRICTS + OPPORTUNITIES

2.1 A FLEXIBLE PREFERRED PLAN

The Preferred Alternative suggests a general reorganization of the existing spaces on campus into “districts” to make the campus more comprehensible to the user. Proposed districts suggest co-locating all outpatient functions to the east, opening the West Side to be redeveloped with a mix of housing and research (see figure 2.01). Each district is explored in more detail following.

The Preferred Alternative also identifies select locations as “opportunity sites” (see figure 2.02). A series of volume and massing explorations test the overall capacity of these sites and how they might respond to Faculty Working Group recommendations, as well as other identified programmatic needs, such as daycare, or campus service functions.

The Preferred Alternative massing explorations test how space could be allocated in regards to urban design characteristics: bulk, scale, height, as well as improvements to campus circulation and place quality.

Some of the identified opportunity sites are located on developed sites; i.e. the Dental Clinics and the Nursing Building, and would be dependent upon UCSF internal decisions at a later time. Where an opportunity site is located on an existing developed site, the Preferred Alternative assumes that the existing programs would remain on campus.

The Preferred Alternative highlights priority buildings to be renovated. Opportunities for renovation will be coordinated with on-going campus renovations (i.e. CSB, Saunders Court).

NORTH SIDE GATEWAY

Orient patients and visitors with improved arrival; strategically locate programs to integrate with the neighborhood (learning, wellness, food, hospitality).

ACADEMIC + RESEARCH COMMONS

Create convergence between research, education and clinical uses; design new connections; and reinforce the Campus Heart.

SERVICE CORRIDOR

Improve functionality, emergency access, long term resilience, service and distribution.

CLINICAL EAST END

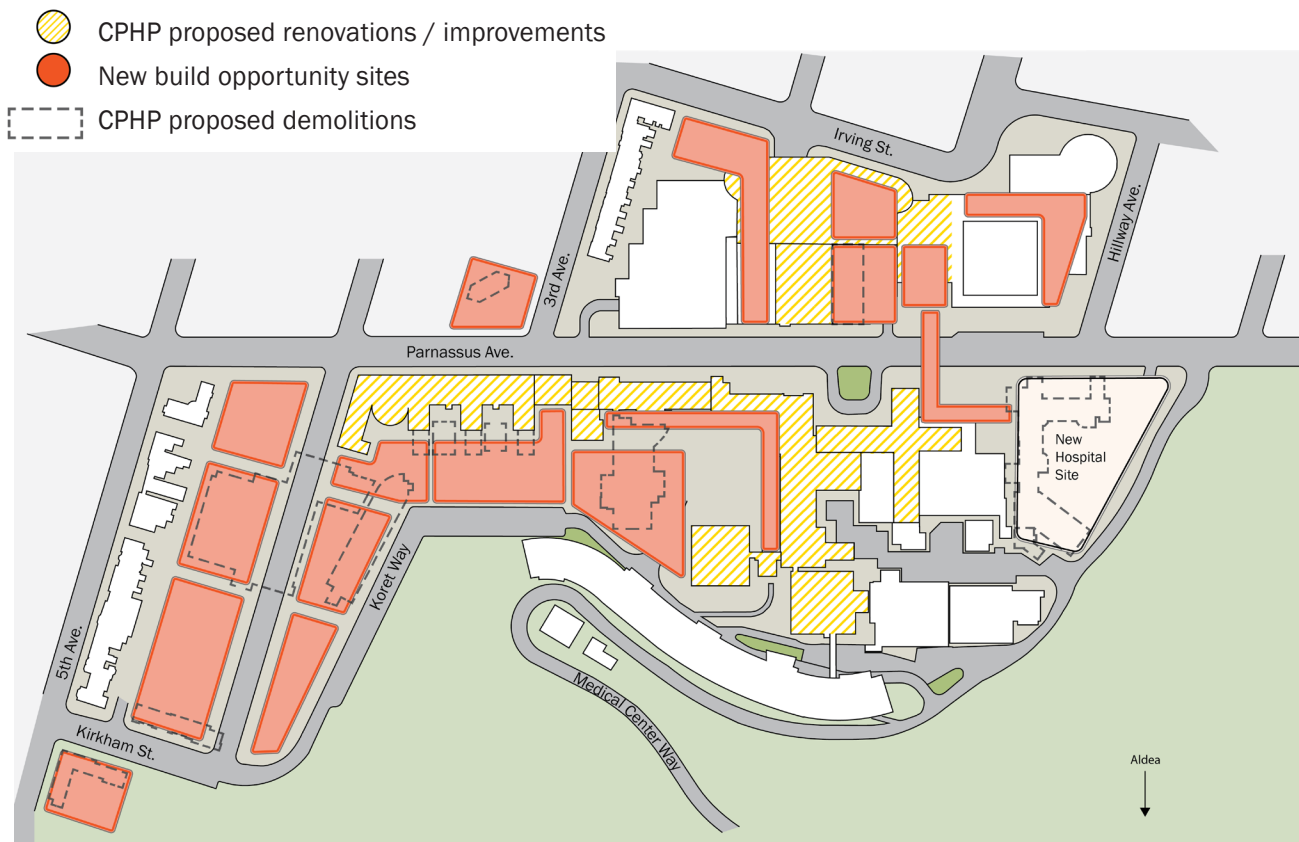
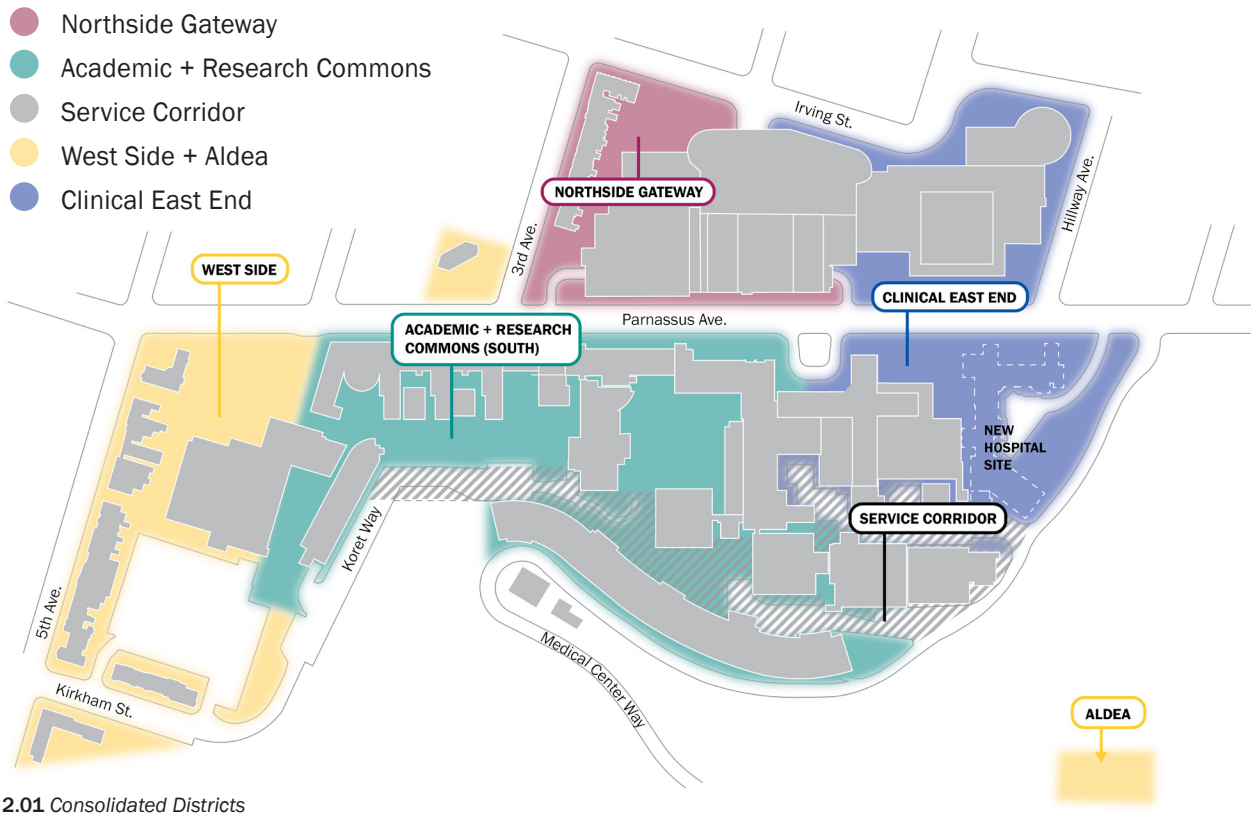
Focus clinical activities, improve wayfinding, access and logistics.

WEST SIDE

Extend the campus. Include new park to peak connections, and access routes. Explore options for housing, as well as research programs.

ALDEA

Update, and expand housing stock to better meet student and trainee housing demand.



2 DISTRICTS + OPPORTUNITIES

2.2 NORTH SIDE GATEWAY

The North Side Gateway creates a welcoming entrance to the campus at Irving Street, for all visitors, enhancing public space and wayfinding. It supports an ambitious vision for a grand arrival, program expansions, and connection from park to peak with longer term changes to staff and visitor parking garages.

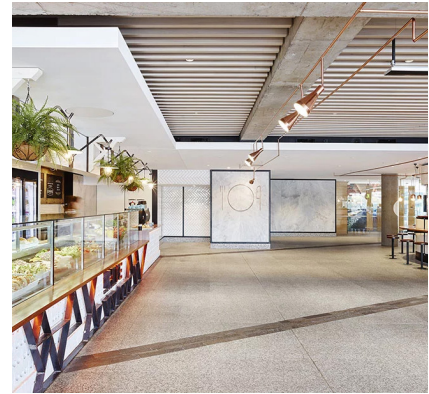
Potential initial improvements

- 1 Improve pedestrian connections between Irving St. and Parnassus Ave. with new vertical circulation.
- 2 Re-skin Millberry Garage and improve parking experience.
- 3 Re-orient food services, adding landscaped public space with indoor/outdoor dining and events areas on Millberry Garage roof.
- 4 Enhance Millberry Union fitness center, opening it to the roof terrace / vistas beyond.

Longer term explorations

- Adapt garage parking to accommodate future program expansions.
- Develop opportunity sites to enable the West Side redevelopment and other initiatives.
- Develop the grand arrival and park to peak connection.
- Coordinate with SFMTA to improve N-Judah Muni stop and public realm on Irving St.

FOOD SERVICES



TRANSIT ARRIVAL



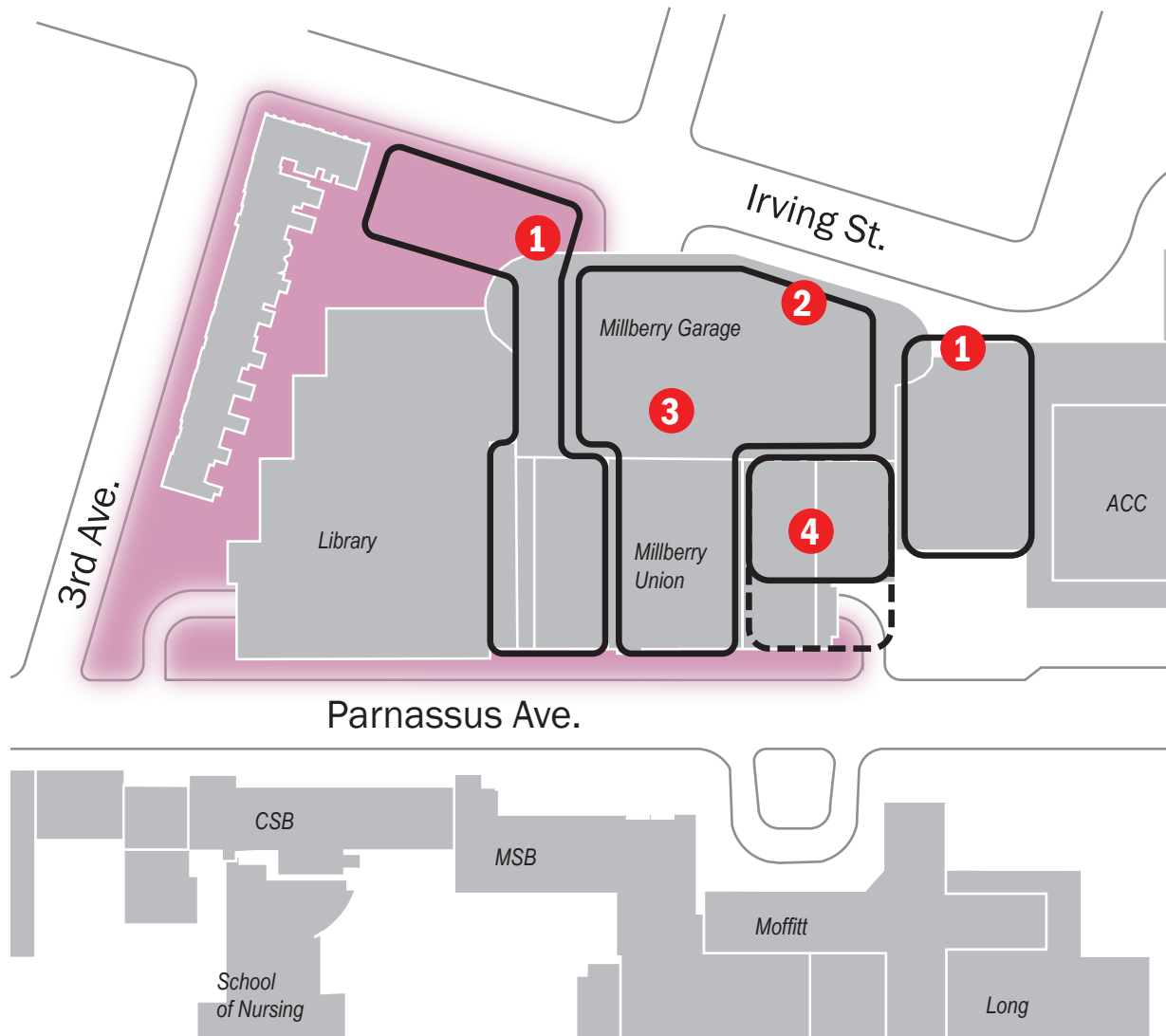
VERTICAL CIRCULATION



NEW PUBLIC SPACE



DISTRICTS + OPPORTUNITIES 2



2.04. Opportunity sites in the North Side Gateway district.

1 3 4 MILLBERRY ROOF TERRACE

- Improve pedestrian connections between Irving St. and Parnassus Ave. for enhanced wayfinding and security.
- Animate Millberry Union roof with landscaped public spaces for new food offerings, opened to vistas beyond.

MILLBERRY EAST TOWER EXPANSION

- The East Tower opportunity site at Millberry Union enables development while maintaining use of existing garage.
- The "empty chair" could support clinical, research, and academic functions while improving the visitor experience with strategic connections.

2 DISTRICTS + OPPORTUNITIES

2.3 ACADEMIC + RESEARCH COMMONS

The Academic and Research Commons district establishes a new “front door” on Parnassus Avenue. Saunders Court is reinforced as the heart of campus, the focal point of the Park-to-Peak concept, world-class research space, and new interprofessional academic space.

Potential initial improvements

- 1 MSB renovation with early improvements: “front door” street presence and informal “forum” space.
- 2 Expand Saunders Court as the heart of campus.
- 3 Establish clear N-S and E-W concourses with a security strategy that distinguishes between public access on lower levels and restricted-access on upper levels.
- 4 Construct new interdisciplinary building, in coordination with UC Hall’s renovation.
- 5 Renovate UC Hall as partial swing space for other sites (i.e. decanting School of Nursing, MSB, etc).
- 6 Further develop Parnassus Ave. as the campus “main street”, coordinated with the *Parnassus Ave. Streetscape Improvement*.

Longer term explorations

- Complete MSB renovations: resolve code issues, improve quality and function of workspaces, introduce transparency to the campus heart.
- Construct new building on School of Nursing site.
- Resolve code issues in HSIR towers and implement improvements in coordination with the service corridor.
- Expand the interdisciplinary building where building demolitions allow.

INFORMAL FORUM SPACE



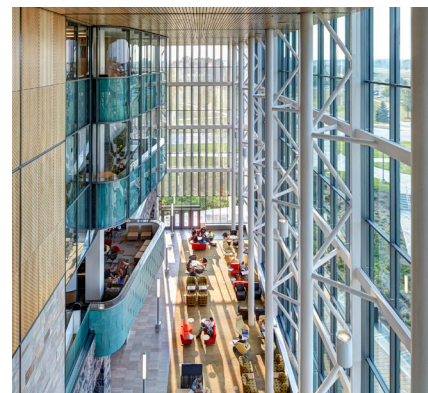
CAMPUS HEART



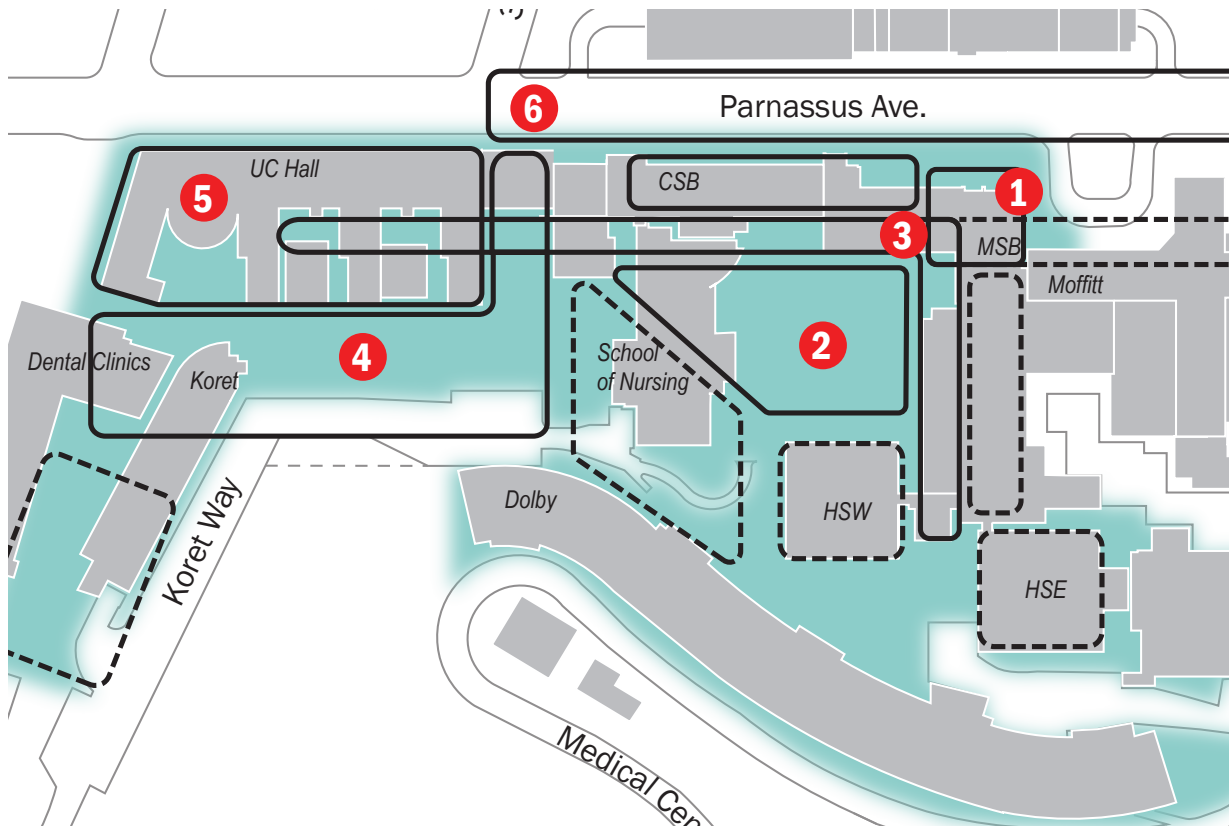
ENHANCED LANDSCAPE



MULTI-LEVEL ATRIUM



DISTRICTS + OPPORTUNITIES 2



2.05. Opportunity sites in the Academic + Research Commons district.

1 MEDICAL SCIENCES BUILDING

- Celebrate diversity at the campus crossroads with a new shared front door and amenities for instructional, research, and support space.
- Propose significant renovations by increment in coordination with a preceding decant.

4 INTERDISCIPLINARY BUILDING

- Identify the location for a new interdisciplinary building.
- Coordinate with a holistic campus renewal.
- Extend the core campus programs to the west.
- Coordinate with other projects for program and phasing strategies.

3 CONNECTIONS FOR CONVERGENCE

- Create a permeable ground plane with access into open spaces, key programs, and interdisciplinary meeting spaces.
- Co-locate shared UCSF amenities on strategic and secure upper level(s).
- Connect researchers, clinicians, faculty, students, and administrators.

2 DISTRICTS + OPPORTUNITIES

2.4 SERVICE CORRIDOR

The Service Corridor is a back-of-house system that consolidates campus utilities into a secure and dedicated loop. It develops a distributed material management system to improve efficiency, and expands access to green space to enable the Park-to-Peak connection.

Potential initial improvements

- 1 Develop a utility backbone from Medical Center Way to Koret Way in coordination with related building upgrades.
- 2 Re-purpose existing loading docks and plan for new distributed loading areas for better efficiency.
- 3 Coordinate service corridor with HSIR Tower renovations; reallocate lower floors to service activities.

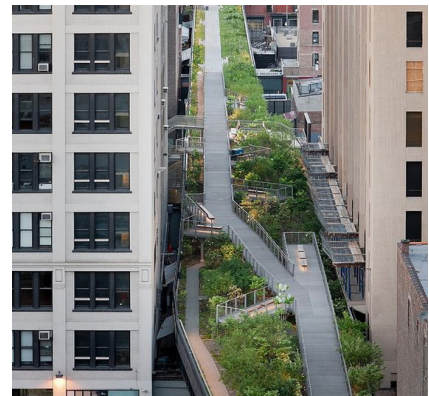
Longer term explorations

- Extend utility loop to enable future developments and in coordination with the New Hospital.
- Connect utility backbone to the north side of campus via a tunnel across Parnassus Ave.
- Deck between the utility road and the HSIR towers for improved aesthetics and pedestrian experience.

UTILITOR



GREEN CONNECTIONS



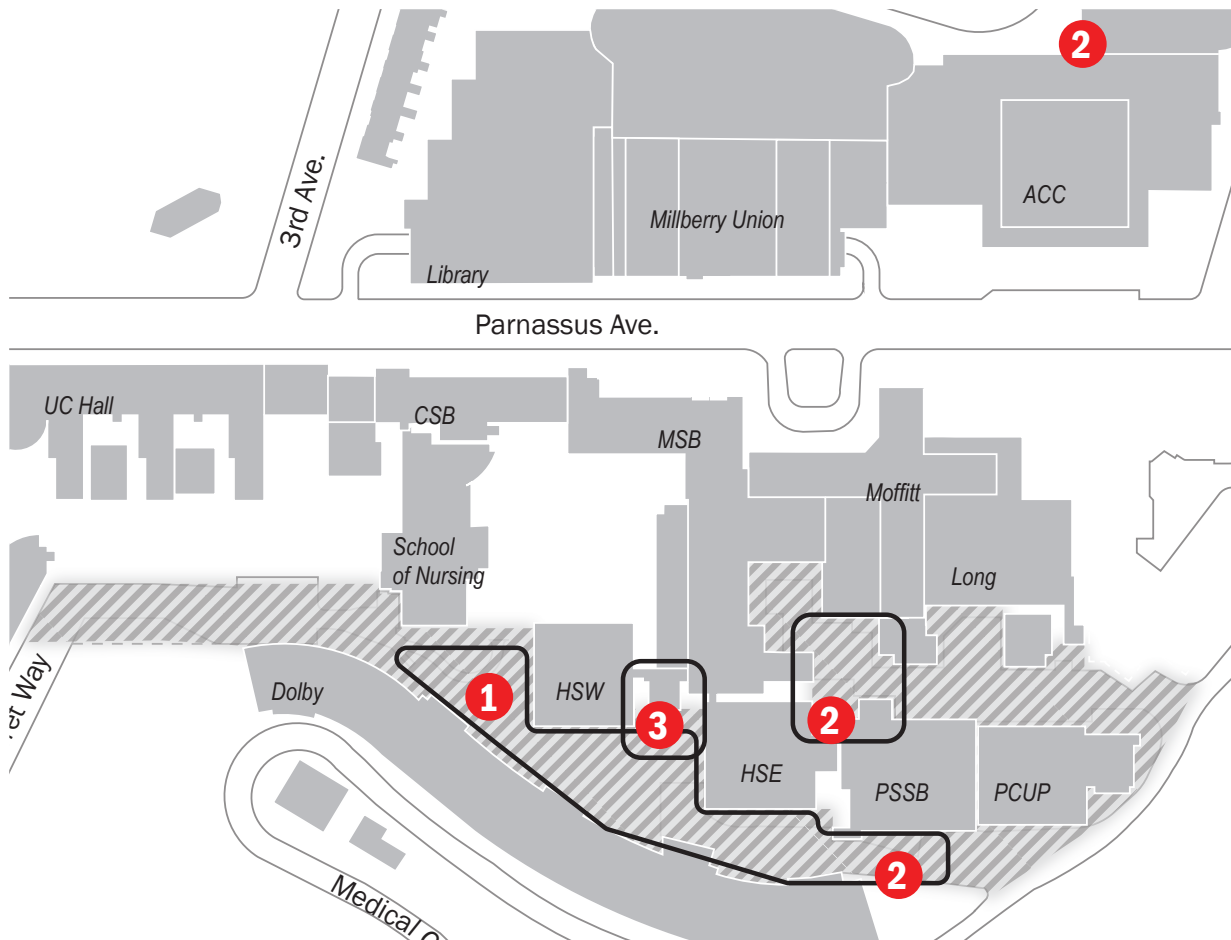
ROBOTIC DELIVERY



PUBLIC ACCESS ABOVE



DISTRICTS + OPPORTUNITIES 2



2.06. Opportunity sites in the Service Corridor.



1 2 3 UTILIDOR

- Develop a multi-level circulation route through the back of campus, with potential for place-making and a better pedestrian experience.
- Improve emergency vehicle access, coordinated with building renewal and maintenance.

1 2 3 LOOP + MATERIAL CORRIDOR

- Expand and consolidate the existing utility network to support future campus developments.
- Develop a loop as the campus backbone for utilities and material handling.

2 DISTRICTS + OPPORTUNITIES

2.5 WEST SIDE + ALDEA

This district addresses the West Side of campus and the Aldea Housing Community on the other side of Mount Sutro. It proposes to intensify Aldea to address demand for student family housing, provide a home for needed community services, and reopen 4th Avenue as an integral part of the larger Parnassus Heights community context. It expands campus green space to enable Park-to-Peak connections.

Potential initial improvements

- 1 Expand child care in the West Side.
- 2 Explore development opportunity on the Lucia child care site.
- 3 Confirm strategy to decant Dental Clinics (consolidate with other instructional and outpatient activities).
- 4 Amend LRDP to allow housing on West Side.
- 5 Expand UCSF family housing at Aldea.

Longer term explorations

- Define West Side development strategy.
- Redevelop Dental Clinic site with programs such as incubator space, research space, campus amenities, and/or housing.
- Extend 4th Ave. as a campus street to support campus circulation and a western “front door.”
- Complete Aldea’s intensification within a nature context by replacing selected buildings.
- Explore further child care expansion at Aldea.

STUDENT HOUSING



BUSINESS INCUBATOR



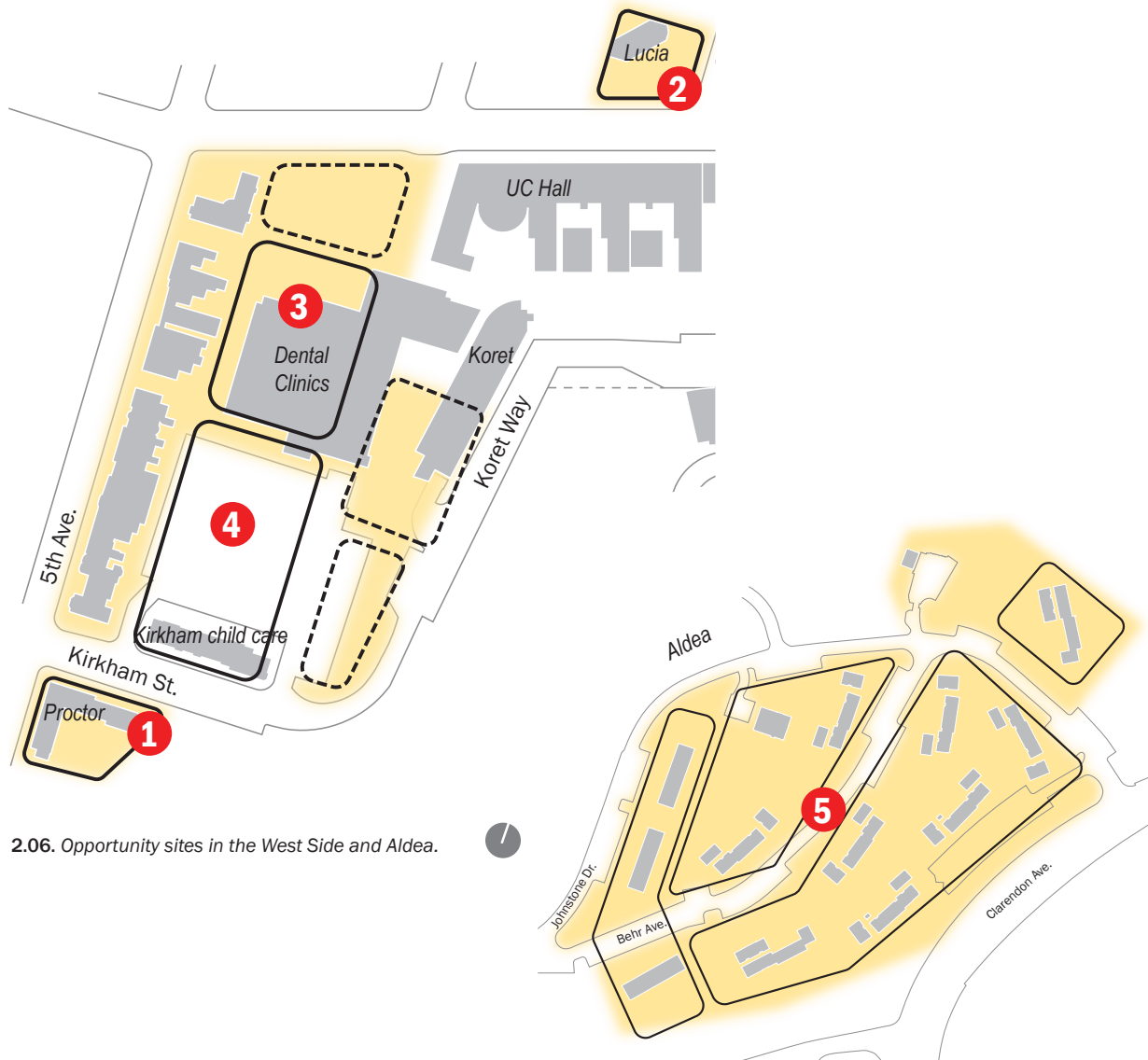
CHILD CARE



GARDEN HOUSING



DISTRICTS + OPPORTUNITIES 2



2.06. Opportunity sites in the West Side and Aldea.

5 ALDEA POTENTIAL DENSIFICATION

- Increase student and/or family housing capacity at Aldea.
- Make use of existing building footprints to preserve open space.
- Replace oldest buildings first, and incrementally rebuild site.

1 2 3 4 WEST SIDE DEVELOPMENT

- Expand child care in the West Side at Proctor.
- Plan to strategically decant and replace buildings, such as Dental Clinics and Koret.
- Explore re-opening of 4th Ave.
- Identify opportunity sites and maintain flexibility for a mix of future program.

2 DISTRICTS + OPPORTUNITIES

2.6 CLINICAL EAST END

The Clinical East End consolidates the campus clinical services to improve efficiency. It focuses on patient and visitor experience, hospitality, extends campus green space, and improves access to natural landscapes.

Potential initial improvements

- 1 Program future opportunity sites in conjunction with UCSF Health.
- 2 Better enable clinical connections across Parnassus Ave. with a tunnel and/or bridge.
- 3 Improve ACC building access from Irving Street via an improved and expanded entrance.
- 4 Improve experience for patient and visitor drop-offs, including expansion of on- or off-street loading areas.
- 5 Support the “Hospital of the Future” by integrating the patient journey with the campus.

Longer term explorations

- Improve ramps, wayfinding, and exiting in the ACC Garage.
- Introduce a Patient Family Hotel.
- Develop opportunity sites on ACC Garage roof and/or Millberry East Tower.
- Re-envision and redevelop Moffitt Hospital.

PEDESTRIAN CONNECTION



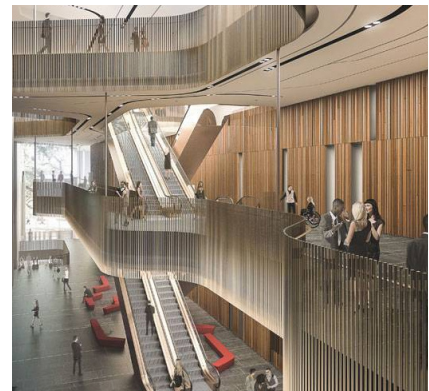
CONTEMPORARY SPACES



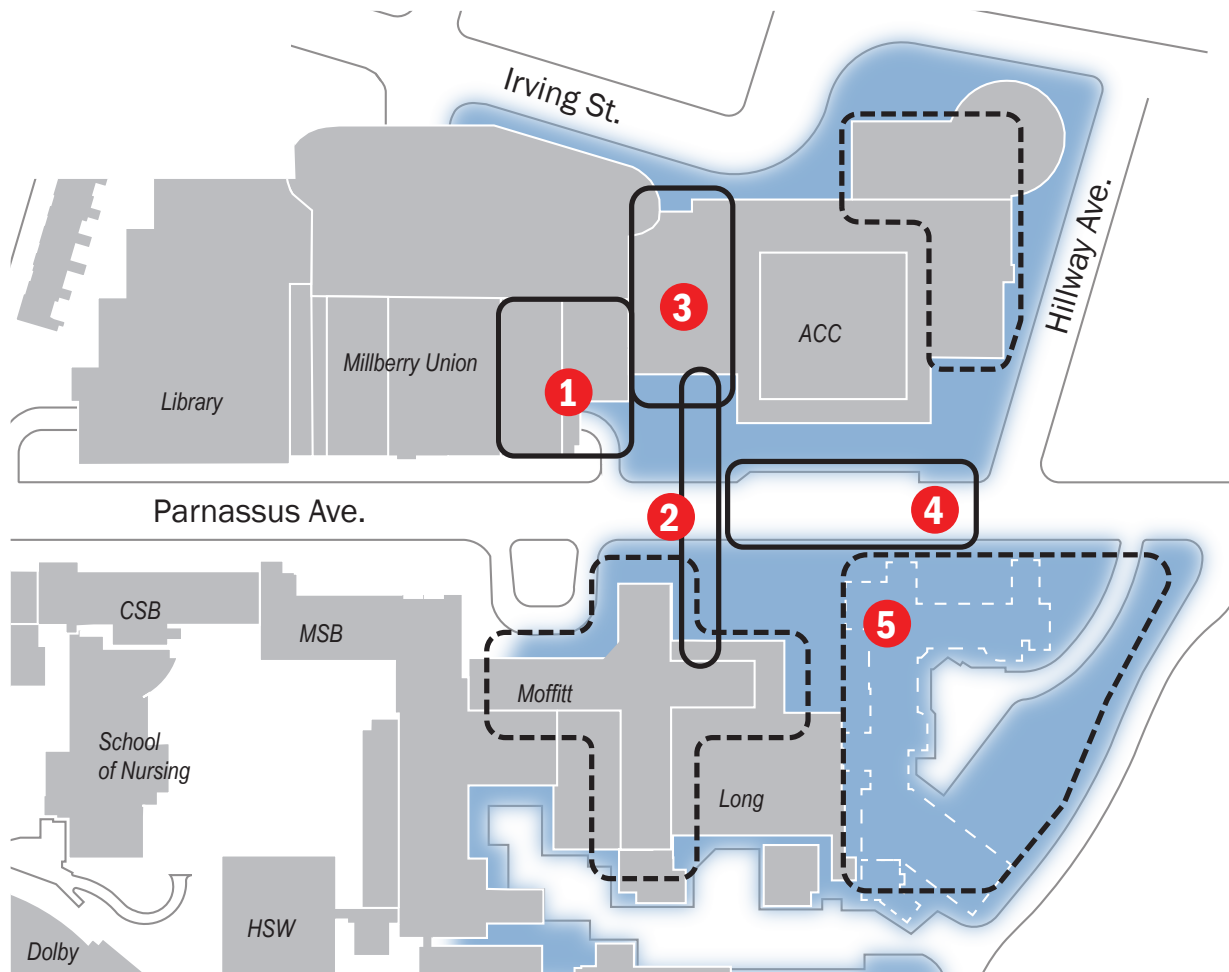
ENCLOSED BRIDGE



HOSPITALITY + ARRIVAL



DISTRICTS + OPPORTUNITIES 2



2.07. Opportunity sites in the Clinical East End.

1 3 4 ACCESS AND INTEGRATION

- Consolidate clinical functions to East End.
- Improve the curbside pick-up/drop-off experience, and create a sense of arrival around a new “town square.”
- Enhance arrival on Irving St. and improve connections to Parnassus Ave.

2 CONNECTING ACROSS CAMPUS

- Connect clinical activities to academic and research programs.
- Create new infrastructure that allows patient, faculty, and service functions to operate more seamlessly across Parnassus Ave.

5 THE “HOSPITAL OF THE FUTURE”

- Connect the UCSF missions.
- Enhance the patient journey by focusing on patient experience milestones.
- Integrate access to nature, art, and education into the healing process.

3 WHAT WE HEARD

ACADEMIC + RESEARCH COMMONS

- Phasing is critical and unresolved.
- Acknowledging the Working Group recommendations is a priority.
- School of Nursing decant is an important dependency for new space. Is the timing reliable?
- Clinical Research space would benefit from a portal on Parnassus Ave. UC Hall.
- The use of UC Hall for support uses in the new hospital construction is not preferred by some, given the lack of space for other uses.
- Discussion around School of Nursing and Dental Clinics, potential moves to other campus sites. Is it programmatically viable?
- All constituencies need to be equally served by early improvements.
- Constructability and project delivery need to be further studied and presented.

WEST SIDE + ALDEA

- A new district on the West Side would stitch the campus to the neighborhood.
- Positive feedback about 4th Ave. for circulation and community benefits.
- Discussion on needs for hotels: patient family and rooms for campus users.
- Urgency around expansion of child care services (also helps recruitment).
- Alumni House: potential site for a “great gateway” in the West Side.
- Densify Aldea, improve connection to campus and related infrastructure improvements.

NORTHSIDE GATEWAY

- A “major entrance” to the campus is needed.
- Must improve arrival at Irving St, with re-skinned Millberry Garage.
- Connection from Irving St. to Parnassus Ave. should be consolidated into one elevator area.
- Design open spaces to be usable in Parnassus Heights climate, indoor/outdoor.

SERVICE CORRIDOR

- Consensus that it is critical to Parnassus Heights long term growth.
- Timing must be coordinated with co-labs and hospital project.
- Ties together loading docks, must move towards more detailed coordinated design.
- Dolby building underside must be more pleasant with back of campus circulation.
- Support for a shared circulation space (bikes, people...).

CLINICAL EAST END

- Improves efficiency by consolidating clinical activities.
- Must manage flows, both pedestrian and vehicular traffic.
- Re-direct some traffic from ambulatory care down to Irving St.
- Tunnel and bridge have strong support.
- Logistical and support needs for tunnel must be better articulated.

3.1 BREAK-OUT SESSIONS

Academic + Research Commons

Refinement needed: prioritize speed and space (both new build and renovated space.) Next steps:

- Study programmatic ties for schools at Parnassus Heights.
- Refine phasing and constructability.
- Study UC Hall space allocation.

Northside Gateway

Consensus heard: An enhanced arrival to campus is key. Next steps:

- Study future mobility and access to “campus shelf” with main entry points.
- Climate studies to inform public realm design.

West Side + Aldea

Consensus heard: Create a new West Side district and densify Aldea. Next steps:

- Patient family housing.
- Refine mix between housing and other uses.

Clinical East End

Consensus heard: Consolidation of clinical uses. Next steps:

- Study mobility options and access for different patient groups.
- Refine tunnel and bridge logistics needs.

Service Corridor

Consensus heard: Critical link in the overall plan. Next steps:

- Technical challenges.
- Coordination with other project plans.

3.2 FULL GROUP DISCUSSION

1. Broad consensus on the direction and approach shown in the Flexible Preferred Plan.
2. The overarching goal to transform Parnassus Heights has yet to be fully articulated. The message that ties all the opportunities together must be very clear.
3. All missions are critical on campus: Clinical, Research, Education. The plan must acknowledge all constituencies equally.
4. Every program that is at PH wants to stay and grow there. Can we fit everything? Is there a scenario in which some programs move to other sites?
5. Administrative functions need a clear vision too.
6. The interstitial spaces should be talked about more: open space, public realm, between buildings and opportunities.
7. How does the plan truly serve the community? They can be allies.

3 WHAT WE HEARD

3.3 NEXT STEPS

UCSF: Coming to consensus

- Synthesis of all Faculty Working Group recommendations, administrative and support space needs.
- Test and validate space priorities within the range of “white box” space.
- Articulate and refine vision for Parnassus Heights.
- Develop funding and implementation strategy.
- Identify the key opportunity site dependencies.
- Identify what must be resolved for near term projects.

Final Plan development

The final CPHP deliverable must propose a strategy to balance desired flexibility with the detail needed for various regulatory and environmental approvals.



3.01. Break-out sessions with workshop participants.



3.02. Facilitated group discussion.