

Office of the President

TO MEMBERS OF THE FINANCE AND CAPITAL STRATEGIES COMMITTEE

DISCUSSION ITEM

For Meeting of March 17, 2021

PARNASSUS RESEARCH AND ACADEMIC BUILDING, SAN FRANCISCO CAMPUS

EXECUTIVE SUMMARY

The San Francisco campus proposes to construct a new, approximately 271,000-gross-square-foot research and academic building at the Parnassus Heights campus site. One of the initial phase projects identified in the Comprehensive Parnassus Heights Plan, the Parnassus Research and Academic Building would construct new research, academic, and education space on the site of UC Hall. The project would address seismic improvements, deferred maintenance deficiencies, and obsolescence in existing research and education spaces; provide space to support new and expanding programs; and advance utility, service, and pedestrian and vehicular connections across the Parnassus Heights campus site.

Advancing the proposed project at this time is essential to the continued success of the Parnassus Heights campus site. Due to the current inadequate space for critical, innovative research programs and the acute need to provide forward-thinking educational space to replace seismically challenged facilities, this is an initiative of the highest priority. The project provides a new future for academic life at UCSF as well as the first phase of pedestrian and circulation improvements to reduce traffic and congestion on Parnassus Avenue, which are benefits for the campus as well as the surrounding neighborhoods.

The campus intends to seek approval of preliminary plans funding for the project in May 2021. Approval of full budget, external financing, and design following action pursuant to the California Environmental Quality Act would be requested at a future Regents meeting.

BACKGROUND

Nearly half of the buildings at the Parnassus Heights campus site need to be renovated or replaced so that UCSF can continue to drive innovations in healthcare delivery, scientific research, and health sciences education. UCSF's investment in Parnassus Heights has not kept pace with innovations in science, technology, and healthcare delivery or changes in programmatic needs in teaching and learning, resulting in infrastructure, buildings, and interior spaces that require substantial renewal and investment.

In 2020, UCSF completed the Comprehensive Parnassus Heights Plan (CPHP), which provides a vision for the campus site and a framework for future decision-making, ensuring that a modernized Parnassus Heights enhances UCSF's status as an anchor institution in San Francisco and a leading academic medical center in the region, state, and nation. The CPHP proposes four Initial Phase projects to be completed by 2030: New Hospital at Parnassus Heights, new Research and Academic Building, Irving Street Arrival Improvements, and Aldea Housing Improvements.

As one of the Initial Phase projects, the proposed Parnassus Research and Academic Building (PRAB) would:

- Advance UCSF's seismic improvements program to comply with UC Policy,
- Address significant deferred maintenance deficiencies at the Parnassus Heights campus site,
- Address obsolescence in existing research and education spaces,
- Provide new research and education spaces to support growth and expanding programs, and
- Advance utility, service, contiguous research, and pedestrian and vehicular connections.

Replacement for School of Nursing Building

UCSF's School of Nursing is among the nation's leaders in clinical care, policy development, nursing research, and academics. The School is primarily housed in the School of Nursing Building, which includes academic and administrative office and support space, dry research, and a small amount of wet research space for the School of Nursing. General assignment classrooms and teaching laboratories for students across UCSF programs are also located in the School of Nursing Building.

Constructed in 1972, the School of Nursing Building (approximately 88,000 gross square feet (GSF)) has a Seismic Performance Level of VI and needs significant seismic improvements to meet the UC Seismic Safety Policy. The building also has a large deferred maintenance backlog. The campus determined that the most efficient and cost-effective way to address these issues would be to incorporate the School of Nursing program into the proposed PRAB, which would allow for future demolition of the School of Nursing Building (as a separately funded project) and avoidance of continued investment in deferred maintenance.

Demolition of UC Hall

Constructed in 1917, UC Hall (approximately 148,000 GSF) also has a Seismic Performance Level of V and requires significant seismic improvements to meet the UC Seismic Safety Policy. Repurposing of the building for future use would require a complete gut and rebuild of the

interior space, replacement of mechanical and electrical systems and equipment, and exterior improvements (i.e., cladding, roof, and windows). Over the years, UCSF has evaluated multiple projects to repurpose the building; however, the proposed scenarios would not adequately meet the research and academic programmatic needs that could be met by a replacement building. Low floor-to-floor heights, less usable floor plate configurations, and aging infrastructure constrain UC Hall's potential as a state-of-the-art research and academic facility. The Initial Phase of projects identified in the CPHP included demolition of UC Hall and redevelopment of the site for the PRAB. Removal of murals located in Toland Hall would take place as part of a separate project, as described later in this document.

New Space to Address Growth and Obsolete Research Space

Research programs at Parnassus Heights are experiencing substantial challenges. While some programs operate in space that is either new or recently renovated, others operate in space that requires renovation/modernization or is poorly configured, with inadequate storage or equipment areas. The lack of adequate, well-configured space has had a tangible negative impact on the morale of many UCSF faculty, especially those engaged primarily in research, to the point where it now hampers the ability of programs to attract and retain faculty, students, and trainees.

Research space is distributed across multiple buildings at Parnassus Heights, with most research space located in the Health Sciences Instruction and Research East and West (HSE and HSW) towers and the Medical Sciences Building. Over the past decade, UCSF has invested in HSE and HSW to renovate ten of the 16 floors, providing more efficient research space that meets current code, life safety, and research requirements. To accomplish these improvements, it is necessary to renovate full floors at a time; however, the timeline and cost to implement these improvements are compounded by the lack of available space into which current occupants of these floors can be relocated (and the costs associated with improving space that can be identified as swing space). Improvements in the Medical Sciences Building are further complicated by the significant seismic improvements needed to meet Seismic Safety Policy and investment needed to address code and building system improvements. Even if completed in phases, addressing the improvements needed for the Medical Sciences Building would require space for existing programs to be relocated.

The proposed PRAB project would provide new space for existing research programs, allowing UCSF to move those programs out of older existing research buildings and enabling renovation of those spaces for research, education, and support needs. The new research space would also allow for the expansion of existing programs and the creation of new programs across the research spectrum and in emerging disciplines (i.e., machine learning and artificial intelligence, microbiome) that cannot be accommodated within the current research footprint.

The CPHP proposes to demolish UC Hall and replace it with a new Research and Academic Building to provide new research space and an "empty chair" to help decompress, decant, and renovate critical existing structures and substandard spaces on campus.

New Space to Address Growth and Obsolete Education Space

The portfolio of education space at UCSF has similar constraints as the before-mentioned research space. Much of the space is outdated and not sized or configured appropriately to meet current pedagogical or technological needs of health sciences education. Lack of access to daylight and inadequate building systems also contribute to the deficiencies of the existing education spaces. There also is a lack of space available for informal instruction (group study, faculty-student discussions outside of the formal class setting, individual study areas).

Seminar rooms, classrooms, and teaching laboratories located in the School of Nursing Building need to be replaced, as described earlier in this document; however, UCSF does not plan to duplicate the type and size of these instructional spaces in the proposed PRAB. As part of the comprehensive strategy for improving the educational portfolio, UCSF plans to include education space in the new building that advances improvements to the overall inventory of education spaces across UCSF, allows for realigning capacity and flexibility within existing classrooms, incorporates lessons learned with recent remote teaching experience, and implements the construction of space that is better developed with new construction than with retrofit of existing space. Through additional analyses of education needs and pre-design studies, the education program for the PRAB would be further developed.

New Utility, Service, Pedestrian, and Vehicular Connections

The CPHP includes improvements for the campus site to enhance public space, manage traffic congestion, expand logistics handling and services, and provide strong connections across the site. Re-establishing Fourth Avenue on the south side of Parnassus Avenue would improve access to future development on the west end of campus. A pedestrian-oriented promenade would extend from the site of the current School of Nursing Building to the Fourth Avenue extension, with a new service and utility corridor constructed on one or two floors beneath the promenade.

These improvements are proposed to be implemented as part of the PRAB project:

- To provide loading dock flexibility for future expansion and separate service and delivery activities from the public realm,
- To complete access for emergency vehicles with the construction of the full width of the promenade, and
- To avoid future disruption to the PRAB resulting from the expansion of services when the west side of campus is developed.

PROJECT DESCRIPTION

The proposed PRAB project would construct an approximately 271,000-GSF research and academic building on the site of UC Hall. The below table identifies the conceptual space program that would be further refined during pre-design studies, detailed programming, and design.

Space Type/Function	GSF
Wet and Dry Research Laboratory and Support	174,000
School of Nursing Program Replacement (administration and dry research)	33,000
Community and Retail	13,000
Education	12,000
Building Support and Services	39,000
Total	271,000

In addition to the construction of the new research and academic building, the project would include demolition of UC Hall, construction of the sections of the promenade and service and utility corridor adjacent to the PRAB, improvements to Parnassus Avenue in front of the PRAB, and extension of Fourth Avenue up to the existing School of Dentistry Building. The building would be served by existing campus utilities and would connect to public utilities at Parnassus Avenue.

UCSF is developing an integrated plan for construction logistics and mitigation of impacts on the campus and its neighbors and coordinating the construction of the proposed PRAB, New Hospital at Parnassus Heights, and other projects to be implemented through 2030.

Project Site

The proposed PRAB would be constructed on the site of UC Hall. The site is bound by Parnassus Avenue on the north side, the future Fourth Avenue extension on the west, Clinical Sciences Building on the east, and the future campus promenade on the south.

Sustainability

This project would comply with the University of California Sustainable Practices Policy and conform to UCSF's resiliency and sustainability goals. The Sustainable Practices Policy establishes goals in nine areas of sustainable practices: green building, clean energy, transportation, climate protection, sustainable operations, waste reduction and recycling, sustainable procurement, sustainable foodservice, and sustainable water systems. A full range of sustainability practices for building design and operations is included in the budgeting, programming, and design effort for the project. As required by policy, the project would adopt the principles of energy efficiency and sustainability, including but not limited the examples listed below:

- Design and construct the project to a minimum Leadership in Energy and Environmental Design for New Construction (LEEDTM-NC) Silver rating
- Meet the prerequisites of the Laboratories of the 21st Century Environmental Performance Criteria
- Implement energy-efficient design to outperform the energy requirements of the California Building Code by at least 20 percent or to meet the UC whole-building energy targets
- Not use on-site fossil fuel combustion (e.g., natural gas) for space and water heating, except where supported by the existing Parnassus Central Utility Plant

Project Schedule

The campus plans to seek approval of preliminary plans funding for the project at the May 2021 Regents meeting. Approval of budget, external financing, and design following action pursuant to the California Environmental Quality Act is planned for 2022. The target completion of the project is anticipated for 2026.

Project Delivery

The project would be delivered using a Design Build model. The design would be performed by an integrated team including UCSF, the architect, contractor, and key subcontractors working collaboratively on site in a “big room” environment to optimize project quality within a cost target set by UCSF. This delivery approach optimizes the use of Lean tools, processes, and 3-D modeling to minimize risk. Design Build has been determined to be the most appropriate method for this project to control the design, quality, and management of staff, visitor, and community requests.

Related and Separate Projects

A separate project is being advanced for interior abatement and demolition of UC Hall. This work would be implemented by a separate design and construction team and is required whether UC Hall was to be seismically upgraded and renovated or demolished for a new building. By advancing this interior work as a separate project from the PRAB, the interior work would be completed by the time the PRAB project would be ready to commence demolition and clearance of the project site – saving money and time to completion.

As part of the planning process for the PRAB, UCSF has developed a plan to relocate a large, ten-panel series of murals painted on the walls of Toland Hall auditorium in UC Hall. The “History of Medicine in California” murals, painted by Polish-born San Francisco muralist Bernard Zakheim between 1935 and 1938 on the walls of Toland Hall, were commissioned as part of the Works Progress Administration Federal Art Project. They depict in ten panels scenes of the history of science and medicine in California — including portrayals of traditional Native

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American medicine; scenes from Spanish, early American, and Gold Rush California; and the founders of the UC Medical School. Following a formal, competitive request for proposals for the removal and storage of the murals with an eye to future reinstallation in a new location, UCSF has contracted with ARG Construction Services to plan and execute the safe move of the murals into storage. Assuming removal and storage of the murals are successful, UCSF will evaluate options for where the murals could be reinstalled. UCSF has also completed steps to preserve the murals and their original context in Toland Hall digitally.

KEY TO ACRONYMS

CPHP	Comprehensive Parnassus Heights Plan
GSF	Gross-Square-Foot
HSE	Health Sciences Instruction and Research East
HSW	Health Sciences Instruction and Research West
LEED™-NC	Leadership in Energy and Environmental Design for New Construction
PRAB	Parnassus Research and Academic Building

ATTACHMENTS

Attachment 1:	Project Location Map
Attachment 2:	Project Site Map

PROJECT LOCATION MAP



PROJECT SITE MAP

