

**Office of the President**

**TO MEMBERS OF THE COMMITTEE ON GROUNDS AND BUILDINGS:**

**ACTION ITEM**

*For Meeting of November 13, 2012*

**APPROVAL OF DESIGN FOLLOWING ACTION PURSUANT TO CALIFORNIA ENVIRONMENTAL QUALITY ACT, MISSION BAY BLOCK 25A ACADEMIC BUILDING (FACULTY OFFICE BUILDING), SAN FRANCISCO CAMPUS**

**EXECUTIVE SUMMARY**

The Project would construct the 265,690 gross square feet (GSF) Block 25A Academic Building (Faculty Office Building) at the San Francisco Mission Bay Campus. The Project would provide critically needed faculty and staff offices to support the new Medical Center at Mission Bay, which will open in January 2015. The building would also accommodate clinical, translational, and population-based research programs, such as Global Health Sciences, that are currently located in off-campus space, thereby avoiding escalating lease costs. The proposed building would provide an opportunity to support a core University strategic goal to strengthen clinical and translational research by locating it with other disease-oriented and population-based research and clinical facilities. Creating a permanent home for UCSF's Global Health Sciences program in this building will advance this strategic goal. The Project consists of the building, site improvements including a landscaped courtyard, and underground utility connections. The proposed Project's construction is scheduled to start in March 2013 and be completed by August 2014.

The Committee on Grounds and Buildings is being asked to: 1) adopt the final Mitigated Negative Declaration under the California Environmental Quality Act (CEQA); 2) adopt the CEQA Findings; and 3) approve the design of the Mission Bay Block 25A Academic Building (Faculty Office Building).

**RECOMMENDATION**

The President recommends that, upon review and consideration of the environmental consequences of the proposed Mission Bay Block 25A Academic Building (Faculty Office Building) the Committee on Grounds and Buildings:

1. Adopt the final Mitigated Negative Declaration for the UC San Francisco Mission Bay Block 25A Academic Building (Faculty Office Building).

2. Adopt the Mitigation Monitoring and Reporting Program and California Environmental Quality Act Findings.
3. Approve the design of the Mission Bay Block 25A Academic Building (Faculty Office Building), San Francisco Campus.

### **BACKGROUND**

This Project would construct the Block 25A Academic Building (Faculty Office Building), hereafter referred to as “Academic Building,” to support the new Medical Center at Mission Bay. The new \$1.5 billion UCSF Medical Center is scheduled to open by January 2015, and is currently under construction across 16th Street from the UCSF Mission Bay research campus, directly opposite the proposed Project site. The Medical Center Project is on schedule and on budget.

The Academic Building site is located at the southern gateway of the Mission Bay research campus. The southern orientation of the proposed building and its landscaped courtyard would serve to link the research campus with the Medical Center. The Project would be constructed on land identified for *Instruction and Research*, but currently used for temporary surface parking. Existing campus parking facilities can adequately accommodate the displaced parking.

#### ***Previous Actions***

In September 2012 the Regents approved the Project budget of \$118,600,000, to be funded from external financing (\$84,400,000), gift funds (\$20,000,000), and campus funds (\$14,200,000); and approved external financing (\$84,400,000); and standby financing (\$20,000,000).

A full discussion of the Project drivers was provided to the Regents in September 2012 when the Project was presented for budget and financing approval and a summary of this discussion is available in Attachment 9.

### **PROJECT DESCRIPTION**

The campus proposes to construct a seven-story, 265,690 GSF (213,618 assignable square feet) office and desktop research building, on Block 25A at the corner of 16th and Fourth Streets on the Mission Bay research campus. In addition to the building, the Project would include site improvements including landscaping of a large courtyard space, improvements to the adjacent campus gateway (at Fourth and 16th Streets), sidewalks, and site utilities and utility connections. The Project would be constructed on a temporary parking lot and would displace 180 temporary surface parking spaces. This capacity can be accommodated in nearby parking in the existing UCSF Third Street and Community Center Garages and the soon-to-open Medical Center Garage just south of 16th Street on the new hospital site.

The Academic Building would accommodate faculty and staff (including residents and fellows) who directly support the new UCSF Medical Center at Mission Bay, and faculty and staff from office-based clinical, translational and population-based research programs who would relocate

from leased space. The clinical faculty would not see patients in the proposed building. The building provides the desk space for them to conduct work outside of the clinical setting.

Clinical faculty and staff serving the new Medical Center at Mission Bay represent more than 20 clinical departments and divisions, most from the School of Medicine. The office-based clinical, translational and research programs are represented by such robust UCSF programs as: Global Health Sciences, Clinical and Translational Sciences Institute, Epidemiology and Biostatistics, Center for AIDS Prevention Studies, and Women's Health clinical research.

Office Program: The Project would provide office and office support space in 228,747 GSF, and house 1,840 faculty and staff, including the Chancellor's Office.

Educational Space Program: The Project would include small, medium and large classrooms, and a study commons in roughly 18,373 GSF, to support the programs in the building. Video conferencing facilities would be included in the facility.

Building Commons Program: The Project would include ground floor commons, dining, and retail space totaling 9,872 GSF.

Building Support: Building support, including Central Mail and Supply, and telecommunications/data rooms would occupy 8,698 GSF.

## **DESIGN ELEMENTS**

### ***Site***

Located at the southeast corner of the UCSF Mission Bay Research Campus, a key corner on two major city arterials, the Academic Building and its south-facing courtyard would function as a gateway between the Mission Bay Research Campus and the Medical Center at Mission Bay, and serve to integrate and improve the surrounding urban landscape, by locating the courtyard on the southern side, open and accessible to the urban street. The building courtyard would be scaled and designed to invite access by faculty, staff and visitors from the hospital across from 16th Street, as well as the public.

### ***Building Design***

As a new major building on the UCSF Mission Bay Campus, the Academic Building will promote connectivity within the building, and to the campus and City. Connectivity is firmly established in the building's location, its configuration on the site, and openness to the larger world of both the Medical Center and San Francisco. The design of the exterior will thoughtfully engage and enhance existing site conditions and campus architecture as set forth by the *UCSF Physical Design Framework and UCSF Mission Bay Campus Master Plan and Design Guidelines*. This design respects the *UCSF Physical Design Framework* for building height, massing, and placement on the site. Additionally, cohesiveness is artfully promoted by the arcade along Fourth Street, noting both the building entry and respectfully engaging with similar

elements in the adjacent Byers Hall façade. Moreover the building design will embody high-performance, innovative, and sustainable design strategies, which address areas such as storm water, energy consumption, and renewable materials, with a commitment to achieve at least a Leadership in Energy and Environmental Design (LEED) Silver level, while striving for LEED Gold.

The majority of the building would be office space, which would be occupied primarily by two main user groups – (1) clinical faculty and support staff; and (2) research faculty and support staff – in addition to the Chancellor’s Office. The interior will be flexible in its design and modular in its layout to serve many combinations of general administrative or dry-research users over the life of the building. The space will also be designed to be responsive and adaptable to support the future evolution of faculty work at UCSF. In this project, UCSF is introducing a new Activity-Based Workplace (ABW) model for office workspace. An ABW is characterized as an open work environment, without enclosed offices. This environment supported by a rich array of alternative work and support spaces (including enough small private meeting rooms and unassigned offices to be used when quiet space is necessary) that can be used spontaneously without prior reservation when spaces for private communications, undisturbed concentration, or meetings are required.

Shared open interaction spaces are provided for every two floors to create “Town Centers” and vertical circulation between floors. Coffee kitchens and a variety of meeting spaces are grouped around each of these interaction spaces to create opportunities for academic interaction, collaboration, innovation, and discourse in a relaxed and social setting. These spaces strongly promote a ‘sense of place’ within the building’s open workstation environment.

In addition to the office functions, the building will also house the student study area and classrooms. The student study area and classrooms would be the educational hub of the building, centralizing functions such as student resources, research and study environments, classrooms, and informal social and collaborative meeting spaces for students and larger groups of faculty. These functions are clustered on the ground floor and connect to the seminar rooms on the second floor via stairs in the entrance lobby. Most importantly, these functions would play a vital role in drawing the greater UCSF community to the building and promoting the exchange of ideas and learning.

### ***Materials***

The exterior materials consist of warm-colored precast concrete, glass-fiber reinforced concrete, metal window mullions, and warm-colored energy-efficient glass, consistent with the *UCSF Physical Design Framework and the UCSF Mission Bay Master Plan and Design Guidelines*. These materials will complement the materials, colors, and textures of surrounding campus buildings, including the new Medical Center across 16th Street.

*Sustainable Practices*

The building would comply with the *UC Policy on Sustainable Practices* to achieve a minimum USGBC LEED™ New Construction (NC) Silver certification. The building is targeting LEED™ Gold. Sustainable features including the following:

- High efficiency plumbing fixtures to reduce potable water use by up to 40 percent,
- Drainage swales and other site features to filter and retain rainwater runoff,
- Enhanced commissioning to ensure systems efficiency is maximized and startup goes smoothly,
- Recycling of 75 percent of construction waste, diverting it from landfill,
- Development density and community connectivity, and
- Proximity to public transportation.

**Attachments**

Attachment 1: Project Budget

Attachment 2: Policy Compliance

**Attachment 3: Project Graphics**

Attachment 4: California Environmental Quality Act Compliance

**Attachment 5: Mitigated Negative Declaration Summary**

Attachment 6: Complete CEQA Documentation (CD)

Attachment 7: LRDP EIR: <http://campusplanning.ucsf.edu/reports/>

**Attachment 8: CEQA Findings**

Attachment 9: Project Drivers

Attachment 10: Alternatives Analysis / Delivery Models

**PROJECT BUDGET**  
**MISSION BAY BLOCK 25A ACADEMIC BUILDING (FACULTY OFFICE BUILDING)**  
**CAPITAL IMPROVEMENT BUDGET**  
**SAN FRANCISCO CAMPUS**  
**CCCI 5880**

<u>Cost Category</u>	<u>Amount</u>	<u>% of Total</u>
Site Clearance	\$ 1,526,000	1.5
Building	\$ 78,930,000	76.4
Exterior Utilities	\$ 1,566,000	1.5
Site Development	\$ 4,636,000	4.5
A/E Fees <sup>(a)</sup>	\$ 3,354,000	3.2
Campus Administration <sup>(b)</sup>	\$ 2,441,000	2.4
Surveys, Tests	\$ 1,858,000	1.8
Special Items (excluding financing) <sup>(c)</sup>	\$ 529,000	.5
Financing cost	\$ 4,090,000	4.0
Contingency	\$ 4,333,000	4.2
Total	<b>\$103,263,000</b>	100%
Group 2 & 3 Equipment	\$ 15,337,000	
Total Project	<b>\$118,600,000</b>	

**Statistics**

Gross Square Feet (GSF) <sup>(d)</sup>	265,690
Assignable Square Feet (ASF) <sup>(d)</sup>	213,618
Ratio ASF/GSF (%)	80%
Building Cost/GSF <sup>(d,e)</sup>	\$ 297
Building Cost/ASF <sup>(d,e)</sup>	\$ 369
Project Cost/GSF <sup>(f)</sup>	\$ 389
Project Cost/ASF <sup>(f)</sup>	\$ 483

- a. Fees include executive architect and other professional design contract costs.  
b. Campus administration includes Project management and inspection.  
c. Special items include independent structural review, agency fees, EH&S and Information Technology review fees totaling \$529,000; and interest expense totaling \$4,090,000.  
d. Gross square feet (GSF) is the total area, including usable area, stairways, and space occupied by the structure itself. Assignable square feet (ASF) is the net usable area.  
e. Building Cost excludes site clearance/improvements and exterior utilities.  
f. Total Project Cost/GSF and Total Project Cost/ASF exclude Group 2 & 3 Equipment.

*See next page for Project comps*

**Comparable University Projects at CCCI 5880**

**NON-UC COMPS**

<u>Dates</u>	<u>Location</u>	<u>Project Name</u>	<u>Building Cost/gsf</u>	<u>Ratio gsf/asf</u>
Building Completed 2007. TIs 2011.	SF Bay Area	Class A office. 290,000 sf, 8 stories (85% office, 15% lab)	\$ 326.38	Not Known
Building Completed 2008. TIs 2011.	SF Bay Area	Class A office. 208,000 sf, 8 stories (91% office, 9% cafe)	\$ 353.13	Not Known
Building Completed 2008. TIs 2010.	SF Bay Area	Class A office. 240,000 sf, 6 stories (85% open office, 15% lab)	\$ 317.75	Not Known

**UC COMPS**

<u>CIB Dated</u>	<u>UC Campus</u>	<u>Project Name</u>	<u>Building Cost/gsf</u>	<u>Ratio gsf/asf</u>
7/30/2003	UCB	Haas Business Administration Building	\$ 295	60%
1/17/2007	UCSB	Education and Sciences Building	\$ 477	60%
4/5/1991	UCLA	Anderson Graduate School of Management	\$ 338	57%

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## POLICY COMPLIANCE

### *Long Range Development Plan (LRDP)*

This Project conforms to the 2001 Long Range Development Plan (LRDP) Amendment #1, which incorporated a Functional Zone Map for the newly acquired Mission Bay campus site and designated Block 25A for *Instruction and Research*. The proposed Project is consistent with this designation.

UCSF's LRDP Amendment #2 (March 2005) calls for a full service medical center at Mission Bay co-located with basic, clinical, and translational research. The LRDP anticipated the need for the faculty offices to serve the new clinical facilities; however, due to land acquisition costs, only patient-care facilities and clinical support functions were planned for the hospital site.

### *Capital Financial Plan*

The *2011-2021 Capital Financial Plan* for the San Francisco campus includes the Project at a Project budget of \$118,000,000. The Preliminary Plans funding approved by the Regents in January 2012 presented an estimated total cost of \$118,600,000, which remains unchanged in this item.

### *Physical Design Framework*

The Project is consistent with the *Physical Design Framework* (PDF) presented to the Regents for acceptance in September 2010. The PDF contains universal planning and design principles that apply to all of UCSF's various campus sites. The principles are to: 1) respond to context while reinforcing identity; 2) welcome the community; 3) ensure connectivity to and within the campus; 4) improve campus cohesiveness; 5) create spaces to promote collegiality; and 6) lead through conservation, and sustainability. The proposed Project would be consistent with these strategies, as described below.

- (1) The Project would use the materials and color palettes found in the adjacent UCSF buildings (consistent with the *UCSF Mission Bay Campus Master Plan*), match the cornice lines of the building directly across Fourth Street (Byers Hall), and include arcades similar to other campus buildings.
- (2) The Project's proposed courtyard is oriented towards the public street and the Medical Center to the south, and creates an active interface with the neighborhood.
- (3) The Project would be part of a larger network of open spaces within the Mission Bay campus site, connecting to the campus gateways at Fourth and 16th Streets, to the Medical Center to the south, and the rest of the research campus north and northwest of the Project site. Pedestrian circulation access would be available through the building on the north and south. This would ensure connectivity and improve campus cohesiveness.



- (4) The Project's incorporation of an educational hub with classrooms and student study space, will promote cohesiveness on campus, bringing students, researchers, clinicians, and staff all together under the same roof.
- (5) The Project's design promotes collegiality, with its' incorporation of 'Town Center' spaces for interaction and collaboration, promoting translational research and medicine.

**Independent Cost and Design Review:** The UCSF Design Advisory Committee has reviewed the design on September 25, 2012. Independent cost consultation has been conducted by Cambridge Construction Management. UCSF Capital Programs will manage and deliver the Project.

**Sustainable Practices:** As required by the *UC Policy on Sustainable Practices*, the Project would implement principles of energy efficiency, and sustainability to the fullest extent possible, consistent with budgetary constraints, and regulatory and programmatic requirements. The Project will achieve a minimum of a LEED™ Silver certification, with a target of LEED™ Gold.

**Independent Seismic Review:** The independent Seismic peer review is underway concurrent with design.

**CALIFORNIA ENVIRONMENTAL QUALITY ACT COMPLIANCE**

***Environmental Review Process***

Pursuant to State law and University procedures for implementation of the California Environmental Quality Act (CEQA), the Project has been analyzed at a program level in the 1996 LRDP Final Environmental Impact Report and EIRs for LRDP Amendments # 1, 2, and 3 (collectively the "LRDP EIR") as part of the analysis for 2.65 million GSF capital program on the Mission Bay site.

Project level analysis is provided in an Initial Study/Mitigated Negative Declaration which was prepared for the proposed Project. The proposed Project is consistent with the 1996 Long Range Development Plan (LRDP), as amended. At the time of preparation of the Initial Study/Mitigated Negative Declaration, detailed design of the proposed building was not available. Therefore, the Initial Study/Mitigated Negative Declaration analyzed the basic parameters of the proposed Project, at that time consisting of a 251,000 gsf, six-story building and adjoining courtyard, as well as modifications to the Fourth Street gateway on the northeast corner of Fourth and 16th Streets. Since the publication of the Initial Study/Mitigated Negative Declaration, the building design has been further developed, and although the Project has become slightly larger at 263,478 gsf within seven stories, the building height and population remains the same, and the impacts analysis remains the same, as that discussed in the Initial Study/Mitigated Negative Declaration. Therefore, the Project is in substantial conformance with the Project analyzed in the Initial Study/Mitigated Negative Declaration, and the Initial Study/Mitigated Negative Declaration remains valid.

The Initial Study/proposed Mitigated Negative Declaration (SCH #2012062042) was published on June 13, 2012, commencing a 30-day public review period ending on July 13, 2012. Notices of availability of the document were distributed to the public and advertised in the San Francisco Examiner. The campus also mailed over 3,800 postcards to a comprehensive mailing list that included community groups, neighbors, and other individuals. Copies of the Initial Study/proposed Mitigated Negative Declaration were placed at the San Francisco Public Library (Mission Bay branch) and at the UCSF Mission Bay campus library. The document was posted online on the Campus Planning website. Hard copies of the Initial Study/proposed Mitigation Negative Declaration and/or compact disks were sent to the State Clearinghouse and to other local and regional agencies.

***Public Comments***

During the public review period, two comment letters on the Initial Study/proposed Mitigated Negative Declaration were received. Written responses to the comments were prepared and included in the Final Initial Study/Mitigated Negative Declaration. The California Department of Transportation (Caltrans) commented on a trip generation calculation that they believed was inaccurate, as the total number of trips appeared to them to be too low given the population and trip rate per person. The San Francisco campus response clarifies that the calculations are

accurate in that the total number of trips includes an absentee rate to account for those who may be absent from work due to vacation, illness, or other reason. A footnote with an explanation has been added to the Final Negative Declaration. The trip generation figures are accurate and remain unchanged.

The Gladstone Institutes commented on their longstanding desire to have a mid-block pedestrian crosswalk installed on Owens Street, about two blocks west of the Project site. The San Francisco campus response includes an explanation as to why the Project would not result in pedestrian safety hazards and would not trigger the requirement for a mid-block crosswalk at the location in question. Nonetheless, the San Francisco campus is in support of a mid-block crosswalk at that location and would continue discussions with the City of San Francisco and the Gladstone Institutes on this matter. None of the issues raised by the commenters alters the analysis.

### ***Environmental Impacts***

The Initial Study/Mitigated Negative Declaration found that the Project would have no significant environmental impacts with regard to the following topic areas: agriculture and forestry resources, biological resources, greenhouse gas emissions, hazards and hazardous materials, land use, mineral resources, population and housing, public services, recreation, and traffic.

With mitigation measures from the LRDP EIR (as amended) made part of the Project, the Project would have no significant environmental impacts in these topic areas: aesthetics, air quality, cultural resources, geology and soils, hydrology, operational noise and utilities and service systems. The Initial Study/Mitigated Negative Declaration for the Project is tiered from the LRDP EIR (as amended). The air quality analysis is an independent analysis not tiered from the LRDP EIR due to changes in air quality analysis methodology and significance standards since the LRDP EIR was certified. Air quality mitigation measures from the LRDP EIR are incorporated into the proposed Project, and the independent analysis did not find significant impacts.

The Initial Study/Mitigated Negative Declaration discussed potentially significant wind and construction noise impacts and identified two mitigation measures. Regarding wind, a mitigation measure requires wind testing to verify that it would not increase wind speeds above the hazard criteria (26 miles per hour equivalent wind speed for a single hour of the year). If necessary, alterations of the building design may be required in order to ensure wind speeds are reduced below the hazardous wind criteria level. With regard to construction noise, mitigation measures require limits on construction hours, noise reduction devices and practices, and designation of a UCSF contact person for noise complaints. With implementation of these measures, wind and construction noise impacts of the Project would be reduced to less than significant levels. No significant cumulative impacts have been identified.

To assure that all measures are implemented in accordance with CEQA, a Mitigation Monitoring and Reporting Program has been prepared and included with the Final Initial Study/Mitigated

Negative Declaration. The San Francisco Campus would be responsible for implementing all mitigation measures of the Project within the jurisdiction of The Regents.

***Findings***

The attached Findings discuss the Project's impacts, mitigation measures and conclusions regarding adoption the Final Initial Study/Mitigated Negative Declaration in conformance with CEQA.

## PROJECT DRIVERS

The four project drivers are:

- locate faculty offices for new Medical Center Personnel near the new UCSF Medical Center at Mission Bay;
- maximize productivity by locating physician and staff offices near the hospitals and clinics;
- reduce existing high lease costs for clinical, translational, and population-based research programs; and
- strengthen clinical, translational, and population-based research.

### Need for faculty offices for new Medical Center.

The new UCSF Medical Center at Mission Bay does not provide local offices where clinical and academic personnel can conduct their office-based work, separate and apart from their work in patient-care facilities.

Given the land acquisition costs, only patient-care facilities and critical support functions were planned for the Medical Center site, as noted in the September 17, 2008 Regents' action approving the budget and financing for the new Medical Center. The UCSF Mission Bay research campus has available footprints for an office and "dry" research building, consistent with the UCSF Mission Bay Campus Master Plan. There is no space in existing UCSF facilities suitable or large enough to accommodate the demand for offices associated with the work in the Medical Center hospitals and clinics.

Relocation of clinical faculty from the Parnassus Heights and Mount Zion campus sites to the proposed Academic Building will release space on these two campuses for essential clinical programs and services. The backfill of this release space will support Medical Center and School of Medicine growth.

### Need to maximize productivity by locating physician and staff offices near Medical Center hospital and clinics.

The clinical faculty and staff office space must be within a five-minute walking distance of the new Medical Center site, and the offices must be available in order for the new Mission Bay Medical Center to begin operations by January 2015. Requiring faculty and staff to commute from their current offices at Parnassus Heights and Mount Zion campus sites, which are 30 minutes or more away from the new Medical Center facilities, would significantly impact faculty and staff productivity, and therefore, Medical Center operations. There is no available space in existing owned offices within the five-minute walking distance requirement. Off-site options entail purchasing land or leasing existing space, and there are no viable opportunities at this time.

Need to reduce high lease costs for clinical, translational, and population-based research programs.

UCSF has embarked on a strategic initiative to consolidate leases into owned space as much as possible over the next decade in order to maximize utilization of UCSF's assets and minimize occupancy costs associated with leased space in a rising market. Some UCSF research programs are housed in leased facilities. These lease costs are anticipated to increase significantly because initial rents were set at a favorable time in the market when vacancy rates were higher.

Need to strengthen clinical, translational, and population-based research.

The proposed Project would create synergies, which are expected to advance research that would accelerate the translation of basic research discoveries to the diagnosis, treatment, and prevention of human disease. Accordingly, the Project would create a permanent home for Global Health Sciences, collocated with other clinical, translational, and population-based research programs, and located in proximity to other existing basic and disease-oriented research programs at Mission Bay.

**ALTERNATIVES ANALYSIS / DELIVERY MODELS**

UCSF evaluated a variety of Project sites, scopes, and delivery models (campus delivery versus developer delivery) against Project criteria, such as proximity to the new Medical Center (i.e., within a five-minute walk), affordability, and collocation of clinical and translational research. Both on- and off-campus sites were evaluated, as were program options (e.g. clinical faculty offices only versus mixed clinical faculty offices and desktop research programs).

It was determined that campus delivery of a new building on Block 25A on the UCSF Mission Bay research campus meets programmatic criteria, and best achieves the broad objectives of the UCSF LRDP given available resources.