

Office of the President

TO MEMBERS OF THE FINANCE AND CAPITAL STRATEGIES COMMITTEE:

ACTION ITEM

For Meeting of September 18, 2024

**UCSF CLINICAL AND LIFE SCIENCES BUILDING, SAN FRANCISCO CAMPUS:
AMENDMENT NUMBER 12 TO THE UC SAN FRANCISCO 2014 LONG RANGE
DEVELOPMENT PLAN AND DESIGN FOLLOWING ADOPTION OF FINDINGS
PURSUANT TO THE CALIFORNIA ENVIRONMENTAL QUALITY ACT**

EXECUTIVE SUMMARY

The San Francisco campus proposes to enter into a public-private partnership for development of an approximately 300,000-gross-square-foot UCSF Clinical and Life Sciences Building (Building). The Building would comprise a state-of-the-art radiation oncology treatment center with proton therapy, adult primary and secondary multi-specialty clinics, and a life sciences incubator. The proposed location for this building is a development parcel at the Dogpatch Power Station (previously Potrero Power Station), a private development site near the UCSF Mission Bay campus.

With the proposed Building, UCSF would be better able to serve a growing number of patients currently unable to access UCSF care, participate in and benefit from expanded research and teaching opportunities, and improve its ability to attract faculty and trainees. Additionally, UCSF would foster growth in California's life sciences and biotechnology industry with accelerated and expanded technology transfer, startup activity, and education and scientific research at the new Life Sciences Incubator.

The Health Services Committee endorsed the proposed Building project at its April 2024 meeting. The associated real estate business terms are included in the companion closed session item at this meeting.

The Regents are being asked to (1) adopt the California Environmental Quality Act Findings (2) approve Amendment No. 12 to UCSF's 2014 Long Range Development Plan, and (3) approve the design of the UCSF Clinical and Life Sciences Building project.

RECOMMENDATION

The President of the University recommends that the Finance and Capital Strategies Committee recommend that the Regents, following review and consideration of the environmental consequences of the UCSF Clinical and Life Sciences Building project, as required by the California Environmental Quality Act (CEQA), including any written information addressing this item received by the Office of the Secretary and Chief of Staff to the Regents no less than 48 hours in advance of the beginning of the Regents meeting, testimony or written materials presented to the Regents during the scheduled public comment period, and the item presentation, and following review and consideration of the previously certified Potrero Power Station Mixed-Use Development Project Final Environmental Impact Report (PPS Final EIR) (State Clearinghouse #2017112005), certified by the City of San Francisco on January 30, 2020, of which the proposed UCSF Clinical and Life Sciences Building project is a part:

- A. Determine that the proposed project is consistent with the PPS Final EIR and that no further environmental analysis pursuant to CEQA is required, and adopt the CEQA Findings for the UCSF Clinical and Life Sciences Building project.
- B. Make a condition of approval the implementation of applicable mitigation measures within the responsibility and jurisdiction of the San Francisco campus.
- C. Approve Amendment No. 12 to the UCSF's 2014 Long Range Development Plan (LRDP) to include the project site in LRDP Chapter 10, Smaller Owned Sites.
- D. Approve the design of the UCSF Clinical and Life Sciences Building project, San Francisco campus.

BACKGROUND

The proposed UCSF Clinical and Life Sciences Building (Building) at the Dogpatch Power Station (previously Potrero Power Station¹) would address key strategic goals for UCSF. The Building would be an essential component of advancing UCSF's clinical strategy to provide access to innovative healthcare technology, increase access to outpatient clinical programs, and support adult hospital services and cancer services. Additionally, UCSF would foster growth in California's life sciences and biotechnology industry with accelerated and expanded technology transfer, startup activity, and education and scientific research at the new Life Sciences Incubator.

The Health Services Committee endorsed the proposed UCSF Clinical and Life Sciences Building project at its April 2024 meeting. The associated real estate business terms are included in the companion closed-session item at this meeting.

¹ Since certification of the Potrero Power Station Mixed-Use Development Project Final EIR in 2020, the name of the development changed to Dogpatch Power Station.

Project Drivers

Provide Access to Proton Therapy

UCSF has an integrated cancer program that strives to provide access to the clinical and scientific resources required for advancing cancer care, including proton therapy. Proton therapy is prevalent in leading cancer programs, especially for pediatric oncology, and is aligned with UCSF's vision for UCSF's Benioff Children's Hospitals and expansion of adult precision cancer medicine. Access to proton treatment is requested by patients, particularly in head and neck, neuro oncology, and pediatric programs.

Unlike X-ray-based radiotherapy, protons stop in the patient's body and deliver a concentrated dose to the tumor while avoiding exit dose. Most comparable top-tier programs (e.g., MD-Anderson Proton Therapy Center, University of Pennsylvania Roberts Proton Therapy Center, Johns Hopkins Proton Therapy Center) have access to protons for their patients. Providing options for state-of-the-art radiation oncology treatment with proton therapy is key to maintaining and strengthening the UCSF Health cancer program.

Current options for access to proton therapy by UCSF's population of cancer patients are limited. There are currently no modern proton therapy centers in Northern California. The nearest proton centers are in Southern California. Referring patients to distant centers for treatment creates a hardship for many patients – jobs, family, and friends are left behind for many weeks, travel and housing logistics are required, and a new external team must be engaged. UCSF has the opportunity to provide a unique and highly sought-after cancer treatment that is in the best interest of patients and their families and would serve patients throughout Northern California and beyond.

Expand Access to Adult Primary and Secondary Multi-Specialty Clinics

Demand for UCSF primary care and specialty care has been accelerating; wait times for services exceed strategic goals for quality, access, and experience. In addition, State and UC Health seismic requirements threaten to temporarily, and in certain circumstances permanently, reduce access in existing clinics. Additional clinic space is needed to address unmet demand, support UCSF's expanding educational mission and the transition to a seismically compliant footprint, and meet UCSF programs' and services' future goals.

Demand for UCSF specialty care is robust, with growth in most specialties between 33 percent and 75 percent over the last five years. Neurology, Medical Oncology, Gastroenterology, Cardiology, Dermatology, Urology, and Women's services are examples of programs where new patient referrals far exceed existing capacity. Similarly, UCSF fields thousands of calls every month from patients seeking to establish a primary care relationship with a UCSF physician.

Foster Biotechnology Innovation and Technology Transfer through a Life Sciences Incubator

The medical technology, life sciences, and biotechnology fields are among California's strongest

economic engines and continue to expand at a rapid pace. The University of California, along with other universities, is a key reason for California's growth in the life sciences and biotechnology industry.

The Life Sciences Incubator would serve as an extension of existing UCSF programs that aim to foster innovation and entrepreneurship as well as expand campus programs that create new opportunities for faculty and graduate and professional students. Modeled after UC Berkeley's Bakar BioEnginuity Hub, a community of innovation would bring together researchers, innovators, and entrepreneurs to work on challenges in areas of biological, physical, and engineering sciences in a space optimized for commercial impact.

Given the proposed location proximate to the Mission Bay campus site, startup companies would have the opportunity to interact, both formally and informally, with faculty and graduate students undertaking world class basic research. Additionally, the location's proximity to biotechnology and artificial intelligence partners, would be beneficial in mobilizing collaboration.

PROJECT DESCRIPTION

Through a public-private partnership, the proposed project would include development of an approximately 300,000-gross-square-foot (GSF) clinical and life sciences building to provide a state-of-the-art radiation oncology treatment center with proton therapy, adult primary and secondary multi-specialty clinics, and a life sciences incubator.

Program and Scope

Table 1: UCSF Clinical and Life Sciences Building Program

Strategic Function	GSF
Proton Therapy	80,000
Multi-Specialty Clinics	120,000
Life Sciences Incubator	100,000
Total	300,000
*Includes approximately 70,000 GSF of Building Support functions (e.g., public areas, loading dock, building systems, etc.) that are prorated and included among the strategic functions.	

Proton Therapy: Treatment and support space for three full state-of-the-art gantries to deliver proton therapy with integrated high-resolution imaging and patient-positioning-capability support equipment, along with related clinical research space.

Multi-Specialty Clinics: Examination rooms for 24 specialty providers, an eight-room procedure center, infusion center with blood draw and compounding pharmacy, a family medicine clinic sized for ten medical doctors, five nurse practitioners, and related staff, along with patient examination rooms and a training center for clinical professionals.

Life Sciences Incubator: Wet laboratory and support space, collaborative office space (including common areas), and a symposium space on the ground floor of the Building, all of which would be completed as dry shell that would then be built out through a donor-developed project.

Project Schedule

The Health Services Committee endorsed the proposed UCSF Clinical and Life Sciences Building project at its April 2024 meeting. The associated real estate business terms are included in the companion closed session item at this meeting.

Following these approvals, it is estimated that construction would commence in 2025; the targets for first patient for the Clinics and the Proton Therapy Center are 2028 and 2029, respectively.

Project Delivery

To maximize the project's success and expedite the delivery of lifesaving care and innovations, UCSF proposes to enter into a public-private partnership (P3) with California Barrel Company LLC (the site owner of the Dogpatch Power Station and/or its affiliates, including Associate Capital (collectively "Developer")). The proposed transaction structure would leverage the campus's prior experience and successful implementation of P3 projects utilizing the same tax-exempt bond financing structure as the Sandler Neurosciences Building in the Mission Bay North Campus and the UCSF Nancy Friend Pritzker Psychiatry Building, secured by building base rent. Under the proposed transaction, the University would purchase the site from the Developer and then enter into a ground lease (Master Ground Lease) of the site to the Campus Facilities Improvement Association (CFIA), a 501(c)(3) organization established to help facilitate the construction and renovation of UCSF facilities. CFIA would then sub-ground lease (Sub-Ground Lease) the site to the Developer, who would manage the design, and construction of the Building, and own the Building when complete. A Lease Disposition and Development Agreement between the University, CFIA, and the Developer would set out the terms and conditions under which the Developer would be required to develop the Building. Upon completion of the Building, the University would lease (Space Lease) the Building from the Developer and be responsible for paying the building base rent during the lease term. All lease terms are expected to be 30 years in duration and at the simultaneous expiration of the Master Ground Lease, Sub-Ground Lease, and Space Lease, the Building would be conveyed to the University at no additional cost.

LRDP AMENDMENT

As the project site is not currently included in UCSF's Long Range Development Plan (LRDP), Amendment No. 12 to the LRDP is proposed to add the project site to Chapter 10, Smaller Owned Sites, following acquisition of the property. Smaller owned sites are generally not assigned functional zones because they are typically developed with a single facility, and changes from that initial use would require future approvals. Accordingly, the UCSF Clinical and Life Sciences Building site is not assigned a functional zone.

Specific language proposed to be added to the LRDP is provided in Attachment 1. Conforming changes will be made to reflect the site on relevant LRDP maps.

PROJECT DESIGN

Site Conditions and Location

The proposed location for this Building is a vacant parcel (Block 2) at the Dogpatch Power Station, a private development site within a mile of the Mission Bay campus. The building site is bounded on the north by Craig Lane, to the east by Maryland Street, to the south by Humboldt Street, and to the west by Louisiana Street. (See Attachment 2, page two of the Design Graphics.)

The Dogpatch Power Station site is a fully entitled, 29-acre master-planned, mixed-use development. The existing entitlements for the development include 1.6 million square feet of life science, clinical outpatient, or office space, for which the proposed UCSF project is appropriate. The Dogpatch Power Station development will have shared parking facilities on adjacent parcels that would be made available to UCSF visitors and occupants, and is located near public transit.

The project site meets the extensive siting requirements of proton therapy facilities, such as bedrock geology and ample laydown space for installation of equipment. The development site is also planned and sized to support the full program proposed for the Building (proton therapy, specialty clinics, and life sciences incubator).

Project Design

The proposed 300,000-GSF building would comprise eight above-ground levels and two below-ground levels. The Proton Therapy treatment and support spaces would be located on the below-ground levels. The ground level (Level One) would include distinct entrances with appropriate wayfinding to direct visitors to different programs and to access the functions on the upper and lower levels. The multi-specialty clinics would be located on Levels Two through Five and the Life Sciences Incubator would be located on Levels Six through Eight.

The Building would be set back from Humboldt Street to allow for maintenance and installation access for the proton therapy equipment below grade. This setback creates the opportunity for a multi-functional garden along the Building's primary frontage along Humboldt Street.

The building façade at ground level would be a mix of floor-to-ceiling storefront glass and solid concrete or rough stucco walls with large industrial-inspired openings. The façade of the upper floor would be glass panels within a grid of shaped metal frames, designed to provide ample daylight to the interiors with a high degree of energy efficiency. Materials and colors for the façade would be inspired by, and complement, the existing industrial waterfront site that includes metal, green serpentine rock, and exposed gray concrete.

The Building's structural system would include cast-in-place concrete below grade for the proton therapy vaults and supporting spaces, as well as a braced steel frame for supporting the above-ground levels. This system was chosen because it is cost-effective compared to other structural systems, benefits the overall construction schedule, and is well suited to allow for future flexibility.

Universal Design guidelines included in the program emphasize thoughtful design inclusive of all campus populations beyond minimum code requirements. Features that support a safe, equal, and inclusive environment for building users include gender-inclusive restrooms and quiet rooms to allow for temporary relief from noisy areas.

Sustainable Practices

The UCSF Clinical and Life Sciences Building would achieve a minimum Leadership in Energy and Environmental Design (LEED™) Gold certification. Specific sustainability strategies include:

- Transportation: Located near transit and light rail; pedestrian-focused human scale site and ground-level design; bicycle storage and showers.
- Sustainable Site: Public garden connecting open space to interior symposium area; exterior lighting designed to prevent light pollution.
- Water Efficiency: High-efficiency and WaterSense-certified fixtures; non-potable water from off-site blackwater system; drought-tolerant plantings.
- Energy and Atmosphere: All-electric with no natural gas use; efficient combination of air-source heat pumps, water-cooled chillers, and cooling towers; optimized daylight design; deep mullions within the envelope; focused daylight access for interiors to allow daylight into basement spaces; efficient all-LED lighting; automatic lighting controls with occupancy and daylight sensors. (See Attachment 3: UC Operational Carbon and Energy Assessment for New Construction Tool.)
- Materials and Resources: Construction waste diversion; environmentally friendly materials.

CONSISTENCY WITH SELECT UC POLICIES AND PRACTICE

This project complies with the UC Policies for Seismic Safety, Sustainability, and Small/Disabled Veteran Business Enterprises (see Attachment 4).

CEQA COMPLIANCE

The previously certified Potrero Power Station Mixed-Use Development Project Final

Environmental Impact Report (PPS Final EIR) (State Clearinghouse #2017112005)¹, certified by the City of San Francisco on January 30, 2020, supports approval of the project (Attachment 5). None of the circumstances that would trigger subsequent or supplemental environmental review under Public Resources Code Section 21166 and CEQA Guidelines Section 15162 or 15163 have occurred or are present. Findings have been prepared to support the University's determination that the proposed project would not require major revisions of the PPS Final EIR due to the involvement of new significant environmental effects or a substantial increase in severity of previously identified significant effects (Attachment 6).

Key to Acronyms

Building	UCSF Clinical and Life Sciences Building
CEQA	California Environmental Quality Act
CFIA	Campus Facilities Improvements Association
Developer	California Barrel Company LLC and its affiliates
GSF	Gross-Square-Foot
LEED™	Leadership in Energy Environmental Design
LRDP	Long Range Development Plan
OCEAN	Operational Carbon and Energy Assessment for New Construction
P3	Public-Private Partnership
PPS Final EIR	Potrero Power Station Mixed-Use Development Final Environmental Impact Report

ATTACHMENTS

Attachment 1	Amendment No. 12 to the 2014 LRDP Existing 2014 LRDP: https://ucsf.app.box.com/s/a2er9dbpbiik1tuwiz0bv2sscywv9d7q
Attachment 2	Design Graphics
Attachment 3	UC Operational Carbon and Energy Assessment for New Construction (OCEAN) Tool
Attachment 4	Statement of Compliance with Select UC Policies
Attachment 5	Potrero Power Station Mixed-Use Development Project Final EIR and Mitigation Monitoring and Reporting Program: https://ucsf.app.box.com/s/9rf0o8jqcvsh3s99hxcsvt08r8ep8lwy CEQA Findings Potrero Power Station Final EIR: https://ucsf.app.box.com/s/rgilv7vidwtgrnodo3yi9wbn5mf3bhpy
Attachment 6	CEQA Findings

¹ Since certification of the Potrero Power Station Mixed-Use Development Project Final EIR in 2020, the name of the development changed to Dogpatch Power Station.

ATTACHMENT 1

AMENDMENT NO. 12 TO THE 2014 LRDP

The following section is added to the end of LRDP Chapter 10, Smaller Owned Sites:

10.15 UCSF Clinical and Life Sciences Building

The UCSF Clinical and Life Sciences Building site is located within the Dogpatch Power Station (previously Potrero Power Station) master-planned mixed-use development approximately 0.5 mile southeast of the UCSF Mission Bay campus site. The UCSF Clinical and Life Sciences Building site is proposed to be developed with an approximately 300,000 gsf building containing an oncology treatment center, outpatient clinics, and a Life Sciences Incubator. The building would contain eight above-ground levels and two below-ground levels. It is anticipated that approximately 650 employees would work in the building.

Conforming map changes will be made to the LRDP to reflect this LRDP Amendment.

STATEMENT OF COMPLIANCE WITH SELECT UC POLICIES

Sustainable Practices Policy

This project will comply with the University of California Sustainable Practices Policy. The Sustainable Practices Policy establishes goals for green building, clean energy, transportation, climate protection, facilities operations, zero waste, procurement, food service, and water systems. A full range of sustainability practices for design and operations is included in the budgeting, programming, and design effort for the project.

Small Business Enterprises (SBEs) and Disabled Veteran Business Enterprises (DVBES)

The campus is committed to promoting and increasing participation of Small Business Enterprises (SBEs) and Disabled Veteran Business Enterprises (DVBES) in all purchasing and contract business, subject to any applicable obligations under State and federal law, collective bargaining agreements, and University policies. The campus regularly communicates with interested contractors and consultants to provide information about how to find opportunities to work at the campus and to encourage them to respond to the annual announcement soliciting interest to perform services. Providing qualified SBEs with the maximum opportunity to participate will be encouraged with the selected design professionals and contractors with the goal of meeting 25 percent participation.

Seismic Safety

This project will comply with the University of California Seismic Safety Policy including independent seismic peer review.