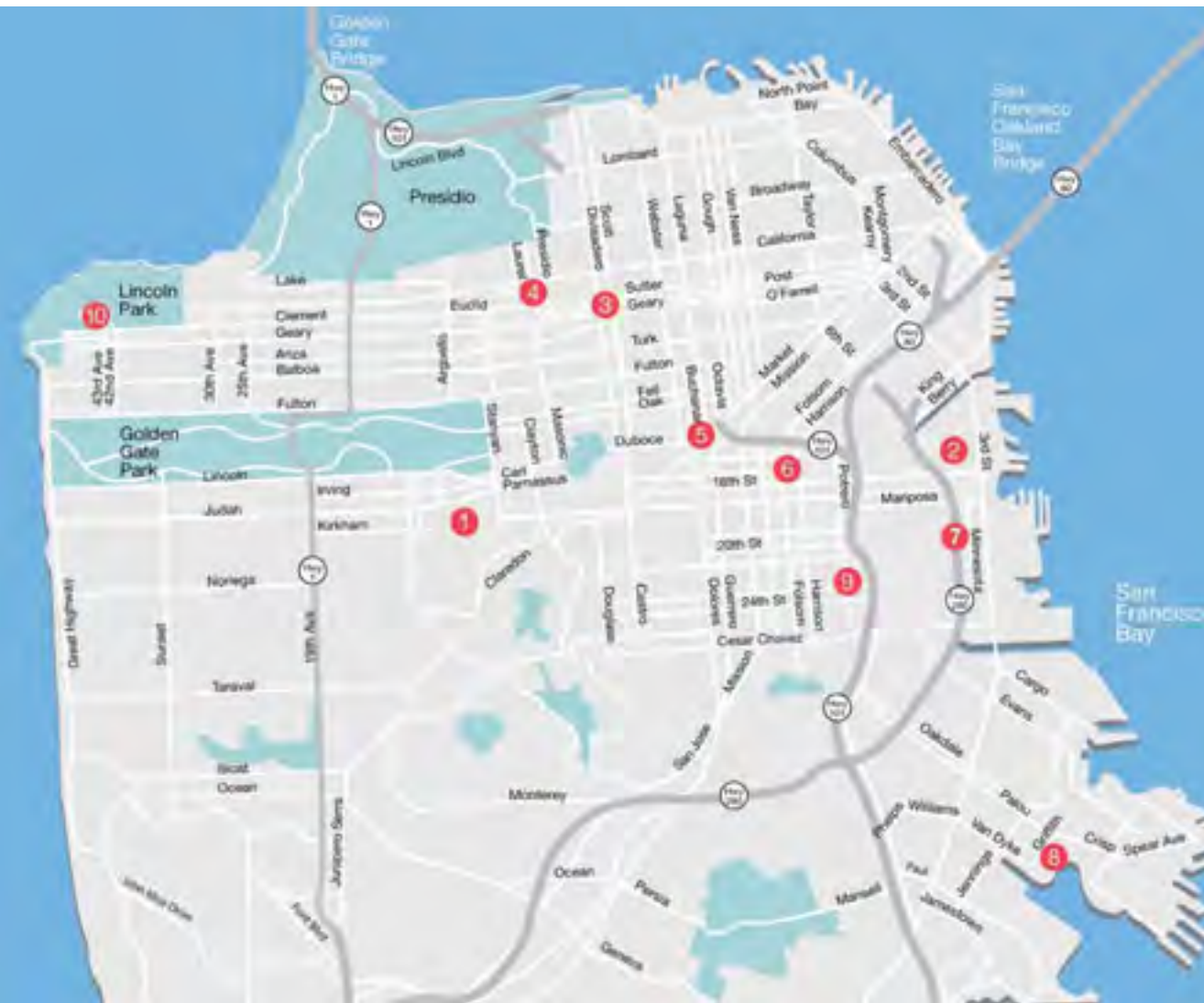




University of California
San Francisco

CAPITAL FINANCIAL PLAN 2010-11 to 2019-20

September, 2010



University of California, San Francisco

CAPITAL FINANCIAL PLAN
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1 | Executive Summary

The UCSF *Capital Financial Plan for 2010-20* provides the context and framework for UCSF's capital investments. The plan describes the current planning context, the key capital objectives, the approval process, capital resources, and the detailed capital program. Together with the accompanying *Physical Design Framework*, this *Capital Financial Plan* provides the basis for UCSF to participate in the pilot phase of the delegated project approval process. The two documents will inform The Regents about UCSF's capital investment strategy and physical design approach that will be used to guide future campus development in support of academic and clinical facility needs. This *Capital Financial Plan* includes the following campus capital and physical planning goals:

- Ensure Safe Working & Learning Environments
- Fulfill Important Clinical and Academic Priorities
- Provide Efficient & Sustainable Infrastructure
- Provide Needed Support Facilities
- Enhance the Public Realm

Founded in 1873, the San Francisco campus is the only UC Campus in the system dedicated exclusively to health sciences. Today, the campus is a leading university dedicated to promoting health worldwide through advanced biomedical and translational research, graduate-level education in the life sciences and health professions,

and excellence in patient care. In 2009, Susan Desmond-Hellmann became Chancellor of the San Francisco campus and soon conveyed that her priorities as the new campus leader include patient care, discovery, education, people, and business. Her priorities reinforce the goals of the earlier 2007 UCSF Strategic Plan, which have been translated into planning goals for the *Capital Financial Plan* and *Physical Design Framework*.

Over the past decade, UCSF has secured approvals for approximately \$3.7 billion of capital projects, including \$2.1 billion for five new buildings currently under construction: the Regeneration Medicine Building, the Osher Building, the Medical Center at Mission Bay, the Cardiovascular Research Building, and the Neurosciences Building. To fund these projects, UCSF is relying on external financing, gifts, medical center reserves, campus funds, and State funds. In the 2010-20 *Capital Financial Plan* the Campus is cautious about identifying specific funding sources for a few near-term and most long-term projects because of the current funding commitments identified above, the current economic recession, and an operating budget that is under stress because of budget cut impacts, pension cost impacts, post-employment benefit cost streams, and the growing impact of facility operating expenses. Also, the future role of debt in the capital program will largely be determined by the outcomes of the operating budget issues mentioned above.

The *Capital Financial Plan* proposes a capital investment of \$887 million over the next decade. The financial information contained in this plan reflects assumptions about, but not commitments of, the expected availability of funds, which will inevitably change over time. About 20% (\$174 million) is assumed to come from state capital resources (lease revenue and/or general obligation bonds).

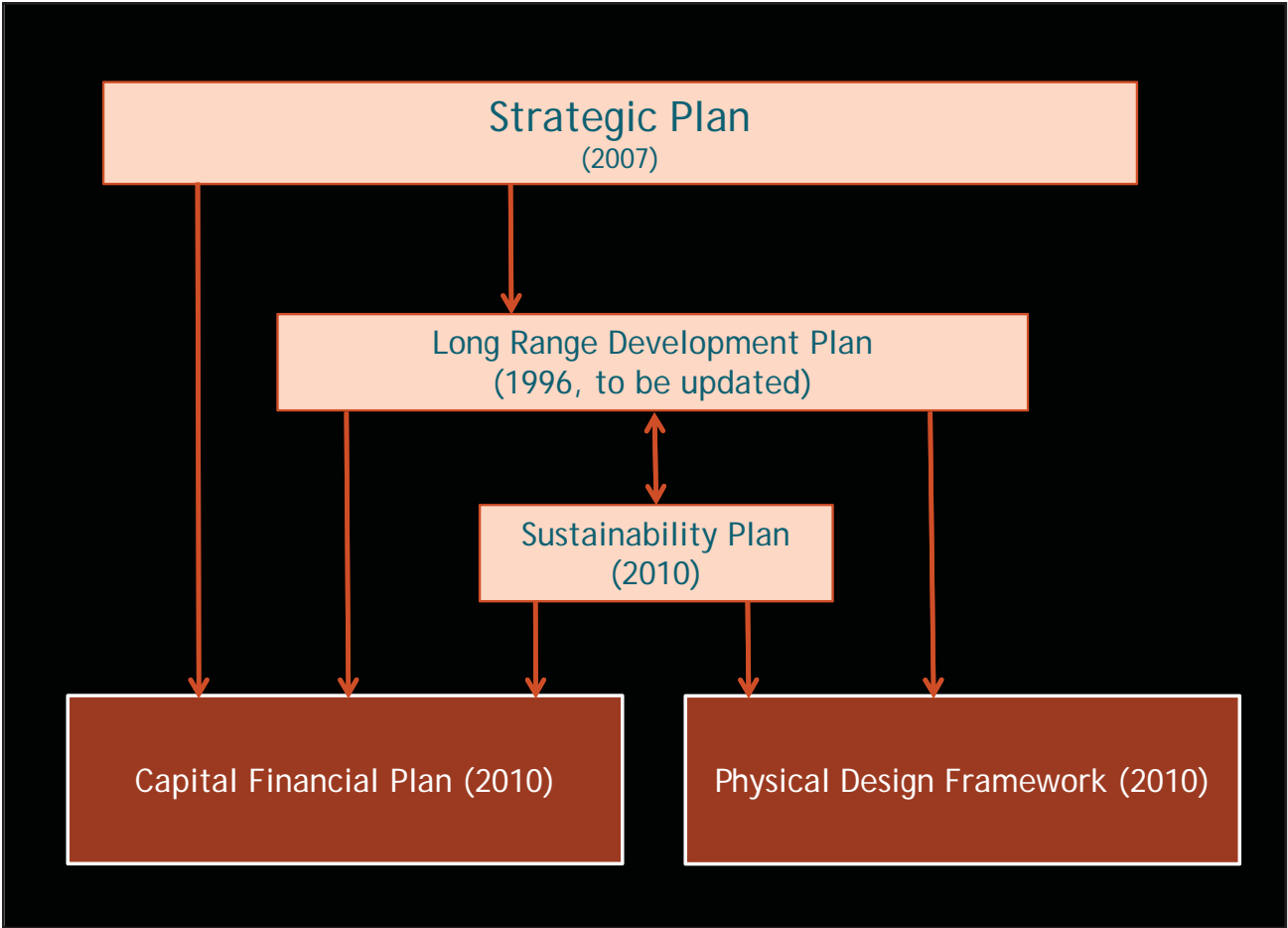
It also assumes that any additional allocation from a proposed \$100 million annual system-wide program for Health Science facilities will be directed to the approved UCSF Medical Center at Mission Bay and that there will be no increase in the allocation of State capital funds to UCSF, which has been very small in the past ten years because of the priority for undergraduate enrollment growth projects at other UC campuses. With the tapering of undergraduate enrollment growth in the UC system, the current State funding allocation model is likely to change. The Campus believes that more State funds will be needed for seismic, infrastructure and renewal project since these types of projects do not attract gift funds.

The *Capital Financial Plan* assumes that 2% (\$18 million) of the capital investment will involve external financing which would be used to fund auxiliary functions (parking). The plan also assumes that 73% (\$652 million) of the capital investment will come from Medical Center reserves and 5% (\$43 million) from campus funds.

2 | Capital Planning Context

UCSF is a multi-site campus with locations throughout the City and County of San Francisco, encompassing approximately 7.4 million gross square feet. Its major academic and clinical sites are at Parnassus Heights, Mission Bay, and Mount Zion, with a major physical presence at the San Francisco General Hospital site. Except for a few major buildings that were recently renovated and/or seismically remediated, many of the buildings on UCSF's older campus sites (Parnassus, Mount Zion and SFGH) are, due to their age and obsolescence, neither in condition nor equipped to advance UCSF's strategic goals. Much more capital investment in major renovations is essential to help prolong the life of buildings and support the work of the institution.

Priorities for capital investment embodied in the *Capital Financial Plan for 2010-20* are guided by the 2007 *Strategic Plan* and are consistent with recommendations of the *Long Range Development Plan (LRDP)*. The *Strategic Plan* provides a comprehensive vision of the future of UCSF in fulfilling its mission, while the LRDP provides guidance for the physical development of campus sites.



Related UCSF Plans

RELATED PLANS

2007 STRATEGIC PLAN

Over the past decade, UCSF has faced the challenges of unprecedented growth and dramatic advances in science, medicine, and technology, with unparalleled opportunities to improve human health. To better meet these challenges in the future, UCSF developed the 2007 *Strategic Plan* to serve as a guide in advancing the four-fold mission of education, research, patient care, and community service and implementing the overall mission of “Advancing Health Worldwide.” The *Strategic Plan* provides a vision committing UCSF to the following goals:

- Fostering Innovation and Collaboration
- Translating Discoveries into Improved Health
- Educating Future Leaders
- Providing Highest-quality, Patient-centered Care
- Nurturing Diversity
- Promoting a Supportive Work Environment
- Serving Our Communities

The actions of building new specialty hospitals and renovating existing ones support the strategic goal of providing highest-quality, patient-centered care. The development of a new Teaching and Learning Center in the Kalmanovitz Library and of the Clinical & Translational Research Institute support the strategic goals of fostering innovation and collaboration, translating discoveries into improved health, and educating future leaders. And, improving the quality of campus information technology/telecommunication systems, utility infrastructure, and seismic & life-safety conditions helps the Campus achieve its *Strategic Plan* goals.

1996 LONG RANGE DEVELOPMENT PLAN

Plans and priorities in the LRDP and three subsequent amendments have driven UCSF’s capital planning over the past decade. Based on academic and strategic goals, the LRDP proposed a physical development plan that includes estimates of the amounts and types of new building space required to achieve those goals. The overarching theme has been to maintain and grow UCSF programs by providing more space and facilities that fulfill the key objectives of: (a) reinvesting in existing sites; (b) expanding at a new campus site (Mission Bay); (c) decompressing as programs move into expansion space; and (d) consolidating programs and activities at or near three major campus sites.

Guided and informed by goals and objectives of the LRDP, the planning of major capital development initiatives at UCSF involves campus-wide participation by faculty, administrators, students, and campus leadership. When unanticipated events or opportunities occur or if development proposals vary significantly from the LRDP, amendments to the LRDP are proposed for consideration by the Regents. Three such amendments were approved in 2001, 2005, and 2008. The first LRDP Amendment incorporated housing as a use at Mission Bay and provided a functional zone map to guide future development there. The 2005 LRDP Amendment described UCSF’s hospital replacement planning process and recommended future clinical uses at Parnassus Heights, Mission Bay, and Mount Zion. This amendment also expanded the campus boundaries and space profile of the Mount Zion site to reflect property acquisition and described the potential acquisition of additional land at Mission Bay. The 2008



- 1 Parnassus Heights
- 2 Mission Bay
- 3 Mount Zion
- 4 Laurel Heights
- 5 Buchanan Dental Clinic
- 6 Mission Center Building
- 7 Minnesota Street Building
- 8 Hunters Point Facility
- 9 San Francisco General Hospital (Affiliation)
- 10 Veterans Affairs Medical Center (Affiliation)

UCSF-owned Sites

LRDP Amendment incorporated the Mission Bay Planning Principles, updated “Chapter 6, Major New Site at Mission Bay,” described the acquisition of additional property that expanded the original campus site from 43 acres to 57 acres to accommodate new Medical Center facilities, and updated the functional zone map for the site. The Campus will soon begin efforts to prepare the next LRDP, which will reflect the planning goals of the 2007 *Strategic Plan*.

PHYSICAL DESIGN FRAMEWORK

The accompanying *Physical Design Framework* document sets forth a vision for the physical development of UCSF campus sites throughout the City of San Francisco consistent with its mission of “Advancing Health Worldwide.” It will serve as the foundation for UCSF to plan and design future projects according to a clear and consistent set of planning and design principles, guidelines, and strategies. Along with the *Mission Bay Campus Master Plan and Design Guidelines*, the *Preliminary Parnassus Heights Design Goals and Guidelines* and *Facilities Design Guidelines*, the *Physical Design Framework* will also provide guidance for design consultants retained by UCSF to ensure that future projects enhance the physical environment and will enable UCSF to determine if those designs are consistent with these principles, guidelines, and strategies.

SUSTAINABILITY PLAN

In compliance with Presidential and Regental policies, UCSF has developed a comprehensive sustainability strategy applicable to new construction and renovations as well as Campus and Medical Center operations. The Chancellor’s Advisory Committee on Sustainability (CACs), appointed by Chancellor Bishop in 2008, coor-

dinates sustainability efforts across all UCSF constituencies, covering all aspects of ongoing Campus and Medical Center operations. These aspects include green building design, clean energy standards, climate protection practices, sustainable transportation, sustainable operations, waste reduction, environmentally-preferable procurement, and sustainable food.

New buildings are submitted to the U.S. Green Building Council for LEED™ certification with a target level of “Silver” established at the outset of design, while similar performance levels are sought for renovation projects. UCSF has constructed a campus housing project at 145 Irving on the Parnassus Heights campus that is LEED™ certified equivalent, and completed two research buildings on the Mission Bay site that are LEED™ Silver or equivalent. In addition, UCSF has completed seven major lab and office renovations projects at other campus sites that are LEED™ Silver or equivalent. The Cardiovascular Research and Neurosciences Research Buildings at Mission Bay, the Osher Center at Mount Zion, and the Regenerative Medicine Building at Parnassus Heights, -- all of which are currently under various stages of construction, -- are expected to achieve LEED™ Silver certification or higher. The proposed first phase of the Medical Center at Mission Bay inpatient and outpatient buildings will be striving for LEED™ Gold certification. Future UCSF buildings will meet LEED™ Silver and strive to meet LEED™ Gold.

UCSF’s Transportation Demand Management (TDM) Program conforms to the City’s Transit First Policy by encouraging the use of alternative transportation and furthering the campus sustainability plan by operating an extensive shuttle system that connects all the major campus sites and providing amenities for those who

choose to walk, bicycle, motorcycle, carpool, or use UCSF vanpools.

A greenhouse gas inventory was recently completed in accordance with the American College and University Presidents Climate Commitment (ACUPCC) reporting protocol. The resulting Climate Action Plan describes how UCSF will meet UC's policy targets of reducing emissions to 2000 levels by 2014 and to 1990 levels by 2020. UCSF is now undertaking a campus-wide process to prepare a comprehensive 2010 *Sustainability Plan* incorporating those measures under the guidance of the Chancellor's Advisory Committee on Sustainability.

To help achieve sustainability goals, a 250KW solar photovoltaic system was installed on buildings at Mission Bay. While modest, it paves the way for a more ambitious program in the future. In addition, UCSF has been an active participant in the Statewide Energy Partnership (SEP) Program since 1990 and carries an active catalog of energy-efficiency projects which have contributed to a 35 percent reduction in greenhouse gas emissions. Currently planned projects are expected to produce savings equal in value to investment costs within seven years.

Sustainable design is inherent in the universal principle of "leading through conservation and sustainability" in the *Physical Design Framework*. Adherence to UC policies and these guidelines will ensure that continued efforts are made towards increasing campus sustainability as future capital projects are designed, built, and occupied. Further developments on UCSF's achievement of sustainability goals will be reported in future annual updates to the *Capital Financial Plan*.

ACADEMIC AND CLINICAL PROGRAMS

UCSF is an internationally respected graduate-only university campus which specializes in health science disciplines. With highly ranked Schools of Dentistry, Medicine, Nursing, and Pharmacy and a Graduate Division, the Campus also has one of the nation's leading medical centers as well as eight interdisciplinary centers and programs and twelve organized research centers. The University is affiliated with San Francisco General Hospital (SFGH), San Francisco Veterans Affairs Medical Center, and the J. David Gladstone Institutes. The four professional Schools and the Graduate Division offer clinical professional and research-based graduate education; they also sponsor advanced programs in biomedical research. A working hospital has existed to train physicians and other clinical staff and support the University missions of public service and patient care since the inception of UCSF as the Toland Medical School. The early hospitals have since evolved into the modern UCSF Medical Center with its current locations at Parnassus Heights and Mount Zion. A third new location is under development at Mission Bay, adjacent to the Mission Bay biomedical research campus.

CLINICAL PROFESSIONAL EDUCATION

UCSF was founded in 1873, when the private Toland Medical College affiliated with the University of California. More detailed information about the history and development of UCSF is provided in Section 1/Background of the *Physical Design Framework*. In addition to the four professional schools, a graduate division offers professional and academic degrees, internships, residencies, and research opportunities. Medicine, Dentistry, Pharmacy and Nursing Schools Dean's offices are located at Parnassus; the Graduate School Dean is located at Mission Bay.



Health Sciences East Building at Parnassus



Cardiovascular Research Building at Mission Bay now under construction

Dentistry

The School of Dentistry offers professional education through its four-year Doctor of Dental Surgery (DDS) program as well as three other programs in dental specialties and graduate education (Master's and PhD programs).

Medicine

The School of Medicine offers professional education primarily through the Doctor of Medicine (MD) program. The four-year curriculum consists of two integrated phases: two years of integrated coursework organized around organ systems and clinical themes, and two years of clerkships offered in ambulatory and hospital settings in San Francisco and beyond. The School of Medicine also trains residents and clinical fellows under graduate medical education programs and oversees the work of postdoctoral scholars.

Nursing

The School of Nursing offers graduate education (Master's and PhD programs) to advanced practice nurses and provides education and research training in the social, behavioral, and biological sciences focused on health, illness, and health care.

Pharmacy

The School of Pharmacy offers professional education through the four-year Doctor of Pharmacy (PharmD) program.

GRADUATE DIVISION

The Graduate Division supports and oversees more than 1,500 students in 19 graduate degree programs and grants Certificates, Master's (M.Sc.) degrees, and Doctoral (PhD) degrees to students who complete their programs successfully. Nearly all graduate programs are cross-discipline, cross-department, and even cross-school. Most faculty research is interdisciplinary with many faculty members having appointments in multiple graduate programs. This emphasis on interdisciplinary collaboration is a major strength of UCSF.

RESEARCH AND SCHOLARLY EXCELLENCE

UCSF has created powerful, internationally recognized research programs in biological, clinical, social/behavioral, and population sciences. Moreover, its faculty members are internationally acclaimed for their excellence, achievements, and leadership in health sciences. Honors garnered by UCSF faculty include four Nobel Prizes, three MacArthur Fellowships, thirty-four National Academy of Sciences memberships, and seventy-nine Institute of Medicine memberships.

Increasingly, UCSF research endeavors are multidisciplinary and aimed at translating basic discoveries into innovations that improve human health. The Clinical and Translational Science Institute (CTSI) and the California Institute for Quantitative Biosciences (QB3) were recently created to bring together large teams of experts from a variety of disciplines to tackle major scientific and health issues. The CTSI is a cross-campus institute established to facilitate translational clinical research and bring better health to more people more quickly. QB3 is another cross-campus institute that links the quantitative sciences – mathematics, physics, chemistry, and



Ambulatory Care Center at Parnassus

engineering – with the biosciences to address complex scientific problems and spawn potent new technologies.

The leadership of UCSF in biomedical research is evidenced by success in achieving research support and recognition in relation to peer institutions. In 2008, UCSF faculty received \$933 million in sponsored awards. The institution also currently ranks second in the nation in receipt of NIH funding.

CLINICAL ENTERPRISE

The clinical enterprise consists of all clinical programs at UCSF, including inpatient and outpatient medical facilities and clinical practices. The UCSF Medical Center is the leading hospital in San Francisco and northern California and a destination for patients with complex health conditions from around the world. Medical expertise and treatment is provided for all human conditions including cancer, heart disease, infertility, neurological disorders, organ transplantation, and orthopedics, as well as specialty services for women and children. The Medical Center is a 722-licensed bed tertiary referral center with two major clinical sites at Parnassus Heights and Mount Zion. In 2009, the Medical Center handled a volume of about 190,000 patient/days in inpatient care and about 800,000 patient visits in outpatient care.

The UCSF Medical Group, a faculty practice organization within the School of Medicine, has about 1,000 physician faculty members who attend to approximately 730,400 patient visits a year in outpatient settings. Similarly, faculty from the Schools of Nursing, Dentistry, and Pharmacy provide clinical care and student training in a variety of clinics and hospitals.

The UCSF Medical Center has embarked on an ambitious plan to construct a new hospital complex at Mission Bay by 2014 so that the Campus can begin to address the mandates of California Senate Bill 1953 which require that older seismically-deficient hospitals such as Moffitt Hospital and the UCSF Medical Center at Mount Zion either be upgraded to higher more stringent standards or decommissioned. The new hospitals at Mission Bay will be the first built in San Francisco in 30 years and establish a third major site for UCSF patient care. The first phase will consist of Children's, Women's and Cancer Hospitals with a combined total of 289 beds, as well as outpatient facilities, an energy center (central plant), parking and various site improvements. Additional inpatient and outpatient facilities, support space and parking will be developed in subsequent phases. Design of these new clinical facilities at Mission Bay is well underway and major construction will begin in early 2011.



Future UCSF Medical Center at Mission Bay

3 | Capital Program Goals

Over the past decade, UCSF had over \$3.7 billion of capital projects approved, including \$2.1 billion for new buildings currently under construction. These include the Regeneration Medicine Building, the Osher Building, the Medical Center at Mission Bay, the Cardiovascular Research Building, and the Neurosciences Building. In the next ten years, the Campus proposes a major capital improvement plan that will address several capital and physical planning goals that are described in this section of the *Capital Financial Plan for 2010-2020*.

SUMMARY OF CAPITAL AND PHYSICAL PLANNING GOALS

In 2009, Susan Desmond-Hellman became Chancellor of the San Francisco campus and soon conveyed that her priorities as the new campus leader include patient care, discovery, education, people, and business. Her priorities reinforce the goals of the earlier 2007 UCSF Strategic Plan which include fostering innovation and collaboration, translating discoveries into improved health, educating future leaders, providing highest-quality patient-centered care, nurturing diversity, promoting a supportive work environment, and serving our communities. These Strategic Plan goals have been translated into planning goals for the *Capital Financial Plan* and *Physical Design Framework*, which are proposed as follows:

- Ensure Safe Working & Learning Environments
- Fulfill Important Clinical and Academic Priorities
- Provide Efficient & Sustainable Infrastructure
- Provide Needed Support Facilities
- Enhance the Public Realm

ENSURE SAFE WORKING & LEARNING ENVIRONMENTS

Seismic Program

To help improve the safety of working and learning environments and to comply with UC policy, UCSF has identified projects in the *Capital Financial Plan* to remediate or replace seismically-deficient buildings at Parnassus Heights and Mount Zion. Since 1997 the campus has completed 55% of its seismic remediation projects of its Poor and Very Poor buildings. After the projects identified in the *Capital Financial Plan* are completed, the total will be about 83%.

UCSF has demolished several seismically-Poor buildings such as the 145 Irving Building, the Generator Building, and the Medical Research Buildings I and II at Parnassus Heights, clearing sites to allow for new development. More recently, UCSF upgraded Moffitt Hospital to SPC-2 in compliance with 2008 requirements of California Senate Bill (SB) 1953. In coordination with the Moffitt Hospital project, the Campus upgraded the Medical Sciences Building, an adjacent academic building, from seismically Poor to Good.

As a long-term effort to address the seismic deficiencies of its older hospitals and comply with SB 1953, the Campus will be constructing new clinical facilities at Mission Bay as part of a phased plan of replacing seismically-deficient hospitals at Parnassus and Mount Zion. Buildings

B, C (Hellman), and D at Mount Zion will be vacated and demolished or remediated as clinical operations are shifted to Mission Bay with the opening of the new clinical facilities. Meanwhile, the *Capital Financial Plan* includes a structural seismic improvement project to strengthen and upgrade Hospital Buildings B and D at Mount Zion so that they can be converted to outpatient and other uses following the transfer of inpatient clinical operations at Mount Zion to Mission Bay. The *Capital Financial Plan* also includes the demolition of Mount Zion Building C (Hellman Building) with other Medical Center projects under \$5 million.

UCSF is evaluating the feasibility of addressing the seismically “Poor” conditions of UC Hall and the Clinical Sciences Building (CSB) through remediation and adaptive reuse, as an alternative action to the current LRDP policy of demolition. The UC Hall and the CSB integrated projects would seismically retrofit UC Hall first, and use UC Hall as surge space for the CSB while the CSB is being seismically retrofitted, and upon completion of the CSB retrofit, UC Hall would either be demolished or reused after redesign for adaptive reuse. Final disposition of UC Hall will be reflected in the next plan. In order to change the campus’s current policy on UC Hall, the LRDP would need to be amended after analysis of implications for the space ceiling, discussion with the community, and completion of environmental review. Two smaller buildings located at 374 Parnassus Avenue and 735 Parnassus Avenue are also rated seismically Poor and are planned for demolition in accordance with the LRDP. They are not included in the *Capital Financial Plan* because the costs to demolish these buildings are under \$5 million.



Clinical Sciences Building at Parnassus Heights

UCSF has maintained an affiliation agreement with the City and County of San Francisco to provide staff physicians and other medical-related personnel to the San Francisco General Hospital (SFGH) for over 135 years. The University of California leases academic space for research laboratories and offices in SFGH buildings and currently occupies 171,400 ASF of academic space in nine SFGH buildings that are rated either seismically Poor or Very Poor. Although the City and County of San Francisco own these buildings, they do not plan to seismically retrofit them. Thus, to comply with Regents' policy, UCSF must repair these buildings or build replacement facilities if it is determined by UCSF leadership that the academic space should remain at the SFGH site. If implemented, the seismic remediation effort would occur over two phases: the first phase would accommodate the occupants of the Very Poor buildings (Buildings 10, 20, 30, and 40) and either include construction of a small new replacement building of 85,000 GSF or re-occupancy of the existing old buildings after extensive retrofit and renovation. The second phase would improve safety conditions for occupants of the seismically Poor buildings (Buildings 1, 5, 80, 90, and 100) either through retrofit and renovation of these existing buildings or by constructing new replacement facilities, as well as through a combination of both solutions. Capital projects for the seismic program at SFGH presently are not included in the *Capital Financial Plan* but will be added to the *Plan* as funding is identified.

Life Safety Program/ Infrastructure Renewal

Over the past decade, the campus has used campus funds and almost all of its General Obligation State funding for life safety and infrastructure projects. With many of the buildings and much of the utility infrastructure reaching at least 50 years of age at Parnassus Heights and almost

as old at Mount Zion and outlying campus sites, UCSF is faced with many fire and life safety, toxic hazards and code deficient capital needs that require replacement or upgrades to ensure the safety of its working and learning environments. The life safety program capital needs that will be addressed in the *Capital Financial Plan* include a Fire Water Line project and emergency power upgrades associated with Electrical Distribution Improvement projects. Additional capital projects for the life safety program will be added to the *Capital Financial Plan* as additional funding is identified.

FULFILL IMPORTANT CLINICAL AND ACADEMIC PRIORITIES

Recent advances in oncology, cardiovascular disease, and neurosciences promoted the construction of a series of new buildings at Mission Bay to house these interdisciplinary programs. Similarly, the development of the program in regeneration medicine created the need for a new building, which is now under construction at Parnassus Heights. Included in the *Capital Financial Plan* is a proposed State-funded project to fit out the 4th Floor shell space in the recently completed Helen Diller Family Cancer Research building at Mission Bay for additional cancer research programs. Also included in the *Plan* is a capital project to renovate the Gross Anatomy Lab on the 13th Floor of the Medical Sciences Building.

As discussed earlier, the Campus is constructing a new Medical Center at Mission Bay. With the relocation of women's, pediatric, and cancer programs to the new Medical Center at Mission Bay within the next five years, UCSF is planning to construct or lease space at Mission Bay to meet the concomitant need for academic offices in close proximity to the new hospitals and clinics. Such

space will accommodate clinicians and staff who are critical to the operation of the new medical center and will release academic space now occupied by clinical departments at Parnassus Heights. Although this potential project appears as a third party delivery project in the Capital Improvement tables, the campus has not yet determined the actual delivery model.

At existing hospitals and clinics, the UCSF Medical Center is continuously improving its array of outpatient clinics, operating rooms, and patient bed units through a sequence of renovations so that the most advanced medical care possible can be provided within existing clinical settings. In the *Capital Financial Plan*, the Medical Center capital renovation projects include a Malignant Hematology Clinic renovation on the 7th floor of the ACC, a half-floor renovation on the 8th floor of the ACC, consolidation of the ophthalmology clinics on the 4th floor of the ACC, a Neurosurgery Clinic renovation on the 2nd floor of the ACC, and Moffitt & Long Hospitals 4th floor improvements for the IntraOperative Magnetic Resonance Imaging program and renovation of a hybrid operating room as well as replacement of a linear accelerator in the basement. These capital improvement projects further the *Strategic Plan* goal of providing highest-quality, patient-centered care.

Additional capital projects that fulfill academic and clinical priorities will be included in the *Capital Financial Plan* as additional funding is identified. UCSF anticipates the need to construct major new facilities for programs in Global Health, Epidemiology, Biostatistics, Clinical & Translational Sciences, Molecular Medicine, and other affiliated disciplines, for which a Global Health building complex is being planned at the Mission Bay campus site. The Campus also envisions the need to construct a major



Helen Diller Family Cancer Research Building at Mission Bay

new facility to consolidate the School of Pharmacy, most likely at Mission Bay. Also, within the next ten years, the Medical Center would like to construct a new building for outpatient cancer care at Mission Bay to support continuity of care for cancer patients.

As faculty and staff move and occupy these new buildings at Mission Bay, space will be released at Parnassus Heights and Mount Zion. Released space will be repopulated as needed and consistent with the *Strategic Plan*, will be renovated as necessary. As funding becomes available, instructional and research space will be renovated to meet modern standards and specific program requirements. Construction of new buildings and the renovation of existing ones helps the Campus achieve *Strategic Plan* goals such as Fostering Innovation and Collaboration; Translating Discoveries into Improved Health; Educating Future Leaders; and Providing Highest-quality, Patient-centered Care. As usual, the planning and design of new future academic buildings will be subject to the universal guidelines and site-specific objectives in the UCSF *Physical Design Framework*.

PROVIDE EFFICIENT & SUSTAINABLE INFRASTRUCTURE

The San Francisco campus has been and continues to be engaged in several phased projects to upgrade or replace obsolete building systems and improve the sustainability of infrastructure at Parnassus Heights, Mount Zion, and other outlying campus sites. The upgrade of mechanical systems of major academic research buildings, as well as of emergency and standby power systems, is being phased over several projects. Similarly, the Medical Center also plans to upgrade building systems in existing clinical facilities.

Infrastructure system improvement projects in the *Capital Financial Plan* will improve energy and electrical systems and HVAC and other mechanical systems to achieve sustainability goals.

The Campus has several infrastructure improvement project needs that could not be included in the *Capital Financial Plan* at this time. These projects include construction of a new underground utility distribution system at Parnassus Heights; demolition of the functionally-obsolete Radiobiology Laboratory building and redevelopment of its site; construction of a third phase of electrical distribution improvements; upgrade and renewal of the information technology network infrastructure at several campus sites; and further planning and implementation of a new centralized utility system at Mission Bay. A recent utility master plan for the Parnassus Heights campus site has recommended construction of a new utility distribution loop system at Parnassus Heights so that utilities can be carried more efficiently and cost-effectively to campus buildings across the campus site. A first phase of the project would extend utility services from the central utilities plant located on the east side of campus to buildings on the west side. A later phase of the project would complete the utility loop by extending the system to the north side of Parnassus Avenue and providing redundancy of connection between buildings. These projects will be added to the *Capital Financial Plan* as funding is identified.

PROVIDE NEEDED SUPPORT FACILITIES

Housing

A 2004 *Housing Implementation Plan* described and evaluated University property that was used or could potentially be used as housing, projected the demand for

housing, and provided recommendations for housing solutions. The LRDP called for additional new housing at the major new site (Mission Bay) or some other unspecified location to help meet the former housing goal of accommodating 25% of the student body (subsequently increased to 40%). In 2005, a major housing project encompassing 431 units that provided up to 753 beds for single students and postdoctoral scholars was built on Block 20 at the Mission Bay campus site. Consequently, following recommendations of the LRDP, an apartment building with 12 units on Turk Boulevard was sold and returned to the general city housing stock, allowing campus housing operations to become more efficient. At Parnassus, a building at 145 Irving was demolished and replaced with new 2-bedroom apartment units for housing between 34 to 50 single students and postdoctoral scholars. Also several houses on Fifth Avenue were upgraded and converted to uses as faculty family housing.

The University currently has an approved agreement with the City and County of San Francisco that calls for development of up to 237 units of affordable housing on Block 7 in Mission Bay. UCSF is also looking at future possibilities of renovating more houses at the Parnassus campus site.

Parking

Expansion of the Third Street Garage by another 400 spaces may be needed to support further Mission Bay development. UCSF also anticipates having a new parking structure with approximately 250 spaces built with developer assistance in the vicinity of the UCSF Medical Center at Mount Zion. The development of new parking facilities will purposefully limit spaces for faculty, staff, and students, but not for visitors and patients, in keeping with the University's Transportation Demand



Kirkham Child Care Center at Parnassus Heights

Management Program which offers a range of alternative transportation modes which can be used to reduce parking demand. Future parking structures will be designed to the extent practicable in accordance with the universal planning and design guidelines and site-specific objectives of the *Physical Design Framework*.

Child Care

A new expansion childcare facility will be added to the *Capital Financial Plan* as additional funding is identified. The need for child care services on campus has been increasing in conjunction with the steady increase in the numbers of faculty and student families. UCSF has four child care facilities at three campus sites (Parnassus Heights, Mission Bay, and Laurel Heights) with a total licensed capacity of 297 FTE (child care slots). As of June 30, 2008, the wait list for the slots grew to a total of 1,071 families. After a presentation to the Chancellor's Advisory Committee on Child Care in May 2008 and some benchmarking studies of peer institutions, UCSF Child Care Services adopted strategic objectives to increase the University's capacity for child care slots: 1) by 50 slots by 2009 and 2) from one percent to two percent of the campus population by 2010. With a campus population of approximately 21,000, two percent translates into a goal of 420 child care slots, requiring an increase of about 150 slots. This demand information was incorporated into the 2008 *UCSF Child Care Facilities Master Plan* which recommended the need for another child care facility. Increasing the campus capacity for child care services supports the *Strategic Plan* goal of promoting a supportive work environment.

ENHANCE THE PUBLIC REALM

As funding is identified, capital projects that enhance the public realm, such as a Campus Core Development project, will be added to the *Capital Financial Plan*. Redevelopment of the campus core through urban design would strengthen UCSF's identity, enhance the pedestrian experience, improve pedestrian safety, and provide a pleasant place for people to congregate, interact, and dine. The only major capital projects included in the *Capital Financial Plan* which are expected to have impact on the appearance of the public realm are the new parking structures at Mission Bay and Mount Zion and the capital projects associated with the Clinical Sciences Building Seismic Program. Any construction project or site improvement that enhances the public realm will, however, have to adhere to the universal planning and design guidelines and site-specific objectives of the *Physical Design Framework*.



Conceptual rendering of proposed plaza on Parnassus Avenue

4 | Capital Approval Process

As facility or programmatic space needs arise, they are communicated to the leader of each major division or school (i.e. dean, vice chancellor, or medical center CEO). Requests are evaluated and prioritized before solutions are identified.

APPROVAL

Business Case Analyses are developed at the earliest stages of identification of program need for potential projects with total project cost above \$5 million. Business Case Analyses for new building projects and/or complex projects are reviewed and evaluated by the Executive Cabinet and the Leadership Operating Group. Projects receiving support from the Executive Cabinet and Leadership Operating Group are recommended to the Chancellor for approval. The Chancellor approves Business Case Analyses for non-State-funded projects under \$60 million and the President approves Business Case Analyses for State-funded and over \$60 million non-State-funded projects.

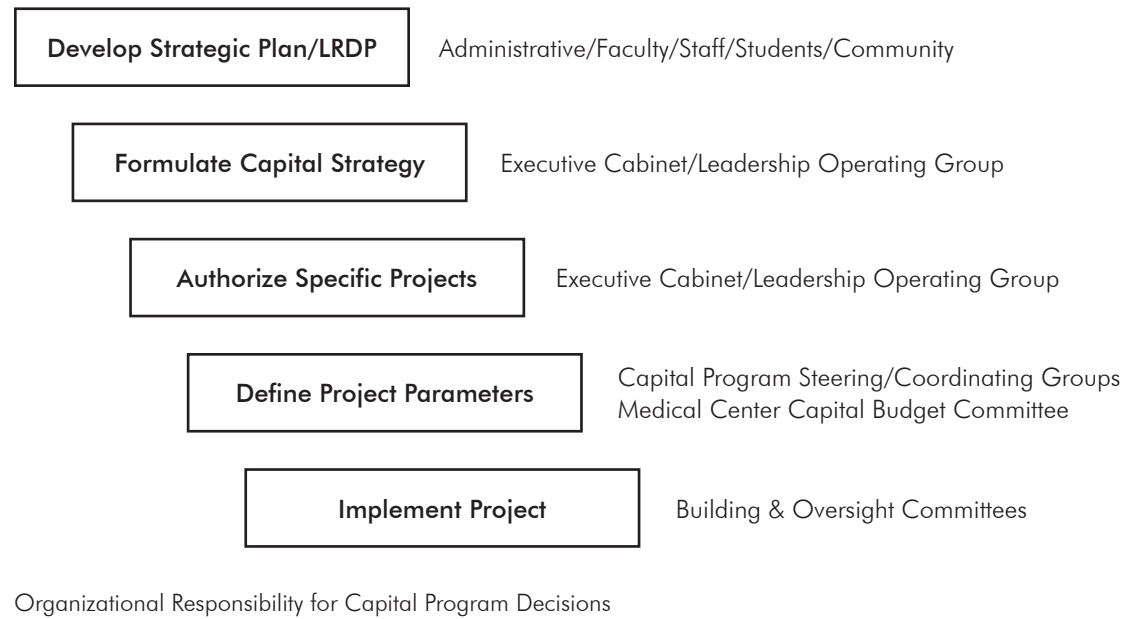
Campus Planning coordinates the preparation of Business Case Analysis and Project Planning Guides (or PPGs), which are prepared for all capital projects with project budgets over \$750,000.

Non-State funded Project Planning Guides for projects with a total project cost over \$60 million are submitted for approval to the Regents' Committee on Grounds and Buildings. Non-State funded Project Planning Guides for projects between \$750,000 and \$60 million are submitted to the Chancellor for approval. Non-State funded Projects between \$5 million and \$60 million are subject to a project checklist evaluation and review by the Office of the President.

The Regents approve all State-funded projects regardless of cost threshold. The Chancellor is not delegated to approve State-funded project budgets, but is delegated to approve the design associated with a State-funded project if the total cost of the project is between \$750,000 and \$60 million.

IMPLEMENTATION

Project parameters are defined by the Capital Program Steering and Coordinating Groups and by the Medical Center Capital Budget Committee before proceeding with planning and design and to ensure projects can meet funding constraints and completion goals. Either a building committee or oversight committee are appointed to guide campus and new building projects through programming, design, and implementation. All capital projects undergo appropriate environmental review.



5 | Capital Resources

The *Capital Financial Plan* proposes a capital investment of \$887 million over the next decade. A combination of State and non-State funds are identified as follows in UCSF's ten-year capital improvement program for the delivery of major capital projects at UCSF.

- \$174 million of State funds
- \$43 million of Campus funds
- \$18 million of external financing
- \$652 million of Medical Center reserves.

This breakdown is based on a variety of funding assumptions regarding the amount and availability of State funds as well as campus debt capacity and ability for debt repayment. These assumptions project the expected availability of funds, which will inevitably change over time. A number of important capital projects are not included in the *Capital Financial Plan for 2010-2020* because of the uncertainty about the future availability of external financing, gifts, equity, and State funding.

KEY FUNDING ISSUES

The funding information contained in the *Capital Financial Plan* does not reflect previous commitments of funds to major approved capital projects. Over the past decade, UCSF has secured project approval of approximately

\$3.7 billion, including \$2.1 billion for five new buildings currently under construction: the Regeneration Medicine Building, the Osher Building, and the Medical Center at Mission Bay, the Cardiovascular Research Building, and the Neurosciences Building. To fund these projects, UCSF is relying on external financing, gifts, medical center reserves, campus funds, and state funds.

The projected amounts of external financing, gifts, and campus funds have been greatly reduced in this 2010-20

Table 1:
Capital Investment Distribution by Funding Source

	1999-2009 \$3.7 billion*	2010-2020 \$887 million
External Financing	\$1,520,000,000	\$18,000,000
Gifts	\$1,000,000,000	
Medical Center Reserves	\$440,000,000	\$652,000,000
State Funds	\$350,000,000	\$174,000,000
Campus Funds	\$340,000,000	\$43,000,000
Federal Funds	\$11,000,000	

* All values are approximate.

Capital Financial Plan as compared with amounts received or committed to capital projects over the past ten years. The Campus is cautious about identifying specific funding sources for a few near term and most long term projects because of ongoing financial commitments to five major buildings under construction, the current economic recession, and an operating budget that is under stress because of the impacts of budget cuts, rising pension costs, post-employment benefit cost stream, and increasing facility operating expenses. The future role of debt in the capital program will largely be determined by



Neurosciences Building at Mission Bay

the outcomes of the operating budget issues. Also, the availability of campus funds and gifts for the funding of future capital projects has not yet been determined.

STATE FUNDING

Historically, UCSF's capital program has been supported primarily through general obligation bond measures. In recent years, UCSF and other UC campuses have also received funding from State lease revenue bonds for specific types of projects including the California Institutes for Science and Innovation projects and teaching hospital seismic compliance projects. For planning purposes, UCSF is assuming a funding allocation of about three percent of the total capital funds that the University will receive from the State over the next ten years, which is consistent with the allocation received over the past ten years. Prior to the last decade, the Campus received closer to seven percent of the total State capital funds. However the amount has tended to be lower over the past ten years because of higher priority given to projects at other UC campuses that supported undergraduate enrollment growth. With the tapering of undergraduate enrollment growth in the UC system, the current State funding allocation model is expected to change.

The expected State funding of about \$174 million over ten years represents 20% of the total funding resources in the Campus's ten-year capital program. It also assumes that any additional allocation from a proposed \$100 million annual system-wide program for Health Science facilities will be directed to the approved UCSF Medical Center at Mission Bay and that there will be no increase in the allocation of State capital funds to UCSF. The Campus believes that it will need more State funds for seismic, infrastructure and renewal project since these types of projects do not attract gift funds.

CAMPUS FUNDS AND EXTERNAL FINANCING

Campus funds are used to help support UCSF's mission, including "in-year" capital expenditures with cash or as payments toward debt and other long term obligations. Campus capital projects approved in the past ten years have added \$900 million of capital debt, and the required debt service continues to consume operating funds, including funds generated by indirect cost recovery of research programs. The Medical Center at Mission Bay project, approved in 2008, added an additional \$700 million of capital debt for a total of \$1.6 billion in debt. The *Capital Financial Plan* assumes \$43 million of campus funds to augment State funding and support high priority projects such as seismic remediation and infrastructure improvements which would have no other viable funding source.

The *Capital Financial Plan* also assumes an additional \$18 million of external financing to fund the construction of a parking garage at Mission Bay. Debt repayment for externally financed parking and housing projects comes from operating revenues generated by those units. The debt assumption is based on expectations that there will be sufficient revenue to cover debt repayment.

MEDICAL CENTER RESERVES

The Medical Center's approved capital program funded from capital reserves for the past ten years totaled over \$440 million. The Medical Center's projected ten-year capital program is generally consistent with past outlay and is anticipated to be about \$620 million.

RESTRAINT ON RESOURCES

A number of important non-State funded capital projects are not included in the *Capital Financial Plan* for 2010-2020 because they do not yet have confirmed funding plans. Given the present uncertainty about the availability of non-State capital resources (including gifts, external financing and campus funds), the Campus has been unable to include these currently unfunded projects in this *Capital Financial Plan*. Since these major capital projects represent critical unmet needs, awareness of these projects is important for understanding how the Campus proposes to achieve its capital and physical planning goals over the long term. The critical unmet needs include seismic and infrastructure improvements, new academic and clinical buildings, and support facilities and public realm improvements.

In the past ten years, UCSF has enjoyed success in fundraising for new high-profile research and clinical facilities and has raised approximately \$400 million in gifts for campus capital projects, and has a \$600 million gift campaign for the Medical Center at Mission Bay project. However, gift funds are normally attracted to expansion of basic science and/or clinical research programs and facilities and do not normally support projects such as life-safety and infrastructure improvements. There are no

projections of gift funding for future projects in the *Capital Financial Plan for 2010-2020*. The campus assumes that its ability to raise gifts for new capital projects will be constrained by the current need to bring completion to ongoing capital campaign commitments and the current downturn in the economy and slow recovery. The campus expects this to change in the middle to later years of the ten year plan, after targeted gifts are raised for the current commitments, and will add gift funded projects to the *Capital Financial Plan* when there is better potential for securing gift funds for additional capital projects.

Based on funding resources, the following two tables compare the future capital improvement program in the 2010-20 *Capital Financial Plan* to the capital improvement program over the past ten years. Table 2 compares the past decade of capital investment with the proposed next decade by location (i.e. campus site). Similarly, Table 3 compares capital investment by project types over the past decade with that proposed for next decade.

At the Parnassus campus site, UCSF will have spent about \$760 million dollars over the past decade and is planning to spend about \$739 million over the next decade. It also has spent about \$240 million dollars over the last ten years on capital improvements at other campus sites (Mount Zion, Laurel Heights, Mission Center Building, etc.) and is planning to spend about \$112 million over the next decade. The capital investment at Mission Bay, however, will drop to much lower levels of spending unless new sources of funding can be identified. Over the past ten years, UCSF has committed about \$2.7 billion to the development of the biomedical research and clinical campuses at Mission Bay. The *Capital Financial Plan* includes only \$36 million for Mission Bay for the next 10 years.

Table 2:
Capital Investment Distribution by Location

Location	1999-2009 \$3.7 billion*	2010-2020 \$887 million
Parnassus Heights	\$760,000,000	\$739,000,000
Mission Bay	\$2,700,000,000	\$36,000,000
All Other Campus Sites	\$240,000,000	\$112,000,000

* All values are approximate.

Table 3:
Capital Investment Distribution by Project Type

Project Type	1999-2009 \$3.7 billion*	2010-2020 \$887 million
New Growth Space	\$2,600,000,000	\$16,000,000
Infrastructure	\$250,000,000	\$234,000,000
Seismic Replacement or Retrofit	\$226,000,000	\$126,000,000
Other Life Safety	\$100,000,000	\$28,000,000
Renovations	\$250,000,000	\$465,000,000
Support Facilities (Housing/ Parking)	\$174,000,000	\$18,000,000
Public Realm	\$87,000,000	

* All values are approximate.

Whereas over the past ten years the bulk of capital investment was devoted to constructing new buildings for program growth, most of the capital expenditures over the next ten years will be directed towards addressing problems of infrastructure and seismic life-safety deficiencies. Renovations of laboratories and clinical space will continue to be robust as program needs continue to evolve. The Campus will also be required to construct parking garages at Mount Zion and Mission Bay to support initiation and growth of clinical programs. While capital needs for improvement of the public realm remain important, especially at Parnassus, new capital investment will not occur until new sources of funding are identified.

REAL ESTATE OPPORTUNITIES

In the past five years, UCSF has partnered with third party entities to develop projects including a medical office building at Mount Zion and a major new research building at Mission Bay. The Campus has also expanded its lease inventory to more than 800,000 square feet of space for clinical, research, and administrative programs. The Campus plans to continue to pursue real estate opportunities that include public/private partnerships for facilities such as parking garages (privatized development) and leasing of space to solve high priority space needs.



6 | Capital Improvement Program 2010/11 to 2019/20

LIST OF ABBREVIATIONS

Project Phase

A = Acquisition
P = Preliminary Plans
W = Working Drawings
C = Construction
E = Equipment

Funding Sources

State Funds

blank = General Obligation Bonds or State funds
HSE = Health Sciences Expansion
LRB = State Lease Revenue Bonds

Non-State Funds

F = Federal Funds
G = Gifts
HR = Hospital (Medical Center) Reserve Funds
LB = Bank Loans or Bonds – External Financing
N = Housing or Parking System Reserves
U = University Funds
X = Campus Funds or other University Sources
OTH = Other

The tables on the following pages provide a breakdown and summary of San Francisco's 2010-20 capital program.

Table 1 provides a year-by-year breakdown of proposed capital investment. Project costs for 2010-11 through 2019-20 are shown in unescalated dollars at CCCI 5260. The total amount of State Funds shown at the end of Table 1 does not include \$1,417,000 of prefunding in the Electrical Distribution Improvements Phase 2 project or proposed funding for "W" and "C" phases of the Mission Bay Central Utility System Phase 2 (Distribution) project.

Summaries of the distribution of capital resources are provided in Table 2 (by fund source), Table 4 (by type of space) and Table 5 (by type of project). Table 3 shows the distribution of external financing proposed in the Plan. Table 6 sorts the program by amount of space, showing totals for new and renovated space by space type. Table 7 provides a summary of privatized development projects included in the Plan.

Following the tables are individual project sheets that provide more detailed information for each of the projects in the Plan. This information is, for most projects, preliminary and will be refined as the program and budget of the projects become better defined. Proposed projects referenced in Chapter 3 for which funding has not been identified are not included in these tables.

Table 1: 2010-11 to 2019-20 State and Non-State Funded Capital Improvement Program

Project Title	Function Category	Capital Improvement Category	Seismic (S) Life Safety (LS)	Prefunded (\$000)	2010-11 (\$000)	2011-12 (\$000)	2012-13 (\$000)	2013-14 (\$000)	2014-15 (\$000)	2015-16 (\$000)	2016-20 (\$000)	Total Budget (\$000)	
STATE FUNDED PROJECTS													
Electrical Distribution Improvements Phase 2	INFR	INFR	LS	P \$525 W \$892				C \$16,091				\$16,091	
Medical Sciences Building Improvements Phase 3	INFR	INFR	LS					W \$814 C \$26,222				\$27,036	
Mission Bay Diller Building 4th Flr Shell Space Fit-out	I&R	NEW						DC \$16,416				\$16,416	
Parnassus Fire Water Line Upgrade	INFR	INFR	LS					PWC \$12,000				\$12,000	
Capital Renewal Program	INFR	INFR						PWC \$3,200	PWC \$1,000	PWC \$1,000	PWC \$3,000	PWC \$9,000	\$17,200
Clinical Sciences Building (CSB) Seismic Program	INFR	INFR	S					PW \$12,000	C \$36,000	C \$36,000		\$84,000	
Mission Bay Central Utilities System Phase 2 (Distribution)	INFR	INFR									P \$950 P \$1,300 X	\$2,250	
NON-STATE FUNDED PROJECTS													
Academic (Instruction & Research)													
Parnassus - MSB-13 Gross Anatomy Lab Renovation	I&R	REN			PWC \$7,000 X							\$7,000	
Mission Bay - Academic Building (Faculty Offices)	I&R	NEW										TBD	
Infrastructure													
UC Hall Seismic Program	INFR	INFR	S					PWC \$30,000 X				\$30,000	
Auxiliary													
Mission Bay - Third Street Parking Ph 2 (400 spaces)	PARK	NEW									PWC \$18,000 LB	\$18,000	
Mount Zion Parking Project (250 spaces)	PARK	NEW										TBD	
Mission Bay Block 7 Affordable Housing (237 units)	HOUS	NEW										TBD	
Medical Center													
Moffitt Long Hospitals 4th Floor Hybrid Operating Room Renovation	MC	REN			PWC \$7,300 HR							\$7,300	
Parnassus ACC-4 Ophthalmology Clinic Consolidation	MC	REN						PWC \$18,800 HR				\$18,800	
Parnassus ACC-7 Malignant Hematology Clinic & Infusion Ctr Renov	MC	REN						PWC \$10,000 HR				\$10,000	
Moffitt Long Hospitals 4th Floor IntraOperative MRI (FY 2011)	MC MC	REN REN						PWC \$5,000 HR PWC \$5,000 X				\$10,000	
Moffitt Long Hospitals L-B Room 52 Linear Accelerator Replacement	MC	REN						PWC \$5,175 HR				\$5,175	

Table 1: 2010-11 to 2019-20 State and Non-State Funded Capital Improvement Program (con't)

Project Title	Function Category	Capital Improvement Category	Seismic (S) Life Safety (LS)	Prefunded (\$000)	2010-11 (\$000)	2011-12 (\$000)	2012-13 (\$000)	2013-14 (\$000)	2014-15 (\$000)	2015-16 (\$000)	2016-20 (\$000)	Total Budget (\$000)
Mount Zion Buildings B, D Structural Seismic Improvements	MC	INFR	S				PWC \$12,000 HR					\$12,000
Parnassus ACC-8 Half-Floor Clinic Remodel	MC	REN						PWC \$10,000 HR				\$10,000
Parnassus Moffitt Long Hospitals Renovation of Release Space	MC	REN							PWC \$30,000 HR			\$30,000
Parnassus ACC-2 Neurosurgery Clinic Consolidation	MC	REN								PWC \$20,000 HR		\$20,000
Medical Center Projects under \$5 M ea.	MC MC	REN INFR	LS		PWC \$ 22,145 HR \$ 11,924 HR	PWC \$26,780 HR \$14,420 HR	PWC \$25,935 HR \$13,965 HR	PWC \$28,860 HR \$15,540 HR	PWC \$39,130 HR \$21,070 HR	PWC \$39,000 HR \$21,000 HR	PWC \$165,027 HR \$88,861 HR	\$533,657
State Funds				\$1,417	\$0	\$59,543	\$15,200	\$13,000	\$37,000	\$39,000	\$9,950	\$173,693
Non-State Funds				\$0	\$48,369	\$85,175	\$51,900	\$84,400	\$90,200	\$80,000	\$273,188	\$713,232
Total				\$1,417	\$48,369	\$144,718	\$67,100	\$97,400	\$127,200	\$119,000	\$283,138	\$886,925

Table 2: 2010-11 to 2019-20 Capital Improvement Program, Summary by Fund Source

Fund Source	Prefunded (\$000)	2010-11 (\$000)	2011-12 (\$000)	2012-13 (\$000)	2013-14 (\$000)	2014-15 (\$000)	2015-16 (\$000)	2016-20 (\$000)	Total (\$000)
Campus Funds	\$0	\$7,000	\$5,000	\$0	\$30,000	\$0	\$0	\$1,300	\$43,300
Medical Center Reserves	\$0	\$41,369	\$80,175	\$51,900	\$54,400	\$90,200	\$80,000	\$253,888	\$651,932
External Financing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$18,000	\$18,000
Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gifts	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State	\$1,417	\$0	\$59,543	\$15,200	\$13,000	\$37,000	\$39,000	\$9,950	\$173,693
Total (10-Year Program)	\$1,417	\$48,369	\$144,718	\$67,100	\$97,400	\$127,200	\$119,000	\$283,138	\$886,925

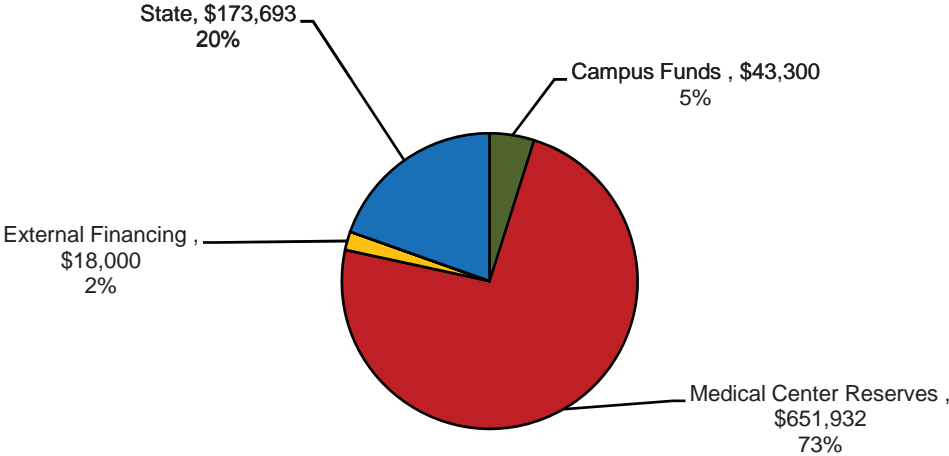
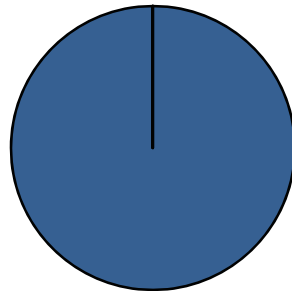


Table 3: 2010-11 to 2019-20 Capital Improvement Program, External Financing by Program

Program	Number of Projects	Prefunded (\$000)	2010-11 (\$000)	2011-12 (\$000)	2012-13 (\$000)	2013-14 (\$000)	2014-15 (\$000)	2015-16 (\$000)	2016-20 (\$000)	Total (\$000)
Auxiliary - Parking	1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$18,000	\$18,000
Education and General	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Medical Center	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total (10-Year Program)	1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$18,000	\$18,000

2010-11 to 2019-20 Summary of External Financing



Auxiliary - Parking
100%

Table 4: 2010-11 to 2019-20 Capital Improvement Program, Summary by Function

Function Type	Number of Projects	Prefunded (\$000)	2010-11 (\$000)	2011-12 (\$000)	2012-13 (\$000)	2013-14 (\$000)	2014-15 (\$000)	2015-16 (\$000)	2016-20 (\$000)	Total (\$000)
Infrastructure (INFR)	7	\$1,417	\$0	\$43,127	\$15,200	\$43,000	\$37,000	\$39,000	\$11,250	\$188,577
Instruction and Research (I&R)	3	\$0	\$7,000	\$16,416	\$0	\$0	\$0	\$0	\$0	\$23,416
Medical Center (MC)	10	\$0	\$41,369	\$85,175	\$51,900	\$54,400	\$90,200	\$80,000	\$253,888	\$656,932
Parking (PARK)	2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$18,000	\$18,000
Student Fee-Funded (STDN)	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total (10-Year Program)	23	\$1,417	\$48,369	\$144,718	\$67,100	\$97,400	\$127,200	\$119,000	\$283,138	\$886,925

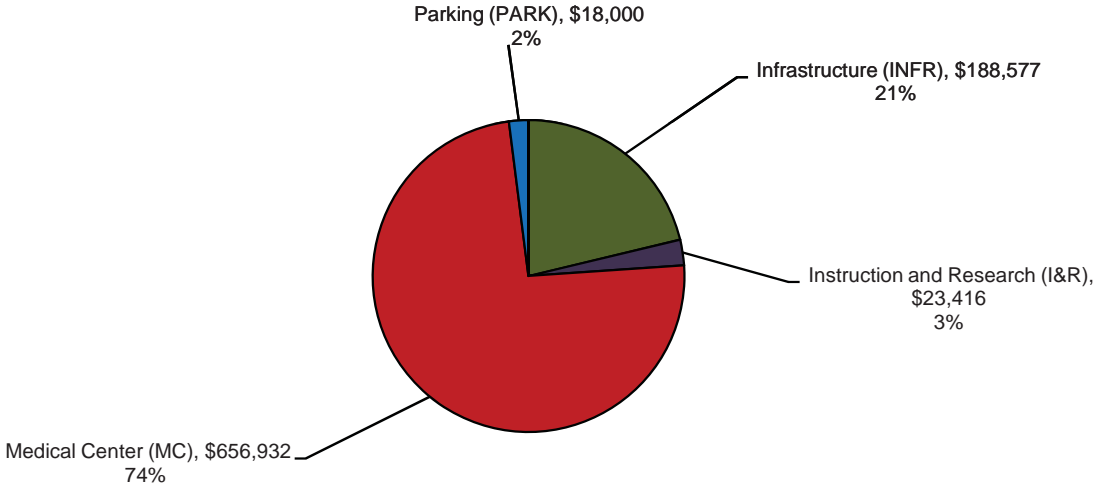


Table 5: 2010-11 to 2019-20 Capital Improvement Program, Summary by Improvement Category

Improvement Category	Number of Projects	Prefunded (\$000)	2010-11 (\$000)	2011-12 (\$000)	2012-13 (\$000)	2013-14 (\$000)	2014-15 (\$000)	2015-16 (\$000)	2016-20 (\$000)	Total (\$000)
New Building Construction	5	\$0	\$0	\$16,416	\$0	\$0	\$0	\$0	\$18,000	\$34,416
Building Renovation	10	\$0	\$36,445	\$70,755	\$25,935	\$38,860	\$69,130	\$59,000	\$165,027	\$465,152
Infrastructure Development and Renewal	8	\$1,417	\$11,924	\$57,547	\$41,165	\$58,540	\$58,070	\$60,000	\$100,111	\$387,357
Total (10-Year Program)	23	\$1,417	\$48,369	\$144,718	\$67,100	\$97,400	\$127,200	\$119,000	\$283,138	\$886,925

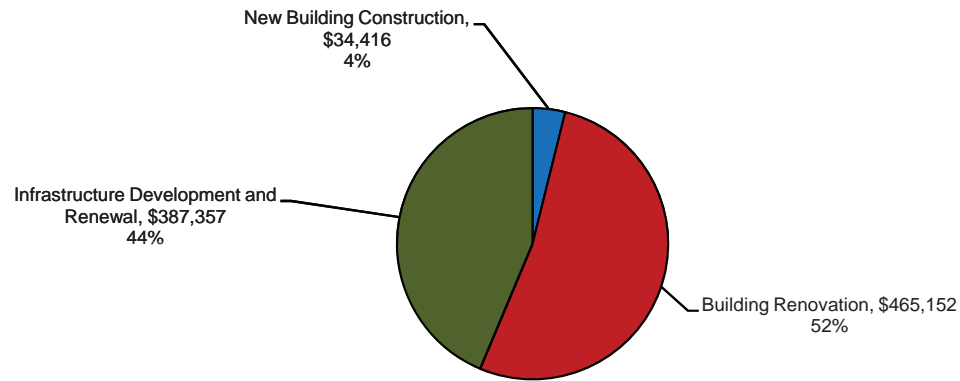


Table 6: 2010-11 to 2019-20 Capital Improvement Program, New Assignable Square Feet, Beds, and Parking Spaces

Function Type	Number of Projects	New ASF	Housing Units	Parking Spaces
Infrastructure (INFR)				
Instruction and Research (I&R)	1	20,400		
Medical Center (MC)				
Housing (HOUS)	1		237	
Parking (PARK)	1			250
Total (10-Year Program)	3	20,400	237	250

2010-11 to 2019-20 New ASF

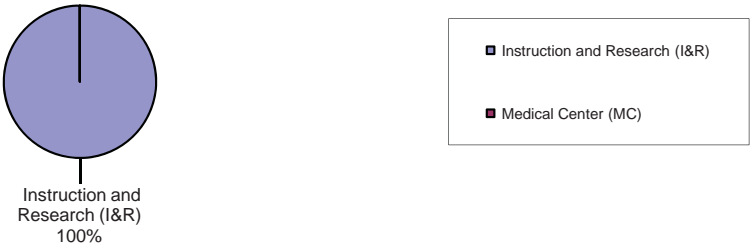


Table 7: 2010-11 to 2019-20 Capital Improvement Program, Privatized Development Projects

Project Title	Units	Occupancy
Mount Zion Parking Project	250 spaces	To be determined
Mission Bay Block 7 Affordable Housing	237 units	To be determined
Mission Bay - Academic Building (Faculty Offices)	168,000 GSF	To be determined



7 | Project Details

Electrical Distribution Improvements Phase 2

This project will improve emergency and standby power systems, upgrade system management capability to balance loads, respond to outages, and address code changes. The project is the second phase in the multi-phase electrical system improvements master plan for the Parnassus campus site. When fully implemented, the master plan improvements will include programming upgrades to control systems at the Central Utility Plant, extension of emergency power/standby power feeders to both Health Sciences East and Health Sciences West buildings and their elevator core; control system improvements to the Dentistry building, Millberry Union (MU), and the Library; distribution of dedicated standby power from the CUP to the new Parnassus Services Building; addition of a new diesel emergency power generator within a sound-insulated enclosure next to the Nursing Building; and reconfiguration of emergency/standby power distribution to the Clinical Sciences and Nursing Buildings.

Project Milestones	
Budget Year:	2011-12
Occupancy:	TBD
Projected Budget by Funding Source	
Campus Funds:	
Gift Funds:	
External Financing:	
Privatized Development:	
State Funds:	\$16,091,000
Housing & Parking Reserves:	
Hospital Reserves:	
Federal Funds:	
Other Funds:	
Total Summary Budget:	\$16,091,000

Project Scope Summary	
Project Site Location:	Parnassus Campus Site
ASF:	n/a
GSF:	798,337
Efficiency:	
Units/homes:	n/a
Parking Spaces:	n/a
Financing Summary	
Long-Term (30-yr) Tax-Exempt Financing @6.00%:	
Pledge Source:	
Debt Service Coverage Ratio:	
Gift Summary	
Gifts in Hand:	
Gifts Pledged:	
Gifts to be Raised:	
Total Gifts:	

Medical Sciences Building Improvements, Phase 3

This project will build upon the work completed through Phases 1 and 2 of the Medical Sciences Building Improvements project, completing the upgrade of the building's mechanical systems (heating, ventilation, and air conditioning) begun in the earlier projects. The project will include chilled water distribution, air-handling units, the heating hot water system, building management controls, and other mechanical and electrical systems. It will also extend conditioned air distribution to remaining floors.

Project Milestones	
Budget Year:	2011-12
Occupancy:	2014
Projected Budget by Funding Source	
Campus Funds:	
Gift Funds:	
External Financing:	
Privatized Development:	
State Funds:	\$27,036,000
Housing & Parking Reserves:	
Hospital Reserves:	
Federal Funds:	
Other Funds:	
Total Summary Budget:	\$27,036,000

Project Scope Summary	
Project Site Location:	Parnassus Campus Site
ASF:	224,308
GSF:	395,204
Efficiency:	
Units/homes:	n/a
Parking Spaces:	n/a
Financing Summary	
Long-Term (30-yr) Tax-Exempt Financing @6.00%:	
Pledge Source:	
Debt Service Coverage Ratio:	
Gift Summary	
Gifts in Hand:	
Gifts Pledged:	
Gifts to be Raised:	
Total Gifts:	

Mission Bay Diller Building 4th Floor Shell Space Fit-Out

A proposed project would construct a laboratory suite with 9,100 ASF of wet laboratory space containing six open lab neighborhoods, 7,700 ASF of laboratory support space, and 3,600 ASF of office space and would be dedicated to clinical cancer research programs in Neurological Surgery, Urology and the UCSF Cancer Center. These laboratories would accommodate 12 newly recruited PIs; 112 student, postdoctoral, and staff scientists; and 9 informatics and support staff. The new research teams would join existing teams under 34 PIs who have already moved into the building.

Project Milestones	
Budget Year:	2011-12
Occupancy:	2012

Projected Budget by Funding Source	
Campus Funds:	
Gift Funds:	
External Financing:	
Privatized Development:	
State Funds:	\$16,416,000
Housing & Parking Reserves:	
Hospital Reserves:	
Federal Funds:	
Other Funds:	
Total Summary Budget:	\$16,416,000

Project Scope Summary	
Project Site Location:	Mission Bay Campus Site
ASF:	20,400
GSF:	
Efficiency:	
Units/homes:	n/a
Parking Spaces:	n/a

Financing Summary	
Long-Term (30-yr) Tax-Exempt Financing @6.00%:	
Pledge Source:	
Debt Service Coverage Ratio:	

Gift Summary	
Gifts in Hand:	
Gifts Pledged:	
Gifts to be Raised:	
Total Gifts:	

Parnassus Fire Water Line Upgrade

The Parnassus Fire Water Line Upgrade project will ensure a reliable supply of water to fight fires created by weather, accident, or the aftermath of earthquakes. This project will repair the existing water line and also construct a new parallel water pipeline for redundancy of supply. The project will involve excavation for the new line, installation of pipes extending from the water tank and city fire water lines at the top of Mount Sutro down the slope of the campus, and changing of joints from friction-fitted to bolted along the existing water pipeline.

Project Milestones	
Budget Year:	2012-13
Occupancy:	TBD

Projected Budget by Funding Source	
Campus Funds:	
Gift Funds:	
External Financing:	
Privatized Development:	
State Funds:	\$12,000,000
Housing & Parking Reserves:	
Hospital Reserves:	
Federal Funds:	
Other Funds:	
Total Summary Budget:	\$12,000,000

Project Scope Summary	
Project Site Location:	Parnassus Campus Site
ASF:	n/a
GSF:	
Efficiency:	
Units/homes:	n/a
Parking Spaces:	n/a

Financing Summary	
Long-Term (30-yr) Tax-Exempt Financing @6.00%:	
Pledge Source:	
Debt Service Coverage Ratio:	

Gift Summary	
Gifts in Hand:	
Gifts Pledged:	
Gifts to be Raised:	
Total Gifts:	

Capital Renewal Program

The capital renewal program will address the campus's highest priorities for capital renewal and correct smaller scale problems with facility systems such as mechanical systems, roofing, and HVAC controls.

Project Milestones	
Budget Year:	2012-13 to 2016-20
Occupancy:	TBD

Projected Budget by Funding Source	
Campus Funds:	
Gift Funds:	
External Financing:	
Privatized Development:	
State Funds:	\$17,200,000
Housing & Parking Reserves:	
Hospital Reserves:	
Federal Funds:	
Other Funds:	
Total Summary Budget:	\$17,200,000

Project Scope Summary	
Project Site Location:	Multiple Campus Sites
ASF:	n/a
GSF:	
Efficiency:	
Units/homes:	n/a
Parking Spaces:	n/a

Financing Summary	
Long-Term (30-yr) Tax-Exempt Financing @6.00%:	
Pledge Source:	
Debt Service Coverage Ratio:	

Gift Summary	
Gifts in Hand:	
Gifts Pledged:	
Gifts to be Raised:	
Total Gifts:	

Clinical Sciences Building (CSB) Seismic Program

UCSF is evaluating the feasibility of addressing the seismically "Poor" condition of the Clinical Sciences Building (CSB) through remediation and adaptive re-use. The CSB occupants could temporarily move into the UC Hall building while the CSB retrofit occurs and later reoccupy the CSB after completion of the retrofit. Other improvements to the CSB building systems could be included in the project to optimize the functionality of the building for modern research, instructional, and office use.

Project Milestones	
Budget Year:	2013-14
Occupancy:	2015-16

Projected Budget by Funding Source	
Campus Funds:	
Gift Funds:	
External Financing:	
Privatized Development:	
State Funds:	\$84,000,000
Housing & Parking Reserves:	
Hospital Reserves:	
Federal Funds:	
Other Funds:	
Total Summary Budget:	\$84,000,000

Project Scope Summary	
Project Site Location:	Parnassus Campus Site
ASF:	71,274
GSF:	107,647
Efficiency:	66%
Units/homes:	n/a
Parking Spaces:	n/a

Financing Summary	
Long-Term (30-yr) Tax-Exempt Financing @6.00%:	
Pledge Source:	
Debt Service Coverage Ratio:	

Gift Summary	
Gifts in Hand:	
Gifts Pledged:	
Gifts to be Raised:	
Total Gifts:	

Mission Bay Central Utilities System Phase 2 (Distribution)

This project is the second phase of a multi-phase infrastructure development plan that would ultimately construct a central utility plant with cogeneration and a comprehensive underground utility distribution system to serve the Mission Bay campus. This project will continue and complete the construction of an underground utility distribution system loop to enable all major buildings at Mission Bay to connect to central utility services from a future Central Utility Plant which would supply power, steam, condensate, chilled water, and high-temperature hot water. (Project budget covers only "P" costs.)

Project Milestones	
Budget Year:	2016-20
Occupancy:	TBD

Projected Budget by Funding Source	
Campus Funds:	\$1,300,000
Gift Funds:	
External Financing:	
Privatized Development:	
State Funds:	\$950,000
Housing & Parking Reserves:	
Hospital Reserves:	
Federal Funds:	
Other Funds:	
Total Summary Budget:	\$2,250,000

Project Scope Summary	
Project Site Location:	Mission Bay Campus Site
ASF:	n/a
GSF:	
Efficiency:	
Units/homes:	n/a
Parking Spaces:	n/a

Financing Summary	
Long-Term (30-yr) Tax-Exempt Financing @6.00%:	
Pledge Source:	
Debt Service Coverage Ratio:	

Gift Summary	
Gifts in Hand:	
Gifts Pledged:	
Gifts to be Raised:	
Total Gifts:	

Parnassus MSB-13 Gross Anatomy Lab Renovation

The Gross Anatomy Lab is used for teaching anatomy to medical students and others. The lab on the 13th floor of the Medical Sciences Building will be modernized and renovated during the summer months to avoid interruption of the teaching schedule.

Project Milestones	
Budget Year:	2010-11
Occupancy:	2012

Projected Budget by Funding Source	
Campus Funds:	\$7,000,000
Gift Funds:	
External Financing:	
Privatized Development:	
State Funds:	
Housing & Parking Reserves:	
Hospital Reserves:	
Federal Funds:	
Other Funds:	
Total Summary Budget:	\$7,000,000

Project Scope Summary	
Project Site Location:	Parnassus Campus Site
ASF:	5,000
GSF:	
Efficiency:	
Units/homes:	n/a
Parking Spaces:	n/a

Financing Summary	
Long-Term (30-yr) Tax-Exempt Financing @6.00%:	
Pledge Source:	
Debt Service Coverage Ratio:	

Gift Summary	
Gifts in Hand:	
Gifts Pledged:	
Gifts to be Raised:	
Total Gifts:	

Mission Bay Academic Building (Faculty Offices)

This project will provide academic office space for departments which will be moving to Mission Bay to be close to the new children's/women's/cancer hospitals and clinics. Major departments will include Pediatrics, Obstetrics-Gynecology, Surgery (including Pediatric Surgery), and Child Neurology. In addition, Anesthesia and Radiology will have a substantial presence for support of clinical operations. This project may be delivered by leasing outside property or constructed by privatized development.

Project Milestones	
Budget Year:	TBD
Occupancy:	TBD

Projected Budget by Funding Source	
Campus Funds:	
Gift Funds:	
External Financing:	
Privatized Development:	TBD
State Funds:	
Housing & Parking Reserves:	
Hospital Reserves:	
Federal Funds:	
Other Funds:	
Total Summary Budget:	TBD

Project Scope Summary	
Project Site Location:	Mission Bay
ASF:	TBD
GSF:	168,000
Efficiency:	
Units/homes:	n/a
Parking Spaces:	n/a

Financing Summary	
Long-Term (30-yr) Tax-Exempt Financing @6.00%:	
Pledge Source:	
Debt Service Coverage Ratio:	

Gift Summary	
Gifts in Hand:	
Gifts Pledged:	
Gifts to be Raised:	
Total Gifts:	

UC Hall Seismic Program

UCSF is evaluating the feasibility of addressing the seismically "Poor" condition of UC Hall and the Clinical Sciences Building (CSB) through remediation and adaptive re-use as an alternative action to the current LRDP policy of demolition. The UC Hall building could be seismically retrofitted first and used as surge space for the CSB while the CSB itself is being seismically retrofitted. Upon completion of the CSB retrofit, UC Hall could either be demolished or reoccupied after redesign for adaptive re-use. In order to change the campus's current policy on UC Hall, the LRDP will need to be amended after analysis of implications for the space ceiling, discussion with the community, and completion of environmental review.

Project Milestones	
Budget Year:	2013-14
Occupancy:	2015-16

Projected Budget by Funding Source	
Campus Funds:	\$30,000,000
Gift Funds:	
External Financing:	
Privatized Development:	
State Funds:	
Housing & Parking Reserves:	
Hospital Reserves:	
Federal Funds:	
Other Funds:	
Total Summary Budget:	\$30,000,000

Project Scope Summary	
Project Site Location:	Parnassus Campus Site
ASF:	89,756
GSF:	146,853
Efficiency:	61%
Units/homes:	n/a
Parking Spaces:	n/a

Financing Summary	
Long-Term (30-yr) Tax-Exempt Financing @6.00%:	
Pledge Source:	
Debt Service Coverage Ratio:	

Gift Summary	
Gifts in Hand:	
Gifts Pledged:	
Gifts to be Raised:	
Total Gifts:	

Mission Bay Third St. Parking Phase 2

This is the second phase of a two-phased parking design at Block 23. The first phase included development of 822 spaces with installation of photovoltaic panels. This second phase will consist of 400 spaces that will be used for both public and permit parking.

Project Milestones	
Budget Year:	2016-20
Occupancy:	TBD

Projected Budget by Funding Source	
Campus Funds:	
Gift Funds:	
External Financing:	\$18,000,000
Privatized Development:	
State Funds:	
Housing & Parking Reserves:	
Hospital Reserves:	
Federal Funds:	
Other Funds:	
Total Summary Budget:	\$18,000,000

Project Scope Summary	
Project Site Location:	Mission Bay Campus Site
ASF:	n/a
GSF:	TBD
Efficiency:	
Units/homes:	n/a
Parking Spaces:	400

Financing Summary	
Long-Term (30-yr) Tax-Exempt Financing @6.00%:	\$18,000,000
Pledge Source:	Parking Revenues
Debt Service Coverage Ratio:	1.25

Gift Summary	
Gifts in Hand:	
Gifts Pledged:	
Gifts to be Raised:	
Total Gifts:	

Mount Zion Parking Project

This project would be constructed on property yet to be acquired in the vicinity of the UCSF Medical Center at Mount Zion. This parking is needed for visitors and staff as more outpatient clinical activity is concentrated at or near the Mount Zion medical complex. Most likely a parking structure, the project would be constructed with approximately 250 parking spaces that would be used for mostly public parking. The project is likely to be financed by privatized development.

Project Milestones	
Budget Year:	TBD
Occupancy:	TBD

Projected Budget by Funding Source	
Campus Funds:	
Gift Funds:	
External Financing:	
Privatized Development:	TBD
State Funds:	
Housing & Parking Reserves:	
Hospital Reserves:	
Federal Funds:	
Other Funds:	
Total Summary Budget:	TBD

Project Scope Summary	
Project Site Location:	Mount Zion Campus Site
ASF:	n/a
GSF:	TBD
Efficiency:	
Units/homes:	n/a
Parking Spaces:	250

Financing Summary	
Long-Term (30-yr) Tax-Exempt Financing @6.00%:	
Pledge Source:	
Debt Service Coverage Ratio:	

Gift Summary	
Gifts in Hand:	
Gifts Pledged:	
Gifts to be Raised:	
Total Gifts:	

Mission Bay Block 7 Affordable Housing

UCSF has the opportunity to build affordable housing for staff who meet specific income criteria on Block 7 in Mission Bay. In 2005, the UC Board of Regents and the San Francisco Redevelopment Agency approved the terms of an agreement for the affordable housing project to be located directly north of the Mission Bay campus on the 2.6 acre Block 7 site so that UCSF can build new hospital facilities. The housing, with an ultimate total capacity of 237 units, would be constructed either in phases or at one time. The project is likely to be financed by privatized development.

Project Milestones	
Budget Year:	TBD
Occupancy:	TBD

Projected Budget by Funding Source	
Campus Funds:	
Gift Funds:	
External Financing:	
Privatized Development:	TBD
State Funds:	
Housing & Parking Reserves:	
Hospital Reserves:	
Federal Funds:	
Other Funds:	
Total Summary Budget:	TBD

Project Scope Summary	
Project Site Location:	Mission Bay
ASF:	TBD
GSF:	TBD
Efficiency:	
Units/homes:	237
Parking Spaces:	n/a

Financing Summary	
Long-Term (30-yr) Tax-Exempt Financing @6.00%:	
Pledge Source:	
Debt Service Coverage Ratio:	

Gift Summary	
Gifts in Hand:	
Gifts Pledged:	
Gifts to be Raised:	
Total Gifts:	

Moffitt Long Hospitals 4th Floor Hybrid Operating Room Renovation

This project will develop a brand new 800 sf operating room which will include imaging systems that will enable less invasive cardiac and vascular procedures and allow surgeons to adapt new surgical procedures. The Project will create a new operating room out of existing storage space and will entail significant infrastructure upgrades.

Project Milestones	
Budget Year:	2010-11
Occupancy:	TBD

Projected Budget by Funding Source	
Campus Funds:	
Gift Funds:	
External Financing:	
Privatized Development:	
State Funds:	
Housing & Parking Reserves:	
Hospital Reserves:	\$7,300,000
Federal Funds:	
Other Funds:	
Total Summary Budget:	\$7,300,000

Project Scope Summary	
Project Site Location:	Parnassus Campus Site
ASF:	TBD
GSF:	
Efficiency:	
Units/homes:	n/a
Parking Spaces:	n/a

Financing Summary	
Long-Term (30-yr) Tax-Exempt Financing @6.00%:	
Pledge Source:	
Debt Service Coverage Ratio:	

Gift Summary	
Gifts in Hand:	
Gifts Pledged:	
Gifts to be Raised:	
Total Gifts:	

Parnassus ACC-4 Ophthalmology Clinic Consolidation

This project would consolidate Ophthalmology clinics at Parnassus on the fourth floor of the ACC. The new clinic would bring together physicians and other clinical staff from existing clinics on the 7th floor of the ACC and the 5th floor of UC Hall. The project would involve a full-floor (11,000 ASF) renovation to create an efficiently configured clinic layout with multiple service lanes in several specialties.

Project Milestones	
Budget Year:	2011-12
Occupancy:	2013

Projected Budget by Funding Source	
Campus Funds:	
Gift Funds:	
External Financing:	
Privatized Development:	
State Funds:	
Housing & Parking Reserves:	
Hospital Reserves:	\$18,800,000
Federal Funds:	
Other Funds:	
Total Summary Budget:	\$18,800,000

Project Scope Summary	
Project Site Location:	Parnassus Campus Site
ASF:	11,000
GSF:	
Efficiency:	
Units/homes:	n/a
Parking Spaces:	n/a

Financing Summary	
Long-Term (30-yr) Tax-Exempt Financing @6.00%:	
Pledge Source:	
Debt Service Coverage Ratio:	

Gift Summary	
Gifts in Hand:	
Gifts Pledged:	
Gifts to be Raised:	
Total Gifts:	

Parnassus ACC-7 Malignant Hematology Clinic & Infusion Center Renovation

The Malignant Hematology clinic is currently located on the 5th floor of the ACC Building. With this project, the program will expand to west side of the 7th floor in a space of approximately 10,000 square feet. Facilities for treatment will be expanded by 20 Infusion Chairs and 12 Exam Rooms. The project will include installing accessible toilets, upgrading fire life safety measures (fire sprinkler, rated walls, alarm) and reconfiguring mechanical and electrical systems. Interior finishes will be upgraded to suit the function e.g. carpets will be replaced with VCT.

Project Milestones	
Budget Year:	2011-12
Occupancy:	2013

Projected Budget by Funding Source	
Campus Funds:	
Gift Funds:	
External Financing:	
Privatized Development:	
State Funds:	
Housing & Parking Reserves:	
Hospital Reserves:	\$10,000,000
Federal Funds:	
Other Funds:	
Total Summary Budget:	\$10,000,000

Project Scope Summary	
Project Site Location:	Parnassus Campus Site
ASF:	10,000
GSF:	
Efficiency:	
Units/homes:	n/a
Parking Spaces:	n/a

Financing Summary	
Long-Term (30-yr) Tax-Exempt Financing @6.00%:	
Pledge Source:	
Debt Service Coverage Ratio:	

Gift Summary	
Gifts in Hand:	
Gifts Pledged:	
Gifts to be Raised:	
Total Gifts:	

Moffitt Long Hospitals 4th Floor IntraOperative Magnetic Resonance Imaging (MRI)

This project would install a 1.5 ton MRI at a location between Operating Rooms 7 and 8 in Moffitt Long Hospitals. The project will be funded by equal shares of Medical Center reserves and Department of Neurosurgery funds. The project will primarily serve neurosurgery with other surgical or diagnostic uses anticipated in the future. The project involves 976 ASF. The estimated cost is benchmarked against recent comparable renovations at the UCSF Medical Center at Mount Zion.

Project Milestones	
Budget Year:	2011-12
Occupancy:	TBD
Projected Budget by Funding Source	
Campus Funds:	\$5,000,000
Gift Funds:	
External Financing:	
Privatized Development:	
State Funds:	
Housing & Parking Reserves:	
Hospital Reserves:	\$5,000,000
Federal Funds:	
Other Funds:	
Total Summary Budget:	\$10,000,000

Project Scope Summary	
Project Site Location:	Parnassus Campus Site
ASF:	TBD
GSF:	
Efficiency:	
Units/homes:	n/a
Parking Spaces:	n/a
Financing Summary	
Long-Term (30-yr) Tax-Exempt Financing @6.00%:	
Pledge Source:	
Debt Service Coverage Ratio:	
Gift Summary	
Gifts in Hand:	
Gifts Pledged:	
Gifts to be Raised:	
Total Gifts:	

Moffitt Long Hospitals L-B Room 52 Linear Accelerator Replacement

This project will replace a 15 yr old Siemens Linear Accelerator ac with a Varian Accelerator, provides greater Central Nervous System (CNS) treatment functionality with Rapid Arc and Brain Lab planning systems, increases CNS Stereotactic (SRS) Treatment volumes with faster treatment throughput, and supplies Intensity Modulated Radiation Therapy (IMRT) for CNS patients as well as 3D and IMRT for non-CNS patients. Project is anticipated to require minimal utility upgrades; the space will have new finishes and case work.

Project Milestones	
Budget Year:	2011-12
Occupancy:	TBD
Projected Budget by Funding Source	
Campus Funds:	
Gift Funds:	
External Financing:	
Privatized Development:	
State Funds:	
Housing & Parking Reserves:	
Hospital Reserves:	\$5,175,000
Federal Funds:	
Other Funds:	
Total Summary Budget:	\$5,175,000

Project Scope Summary	
Project Site Location:	Parnassus Campus Site
ASF:	TBD
GSF:	
Efficiency:	
Units/homes:	n/a
Parking Spaces:	n/a
Financing Summary	
Long-Term (30-yr) Tax-Exempt Financing @6.00%:	
Pledge Source:	
Debt Service Coverage Ratio:	
Gift Summary	
Gifts in Hand:	
Gifts Pledged:	
Gifts to be Raised:	
Total Gifts:	

Mount Zion Buildings B, D Structural Seismic Improvements

This project will remediate structural deficiencies in Hospital Buildings B and D at Mount Zion and seismically retrofit these buildings. In the event that the Mission Bay Hospital is not completed or occupied by 2014, or other conditions exist at that time that would require Building B and D to remain an acute care hospital, plans have been submitted to OSHPD for review and approval that would provide required seismic upgrades and allow for continued use as a hospital "I" Occupancy up to January 1, 2030. The estimated project cost is \$12,000,000.

Project Milestones	
Budget Year:	2012-13
Occupancy:	TBD

Projected Budget by Funding Source	
Campus Funds:	
Gift Funds:	
External Financing:	
Privatized Development:	
State Funds:	
Housing & Parking Reserves:	
Hospital Reserves:	\$12,000,000
Federal Funds:	
Other Funds:	
Total Summary Budget:	\$12,000,000

Project Scope Summary	
Project Site Location:	Mount Zion Campus Site
ASF:	TBD
GSF:	
Efficiency:	
Units/homes:	n/a
Parking Spaces:	n/a

Financing Summary	
Long-Term (30-yr) Tax-Exempt Financing @6.00%:	
Pledge Source:	
Debt Service Coverage Ratio:	

Gift Summary	
Gifts in Hand:	
Gifts Pledged:	
Gifts to be Raised:	
Total Gifts:	

Parnassus ACC-8 Half Floor Clinic Remodel

This project would involve a half-floor (5,500 ASF) renovation on the 8th floor of the Ambulatory Care Center for existing neurology and neurosurgery clinics to provide state of the art outpatient care by the neurosciences program. This updated 8th floor clinic would be flexibly designed for use by another new but as-yet unidentified clinic if the Neurosurgery program moves to new consolidated clinics on the second floor in 2016.

Project Milestones	
Budget Year:	2013-14
Occupancy:	TBD

Projected Budget by Funding Source	
Campus Funds:	
Gift Funds:	
External Financing:	
Privatized Development:	
State Funds:	
Housing & Parking Reserves:	
Hospital Reserves:	\$10,000,000
Federal Funds:	
Other Funds:	
Total Summary Budget:	\$10,000,000

Project Scope Summary	
Project Site Location:	Parnassus Campus Site
ASF:	TBD
GSF:	
Efficiency:	
Units/homes:	n/a
Parking Spaces:	n/a

Financing Summary	
Long-Term (30-yr) Tax-Exempt Financing @6.00%:	
Pledge Source:	
Debt Service Coverage Ratio:	

Gift Summary	
Gifts in Hand:	
Gifts Pledged:	
Gifts to be Raised:	
Total Gifts:	

Parnassus Moffitt Long Hospitals Renovation of Release Space

After the anticipated relocation of Women's, Children's, and Cancer inpatient care programs to Mission Bay, the UCSF Medical Center will renovate and reconfigure inpatient space in Moffitt and Long Hospitals that will be released as a result of the program moves.

Project Milestones	
Budget Year:	2014-15
Occupancy:	TBD

Projected Budget by Funding Source	
Campus Funds:	
Gift Funds:	
External Financing:	
Privatized Development:	
State Funds:	
Housing & Parking Reserves:	
Hospital Reserves:	\$30,000,000
Federal Funds:	
Other Funds:	
Total Summary Budget:	\$30,000,000

Project Scope Summary	
Project Site Location:	Parnassus Campus Site
ASF:	TBD
GSF:	TBD
Efficiency:	
Units/homes:	
Parking Spaces:	

Financing Summary	
Long-Term (30-yr) Tax-Exempt Financing @6.00%:	
Pledge Source:	
Debt Service Coverage Ratio:	

Gift Summary	
Gifts in Hand:	
Gifts Pledged:	
Gifts to be Raised:	
Total Gifts:	

Parnassus ACC-2 Neurosurgery Clinic Consolidation

The department of Neurosurgery has requested expansion of its clinic which is located on the second floor of the Ambulatory Care Center. This project would consolidate Neurosurgery clinics within the ACC, after the Pediatric Clinic (which is currently on this level) moves to Mission Bay in 2015. The project would involve a full-floor (11,000 ASF) renovation to create an efficiently configured layout for the expanded clinic.

Project Milestones	
Budget Year:	2015-16
Occupancy:	TBD

Projected Budget by Funding Source	
Campus Funds:	
Gift Funds:	
External Financing:	
Privatized Development:	
State Funds:	
Housing & Parking Reserves:	
Hospital Reserves:	\$20,000,000
Federal Funds:	
Other Funds:	
Total Summary Budget:	\$20,000,000

Project Scope Summary	
Project Site Location:	Parnassus Campus Site
ASF:	TBD
GSF:	
Efficiency:	
Units/homes:	n/a
Parking Spaces:	n/a

Financing Summary	
Long-Term (30-yr) Tax-Exempt Financing @6.00%:	
Pledge Source:	
Debt Service Coverage Ratio:	

Gift Summary	
Gifts in Hand:	
Gifts Pledged:	
Gifts to be Raised:	
Total Gifts:	

Medical Center Projects Under \$5 Million

These include smaller projects (costing under \$5 million each) that may not yet be defined but are to be funded from Hospital Reserves. Such projects include renovations, installations of major equipment in the hospital or clinic setting, demolition of the seismically "Poor" Mount Zion Building C (Hellman) or minor improvements to building infrastructures. These projects will be funded annually from 2010-11 through 2016-20.

Project Milestones	
Budget Year:	2010-11 to 2016-20
Occupancy:	TBD

Projected Budget by Funding Source	
Campus Funds:	
Gift Funds:	
External Financing:	
Privatized Development:	
State Funds:	
Housing & Parking Reserves:	
Hospital Reserves:	\$533,657,000
Federal Funds:	
Other Funds:	
Total Summary Budget:	\$533,657,000

Project Scope Summary	
Project Site Location:	Multiple Clinical Campus Sites
ASF:	TBD
GSF:	
Efficiency:	
Units/homes:	n/a
Parking Spaces:	n/a

Financing Summary	
Long-Term (30-yr) Tax-Exempt Financing @6.00%:	
Pledge Source:	
Debt Service Coverage Ratio:	

Gift Summary	
Gifts in Hand:	
Gifts Pledged:	
Gifts to be Raised:	
Total Gifts:	

