

2 PROJECT DESCRIPTION

2.1 PROJECT OVERVIEW

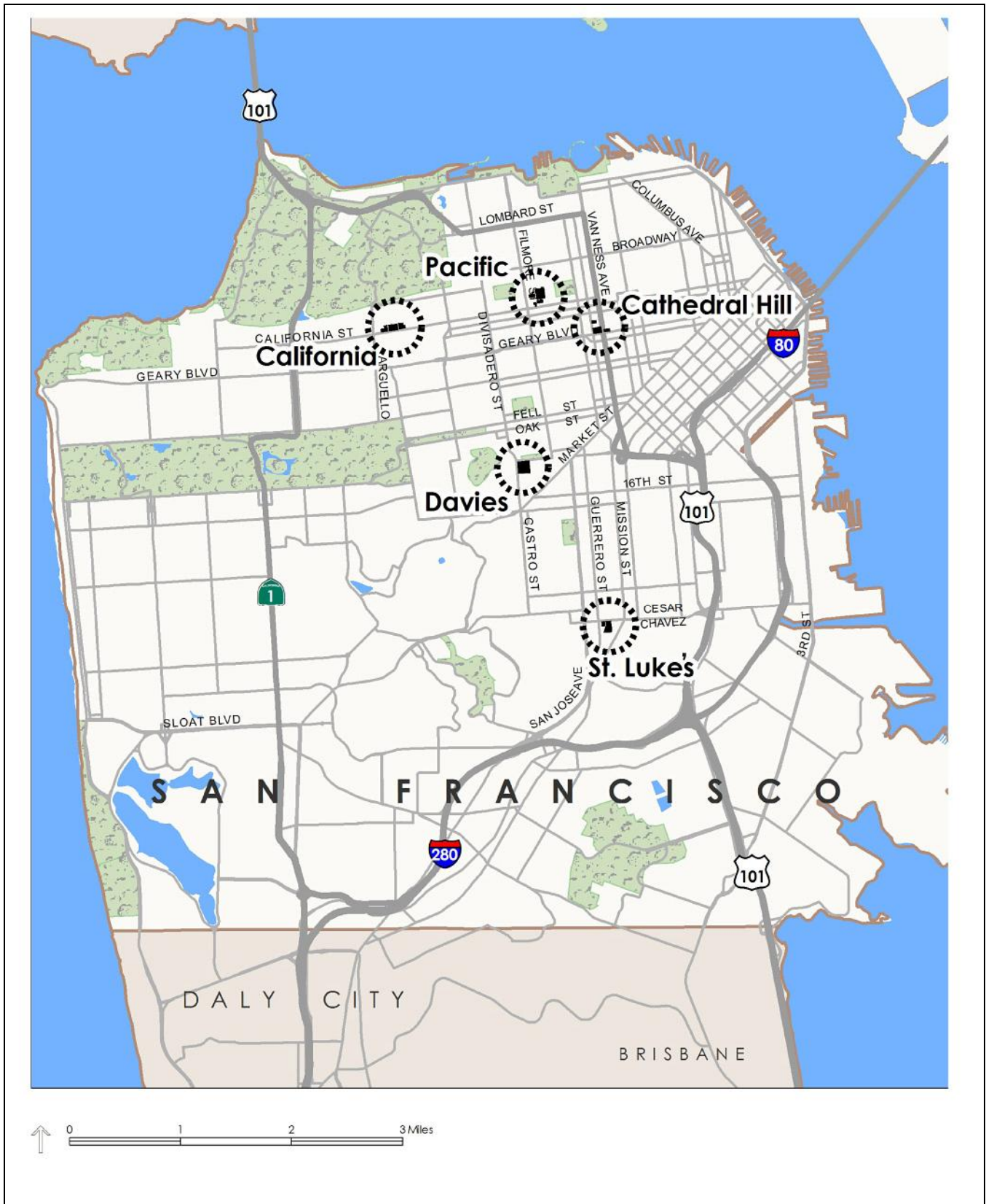
2.1.1 INTRODUCTION

This chapter describes the CPMC *Long Range Development Plan* (LRDP), a multiphased strategy proposed by CPMC to meet state seismic safety requirements for hospitals mandated in 1994 and 2006, respectively, by Senate Bill (SB) 1953 and SB 1661 (discussed in detail in Section 1.5.2, “Seismic Requirements for Hospitals,” on page 1-17 of Chapter 1, “Introduction and Background”). The LRDP would create a 20-year framework and implement CPMC’s institutional master plan for CPMC’s four existing medical campuses and one proposed new medical campus in San Francisco.

The four existing CPMC medical campuses are the Pacific Campus in the Pacific Heights area, the California Campus in the Presidio Heights area, the Davies Campus in the Duboce Triangle area, and the St. Luke’s Campus in the Mission District. Figure 2-1, “CPMC Campus Locations,” illustrates the location of the four existing campuses and the proposed Cathedral Hill Campus (in the Cathedral Hill neighborhood) in the overall context of San Francisco.

Under the LRDP, CPMC would design, construct, and operate the proposed Cathedral Hill Campus. This campus would include a newly constructed 555-bed hospital on the west side of Van Ness Avenue at the intersection of Van Ness Avenue and Geary Boulevard and a medical office building (MOB) on the east side of Van Ness Avenue at the intersection of Van Ness Avenue and Geary Street. A renovated MOB at the intersection of Sutter and Franklin Streets (1375 Sutter Street), already partially occupied by doctors affiliated with CPMC, would house medical practices. Implementing the LRDP would also result in the development and renovation of buildings and other improvements at three of CPMC’s four existing medical campuses:

- ▶ *Pacific Campus:* Development of a new ambulatory care center (ACC) (including conversion of the existing acute-care hospital to ambulatory-care uses and construction of a new ACC addition), aboveground and underground parking, and renovation of existing buildings
- ▶ *Davies Campus:* Construction of a new Neuroscience Institute building and MOB, and related underground parking
- ▶ *St. Luke’s Campus:* Construction of a new 80-bed acute-care replacement hospital and an MOB/expansion building



Source: ESRI StreetMap USA/NavTeq; adapted by AECOM in 2009

CPMC Campus Locations

Figure 2-1

Completion of the proposed Cathedral Hill Hospital in the near term would give CPMC the flexibility to consolidate currently duplicative services at existing CPMC campuses within the proposed hospital. The existing acute-care services and Women's and Children's Center at CPMC's Pacific and California Campuses would be relocated to the proposed Cathedral Hill Hospital. Relocating these services would allow CPMC to (among other things) reenvision the focus of its existing campuses; meet state seismic safety mandates; improve the patient experience, safety, and medical outcomes; and provide adequate supportive medical office space.

CPMC would sell the California Campus by 2020, after relocating that campus's inpatient services (i.e., care of all patients staying longer than 24 hours) to the proposed Cathedral Hill Hospital and its other services to the Pacific Campus. Some existing on-site medical activities would continue at the California Campus in a relatively small amount of space that CPMC would lease back from the new property owner indefinitely.

With development under the proposed LRDP, CPMC would have medical campuses with distinct identities and areas of concentration. A detailed description of the various components of the LRDP, including context and locations, is provided for each campus in the "Proposal" sections (Section 2.2.2, "Proposal for the Cathedral Hill Campus"; Section 2.3.2, "Proposal for the Pacific Campus"; Section 2.4.2, "Proposal for the California Campus"; Section 2.5.2, "Proposal for the Davies Campus"; and Section 2.6.2, "Proposal for the St. Luke's Campus").

2.1.2 PROJECT VARIANTS

CPMC has developed variants to the proposed LRDP that are intended to offer flexibility on specific features of the program, while ensuring that potential environmental effects are adequately evaluated. The project variants are described in this chapter in the discussions of the respective campuses at which they are proposed (Cathedral Hill and St. Luke's), and their effects are analyzed throughout Chapter 4, "Environmental Setting, Impacts, and Mitigation."

2.1.3 PROJECT SCHEDULE AND PHASING

CPMC's LRDP would be implemented in two phases: the project or near-term phase (i.e., the Cathedral Hill and St. Luke's projects and the Neuroscience Institute at the Davies Campus) and the program or long-term phase (i.e., projects that would commence significantly after 2015) or are contingent on the completion of the near-term projects (i.e., Pacific and California Campuses and Castro/14th Street MOB at the Davies Campus). This chapter distinguishes between near-term (project-level) and long-term (program-level) projects at each campus. The need for both near-term and long-term CEQA analyses for the project was discussed previously in Chapter 1, "Introduction and Background." Table 2-1, "CPMC Long Range Development Plan Schedule" (page 2-5), presents the proposed schedule for near-term and long-term projects at the respective CPMC campus sites.

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**Table 2-1
CPMC Long Range Development Plan Schedule**

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020						
Cathedral Hill Campus (All Project-Level)																			
Cathedral Hill Hospital (New)				█															
Tunnel Under Van Ness (New)				█															
Cathedral Hill Medical Office Building (New)				█															
1375 Sutter St. - Medical Office Building - Conversion/Renovation				▒															
Pacific Campus (All Program-Level)																			
2018 Webster Street - Conversion/Renovation								▒											
2333 Buchanan St.- Ambulatory Care Center (ACC) - Conversion/Renovation								▒											
Webster St. / Sacramento St. Underground Parking (New)									█										
North of Clay Parking Garage (New)											█								
ACC Addition (New)											█								
California Campus																			
No new construction or demolition. Campus to be sold with some space leased back by CPMC to 2020																			
Davies Campus (Project/Program-Level)																			
Neuroscience Institute (New)(Project-Level)				█															
Castro St. / 14 St. Medical Office Building (New)(Program-Level)											█								
St. Luke's Campus (All Project-Level)																			
Replacement Hospital (New)				█															
1957 Building Renovation								▒											
1970 Tower Demolition								- - -											
MOB/Expansion Building (New)									█										
<table border="0"> <tr> <td>█</td> <td>New Construction</td> </tr> <tr> <td>▒</td> <td>Renovation</td> </tr> <tr> <td>- - -</td> <td>Demolition</td> </tr> </table>														█	New Construction	▒	Renovation	- - -	Demolition
█	New Construction																		
▒	Renovation																		
- - -	Demolition																		

Source: Data compiled by AECOM in 2010

2.1.4 PROJECT OBJECTIVES

CPMC's various objectives for the LRDP are listed below.

OVERARCHING OBJECTIVES

- ▶ Construct modern, seismically safe hospital facilities that would remain operational in the event of a major disaster, both to serve CPMC's patients and to play an important role in San Francisco's disaster response and preparedness system, through the development of a new CPMC campus and the redevelopment of existing campuses in a manner that is fully compliant with the Alfred E. Alquist Hospital Seismic Safety Act and SB 1953, as mandated by the State of California.
- ▶ Optimize the use of CPMC's resources (medical, facilities, human, financial, and land) to provide an integrated health-care system affording the highest quality of patient care to CPMC's patient population in the most cost-effective and operationally efficient manner.

SPECIFIC OBJECTIVES

The specific objectives listed below support and implement CPMC's overarching objectives for the LRDP.

Core Medical Services Objectives

- ▶ Ensure ongoing medical services and an uninterrupted continuum of care at CPMC during construction through a carefully planned, appropriately phased project to minimize disruption.
- ▶ Meet the existing and future projected acute-care and outpatient needs of CPMC's patients, with appropriate physician specialties, including specialized services that are provided by a limited number of service providers in the Bay Area, and, in some cases, Northern California.
- ▶ Efficiently consolidate CPMC's campuses by consolidating specialized services and Women's and Children's Center services into one centralized acute-care hospital.
- ▶ Distribute inpatient capacity among CPMC campuses to create a rational programwide system of care, including an optimal number of smaller, community-based hospitals, ambulatory-care facilities, and medical offices, sized and located to meet existing and projected future service demands for primary- and secondary-care medical services.
- ▶ Ensure that this programwide medical care consolidation and distribution minimizes redundancies, particularly with respect to staffing, equipment, support spaces, central processing, and other facilities, to avoid inefficiency and unnecessary costs to the health care system and patients.

- ▶ Optimize patient safety and clinical outcomes by (1) strategically grouping service lines and specialized services (for example, acute medical/surgical services, oncology, cardiology, and respiratory with Women's and Children's Center services); (2) providing multidisciplinary concentration of care for multisystem diseases, chronic-disease management, and other higher-level intervention treatments; (3) limiting patient transfers; and (4) providing critical-care beds where patients can be appropriately and expeditiously supported by the necessary physicians, services, and equipment.
- ▶ Provide a modern, efficient, and clinically safe patient care environment in facilities, based on contemporary best practices in hospital design and rational hospital space and facility guidelines, including all private single-patient rooms, individual bathrooms, adequate common spaces for families and staff, floor plans that allow staff to work efficiently and safely with patients, appropriate department adjacencies, and the ability to accommodate current-day medical technologies.
- ▶ Rebuild and revitalize the St. Luke's Campus as a community hospital that is an integral part of CPMC's larger health care system, and that provides services such as (1) medical/surgical care, (2) critical care, (3) emergency/urgent care, and (4) gynecologic and low-intervention obstetric care.
- ▶ Provide for the development of an appropriately sized new medical office building or outpatient space at the St. Luke's Campus as the logical outgrowth of the increased utilization of the campus, to increase the availability of outpatient services to meet community needs and to better recruit and retain physicians by increasing convenience for physicians admitting patients to the hospital at the St. Luke's Campus.
- ▶ Maintain CPMC's prominent role as an education, training, and research institution for medical professionals in San Francisco and the greater Bay Area.
- ▶ Retain and enhance CPMC's role as a provider of high-quality medical and administrative jobs, and contributor of community benefits in San Francisco, by implementing an economically viable development plan that includes consolidating, maintaining, and allowing modest growth opportunity for CPMC's existing inpatient capacity, as well as providing ample facilities to accommodate a broad range of outpatient services.

Site Selection and Site Planning Objectives

- ▶ Locate medical-care facilities on sites that are owned by or can be practically acquired by CPMC in a cost-effective and timely manner, consistent with the mandates of SB 1953 and CPMC's financial and operational needs.
- ▶ Ensure that the new centralized acute-care hospital is appropriately located, taking into account CPMC's patient base and utilization patterns, and San Francisco's population concentration, on a site that (1) can

accommodate a building of the requisite size to serve CPMC's program of integrated services, including adequate parking; and (2) is easily accessible by multiple transportation and transit modes.

- ▶ Design contemporary, architecturally integrated medical facilities that are compatible with neighborhood aesthetics in the areas surrounding CPMC facilities to the extent feasible.
- ▶ Integrate sustainability principles into the siting and design of the new centralized acute-care hospital, such as LEED® [Leadership in Energy and Environmental Design] and other environmentally sustainable design, construction, and operational practices where feasible.
- ▶ Ensure that all hospital facilities are located such that they have the capacity to be supported with medical office space, parking facilities, and other supportive functions.

PROGRAM NEEDS AND SPACE ALLOCATION

The proposed Cathedral Hill Campus and other related improvements to the five CPMC campuses, as described below, are anticipated by the project sponsor, CPMC, to allow for more efficient provision of ancillary and support services,¹ as well as better coordination of and access to patient care, particularly with respect to critical care and specialized services. Consolidating these services at the proposed campuses is also intended to avoid disruption of medical services to patients that would be associated with large-scale renovations at the existing CPMC campuses.

Licensed beds are the maximum number of beds for which a given hospital holds a license to operate. Operational beds refer to beds that are licensed, set up, and staffed or in use. As shown in Table 2-2, "CPMC Existing and Proposed LRDP Licensed Hospital Bed Uses" (page 2-10), the Cathedral Hill Hospital is proposed to have 555 acute-care licensed beds. Existing licensed beds from the Pacific and California Campuses would be transferred to the Cathedral Hill Hospital by 2015, thus leaving the Pacific and California Campuses with no acute-care licensed or operational beds (18 psychiatric beds would remain at the Pacific Campus). The number of licensed beds at the St. Luke's Campus would be reduced by 149 (70 acute-care and 79 skilled nursing), from 229 licensed beds (150 acute-care and 79 skilled nursing) under existing conditions to 80 licensed beds under the LRDP. CPMC intends to operate all 80 beds at the St. Luke's Campus. Overall, licensed beds on all five CPMC campuses in San Francisco would decrease by approximately 178 beds with LRDP development, from approximately 1,032 licensed beds under existing conditions to 854 licensed beds under the LRDP.

¹ Services provided that are other than room, board, and medical and nursing services, and that are provided to hospital patients in the course of care. These include such services such as laboratory, radiology, pharmacy, and physical therapy services.

Table 2-2 CPMC Existing and Proposed LRDP Licensed Hospital Bed Uses						
Bed Type	Existing Licensed Beds					LRDP Licensed Beds
	2006	2007	2008	2009	2010	
Cathedral Hill Campus						
Acute-care	0	0	0	0	0	555
Rehabilitation	0	0	0	0	0	0
Psychiatric	0	0	0	0	0	0
Skilled nursing	0	0	0	0	0	0
TOTAL	0	0	0	0	0	555
Pacific Campus						
Acute-care	295	295	295	295	295	0
Rehabilitation	0	0	0	0	0	0
Psychiatric	18	18	18	18	18	18
Skilled nursing	0	0	0	0	0	0
TOTAL	313	313	313	313	313	18
California Campus						
Acute-care	319	299	299	299	299	0
Rehabilitation	0	0	0	0	0	0
Psychiatric	0	0	0	0	0	0
Skilled nursing	101	101	101	101	0	0
TOTAL	420	400	400	400	299	0
Davies Campus						
Acute-care	219	219	219	115	115	115
Rehabilitation	32	32	32	48	48	48
Psychiatric	22	22	22	0	0	0
Skilled nursing	38	38	38	38	38	38
TOTAL	311	311	311	201	201	201
St. Luke's Campus						
Acute-care	150	150	150	150	150	80
Rehabilitation	0	0	0	0	0	0
Psychiatric	0	0	0	0	0	0
Skilled nursing	79	79	79	79	79	0
TOTAL	229	229	229	229	229	80
All Campus Total						
Acute-care	983	963	963	849	849	750
Rehabilitation	32	32	32	48	48	48
Psychiatric	40	40	40	18	18	18
Skilled nursing	218	218	218	218	117	38
TOTAL	1,273	1,253	1,253	1,133	1,032	854
Sources: Data provided by CPMC and compiled by AECOM in 2010						

2.1.5 SUSTAINABILITY

CPMC proposes to incorporate sustainable elements in its design, construction, and operation of newly built and renovated CPMC facilities, and would comply with the City and County of San Francisco's (City's) green building ordinance, as applicable. The following features and strategies are being considered:

- ▶ green roofs (conventional roofs that are fully or partially covered with a layer of vegetation);
- ▶ reduction of stormwater runoff;
- ▶ use of recycled materials;
- ▶ selection and use of certain materials and ventilation techniques to improve indoor air quality;
- ▶ energy and water efficiency measures; and
- ▶ transit demand management strategies such as the CPMC intercampus shuttle service, bicycle storage areas, and changing/shower rooms for bicycle commuters.

CPMC is considering a range of additional sustainable elements within the project components; however, to provide a conservative analysis of potential environmental impacts, this EIR assumes implementation of green building features only where CPMC has made commitments to include specific sustainable features in the project or where required under the City's green building ordinance. These features are noted throughout Chapter 4, "Environmental Setting, Impacts, and Mitigation."

2.1.6 REQUIRED PROJECT APPROVALS

Before discretionary project approvals may be granted for the proposed CPMC LRDP, the San Francisco Planning Commission must certify the EIR as accurate, objective, and complete. This DEIR will undergo a public comment period as noted on the cover, which will include a public hearing before the Planning Commission. After the public comment period, responses to written and oral comments will be prepared and published in a response to comments document. The DEIR will be revised as appropriate and, together with the response to comments document, will be presented to the Planning Commission for certification of the final EIR (FEIR). No approvals or permits may be issued before the FEIR is certified.

All near-term, project-level actions requiring City approval are described in detail in the "Required Project Approvals" section for each campus. Future renovations and new construction part of the long-term LRDP program will require additional approvals at a later time and are not included in the description of near-term

project approvals. Required City approvals for the near-term LRDP projects are summarized in Table 2-3, “Required Project Approvals” (page 2-13), and described further below.

City and County of San Francisco

CPMC would need to obtain the following entitlements and approvals from the City for the proposed LRDP:

- ▶ amendments to text and maps in the *San Francisco General Plan* (General Plan);
- ▶ General Plan referrals;
- ▶ changes to text and maps in the San Francisco Planning Code (Planning Code);
- ▶ lot mergers;
- ▶ planned unit development (PUD) and conditional use (CU) authorizations (e.g., changes to applicable standards or exceptions such as those related to building height and bulk, FAR, setbacks, parking, signs, residential requirements, and permitted use at some CPMC campuses);
- ▶ approval of office development under Sections 320 and 321 of the Planning Code in accordance with Proposition M—office allocation;
- ▶ encroachment permits;
- ▶ approval for the conversion of Cedar Street from a one-way to a two-way street west of the proposed Cathedral Hill MOB garage entrance/exit;
- ▶ vacation and acquisition of the portion of San Jose Avenue between Cesar Chavez Street and 27th Street (St. Luke’s Campus); and
- ▶ various permits and approvals for residential conversion (site of the proposed Cathedral Hill MOB), streetscape improvements, including tree removal permits, and the Van Ness Avenue pedestrian tunnel.

State Agencies

- ▶ The Office of Statewide Health Planning and Development (OSHPD) is responsible for overseeing all aspects of hospital construction in California for general acute-care hospitals and intermediate care hospitals.

**Table 2-3
Required Project Approvals**

Project Element	Relevant Entitlement Code Sections		Current Code Restriction/ Requirement	Approval(s) Required (Approval Body in <i>Italics</i>)	
Cathedral Hill Campus					
Cathedral Hill Campus (all)	General Plan Amendment for <i>Van Ness Avenue Area Plan</i>	General Plan VNAP, Map 1 (Generalized Land Use and Density Plan)	7:1 FAR.	Creation of VNAP Subarea 4 for the Cathedral Hill Hospital and Cathedral Hill MOB sites between Geary Boulevard/Geary Street, Franklin Street, Post Street, and Polk Street to specifically allow for medical institutional use, an FAR increase to 9:1 for the site of the Cathedral Hill Hospital, and Planning Department and Planning Commission discretion to allow exceptions to certain development standards. (<i>Planning Commission and Board of Supervisors</i>)	
		General Plan VNAP, Map 2 (Height and Bulk Districts)	130-V Height/Bulk District.	Creation of VNAP Subarea 4 would modify the height and bulk map for the hospital block bounded by Post Street, Van Ness Avenue, Geary Boulevard, and Franklin Street to allow for a 265-V Height/Bulk District. (<i>Planning Commission and Board of Supervisors</i>)	
		General Plan VNAP, Map 4 (Urban Design Element), Height Map	Permitted height is 161–240 feet.	Amendment to allow for development of the hospital up to 265 feet in height in the block bounded by Post Street, Van Ness Avenue, Geary Boulevard, and Franklin Street (Urban Design Element). (<i>Planning Commission and Board of Supervisors</i>)	
	General Plan Referral	Finding of General Plan consistency, as modified			Encroachment permits for the subsurface right-of-way for the proposed Van Ness Avenue pedestrian tunnel, subsurface facilities in street right-of-way, sidewalk widening and lane reconfiguration. (<i>Planning Commission, Department of Public Works, Board of Supervisors, and Caltrans District 4</i>)
	Planning Code Text/ Map Change	Planning Code Sections: - Section 243: Van Ness SUD - Section 204.5: Non-Accessory Parking - Section 154(b): Off-street loading space requirement for MOB		Allows hospital, medical center, or other medical institution with inpatient care and office uses. 64 spaces are required for the Cathedral Hill Hospital with a maximum of 96 spaces allowed as accessory parking (under the 150% maximum accessory parking per Planning Code and minimum MOB off-street loading space dimensions.	Creation of the Van Ness Medical Use Subdistrict: proposed Planning Code Section 243(d), in which a medical center is a conditional use that would have specific building form bulk, off-street parking and loading, street frontage and parking setback requirements and signs based upon Planning Commission conditions of approval rather the code standards. The proposed subdistrict (or the CU authorization described below) may modify residential requirements applicable to nonresidential development, increase the allowable FAR for the hospital, and provide exceptions to otherwise applicable requirements related to signs, off-street parking and loading street frontage, and parking setback requirements. (<i>Planning Commission and Board of Supervisors</i>)

**Table 2-3
Required Project Approvals**

Project Element	Relevant Entitlement Code Sections		Current Code Restriction/ Requirement	Approval(s) Required (Approval Body in <i>Italics</i>)
Cathedral Hill Campus (all) (continued)	Planning Code Text/ Map Change	Zoning Map No. SU02; Planning Code Section 302	Van Ness SUD and RC-4 District apply.	Revision to Zoning Map SU02 for the creation of the Van Ness Medical Use Subdistrict. (<i>Planning Commission and Board of Supervisors</i>)
	Planning Code Authorizations	Planning Code Sections: - Section 243 amended: CU - Section 303: CU - Section 204.5: Non-Accessory Parking - Section 253.2: Over 40 feet in Van Ness SUD - Section 253: Over 40 feet in a residential district - Sections 243(c)(8)(H) and 154(b): Off-street loading space requirement - Section 243 (c)(9); Ground-level wind currents - -Section 270: Bulk limits: measurement	Finding of compliance of Cathedral Hill MOB with above text/code changes. 130-foot building in Van Ness SUD, 130-foot buildings in RC-4 Districts. Bulk limits for length and diagonal dimensions of 110 and 140 feet, respectively, apply to the hospital and MOB sites.	- CU authorization under Planning Code Section 304, for the proposed hospital and MOB as a conditional use medical center in an RC-4 zoning district and amended Van Ness Avenue SUD. - CU authorization under Planning Code Section 157 to allow for parking in addition to what is allowed under accessory parking. 513 parking spaces are proposed under the hospital and 542 parking spaces under the MOB. (1,055 independently accessible parking spaces for the medical center). - CU authorization to allow buildings over 40 feet in the Van Ness SUD and a residential district. - CU authorization to allow modification of the bulk limits for length and diagonal dimensions to approximately 385 and 405 feet, respectively, for the hospital and 265 and 295 feet, respectively, for the MOB. - Possible CU authorization to modify application of the 3:1 ratio of residential to non-residential development requirement within the Van Ness SUD. - CU authorization to allow for exception to ground-level wind current comfort level exceedance. (<i>Planning Commission</i>)
	Subdivision Code	Division 1, Article 7, map	Merging of multiple lots pursuant to the Subdivision Code.	Lot mergers on hospital and MOB sites. (<i>Department of Public Works</i>)
Cathedral Hill Hospital Only	Planning Code Text/ Map Change	Height/Bulk Map No. HT02; Planning Code Section 302	130-V Height/Bulk District apply.	Revision to Height/Bulk Map HT02 for height and bulk reclassification to 265-V for the hospital block bounded by Post Street, Van Ness Avenue, Geary Boulevard, and Franklin Street. (<i>Planning Commission and Board of Supervisors</i>)
Cathedral Hill MOB Only	Planning Code Authorizations	Planning Code Sections 321 and 322: Office Allocation; Planning Code Section 317: Loss of dwelling units through merger, loss, and conversion	Specific authorization required for office buildings 25,000 sq. ft. or more.	Proposition M—office allocation findings. (<i>Planning Commission</i>); The CU authorization would allow demolition of five residential dwelling units. (<i>Planning Commission</i>)

**Table 2-3
Required Project Approvals**

Project Element	Relevant Entitlement Code Sections		Current Code Restriction/ Requirement	Approval(s) Required (Approval Body in <i>Italics</i>)
	Administrative Code	Residential Hotel Unit Conversion and Demolition Ordinance Chapter 41		Permit to convert and demolish the 20 residential hotel units at the proposed MOB site. (<i>Department of Building Inspection</i>)
Cathedral Hill MOB Only (continued)				Approval for the conversion of Cedar Street from a one-way to a two-way street west of the Cathedral Hill MOB garage entrance. (<i>San Francisco Municipal Transportation Authority, Department of Public Works, and Board of Supervisors</i>)
Van Ness Avenue Pedestrian Tunnel				Encroachment permits (construction) and long-term lease or other agreement (long-term occupancy) for subsurface right-of-way for Van Ness Avenue pedestrian tunnel. (<i>Department of Public Works, Caltrans District 4, and Board of Supervisors</i>)
1375 Sutter Street MOB	Planning Code Authorizations	Planning Code Sections: - Section 303: CU - Section 150: Off-street parking requirement - Section 159(c): required off-street parking not on same lot	Under Planning Code Section 150, off-street parking requirement is 279 parking spaces.	CU authorization required for excess parking at hospital to accommodate required parking at 1375 Sutter MOB. (<i>Planning Commission</i>)
Pacific Campus				
Pacific Campus (all)	Planning Code Text Amendment/ Planning Code Authorizations	Planning Code Sections: - Section 209.3(a), Medical Institutions in Residential Use Districts - Section 303: CU	Hospital, medical center, or other medical institution is permitted as a CU in a residential district if inpatient care is primary use.	Text amendment to Planning Code Section 209.3(a) to continue previously approved medical center use without inpatient care. (<i>Planning Commission and Board of Supervisors</i>)
California Campus				
California Campus (all)	Planning Code Text Amendment/ Planning Code Authorizations	Planning Code Sections: - Section 209.3(a): Medical Institutions in Residential Use Districts - Section 303: CU	Hospital, medical center, or other medical institution is permitted as a CU in a residential district if inpatient care is primary use.	Text amendment to Planning Code Section 209.3(a) to continue previously approved medical center use without inpatient care. (<i>Planning Commission and Board of Supervisors</i>)
Davies Campus²				
Neuroscience	Planning Code	Planning Code Sections:	PUD required for addition of	CU authorization to modify existing PUD and to allow for

² Future renovations and new construction part of the long-term LRDP program will require additional approvals at a later time and are not included in the description of near-term project approvals.

**Table 2-3
Required Project Approvals**

Project Element	Relevant Entitlement Code Sections	Current Code Restriction/ Requirement	Approval(s) Required (Approval Body in <i>Italics</i>)
Institute	Authorizations - Section 303: CU - Section 304: PUD	new medical building to previously approved PUD.	rear-yard exception and exception from independently accessible off-street parking requirements to allow for valet parking. (<i>Planning Commission</i>)
St. Luke's Campus			
St. Luke's Replacement Hospital and MOB/Expansion Building	General Plan Amendment	General Plan Urban Design Element, Map 4 (Height)	88 feet maximum height.
	Street Vacation Transfer Agreement and General Plan Referral	California Streets and Highways Code Sections 8300-8363. Finding of General Plan consistency, as modified.	Vacation and acquisition of a portion of San Jose Avenue between 27th Street and Cesar Chavez Street. (<i>Department of Public Works, Planning Commission, Department of Public Works, Board of Supervisors</i>)
	Planning Code Map Change	Height and Bulk Map HT07	65-A and 105-E Height/Bulk District.
	Planning Code Authorizations	Planning Code Sections: - Section 303: CU - Section 304: PUD - Sections 209.3(a), 123, 134, 136, 253, 270	- 1.8:1 FAR - 25% rear-yard requirement - 65-A and 105-E Height/Bulk Districts CU authorization to modify existing PUD to allow for medical uses in RH-2 District, exceptions to FAR, rear-yard requirements, restriction on projections extending over a street or alley, and height and bulk restrictions for buildings over 40 feet in RH-2 District. The CU authorization would allow an exception to off-site parking requirements, as the proposed St. Luke's Replacement Hospital and MOB/Expansion Building would provide a total of 450 spaces, where 559 spaces are required by the Planning Code. An exemption from on-site independently accessible off-

**Table 2-3
Required Project Approvals**

Project Element	Relevant Entitlement Code Sections		Current Code Restriction/ Requirement	Approval(s) Required (Approval Body in <i>Italics</i>)
				street parking would be sought to allow valet and off-site parking to serve the St. Luke's Campus. (<i>Planning Commission</i>)
St. Luke's Replacement Hospital and MOB/ Expansion Building (continued)	Subdivision Code	Division 1, Article 7, Section 1356—Final Map	Merging of multiple lots pursuant to the Subdivision Code.	Lot merger for existing surface parking lot, part of San Jose Avenue, and existing campus. (<i>Department of Public Works</i>) ³
St. Luke's MOB/ Expansion Building Only	Planning Code Authorizations	Planning Code Sections 321 and 322: Office Allocation	Specific authorization required for office buildings 25,000 sq. ft. or more.	Proposition M—office allocation findings. (<i>Planning Commission</i>)
<p>Notes: Caltrans = California Department of Transportation; CU = conditional use; FAR = floor area ratio; General Plan = <i>San Francisco General Plan</i>; MOB = Medical Office Building; PUD = planned unit development; sq. ft. = square feet; SUD = Special Use District; VNAP = <i>Van Ness Avenue Area Plan</i> Source: Data compiled by AECOM in 2009</p>				

³ Lot merger requires only priority policies application.

- ▶ The California Department of Health Care Services (CDHS) is responsible for the licensing of new hospital facilities as well as overseeing compliance with the Medical Waste Management Program, which ensures the proper handling and disposal of medical waste.
- ▶ The California Department of Transportation is responsible for overseeing work on Van Ness Avenue (U.S. Highway 101 [U.S. 101]), including the pedestrian tunnel encroachment permit and lease.

2.1.7 PROJECT CONSTRUCTION COST

Total construction costs for all near-term projects at all five campuses are estimated at approximately \$1.15 billion. Construction costs for long-term projects included in the LRDP are unknown and will be developed at such time as entitlement applications for these projects are prepared.