



UC San Francisco, Joan and Sanford I. Weill Neurosciences Building



# San Francisco Campus Capital Program

UC San Francisco is a leading institution dedicated to advancing health worldwide through biomedical, clinical, and translational research; graduate-level education in the life sciences and health professions; and excellence in patient care. New investments are driven by the need to modernize education and research facilities, to provide facilities that support scientific discoveries and their application to real-world diagnostics and treatment, and to invest in seismic, deferred maintenance, and renewal needs across UCSF's campus sites.



**20**

Active Projects



**\$2.2B**

Active Projects Investment



**17**

Completed Projects (FY 2024–25)



**\$129M**

Completed Projects Investment

## CFP Identified Funding

\$1.7 billion in Capital Plan

### Priority Areas

- Education
- Employee housing
- Policy compliance

### Key Metrics

- Provide new School of Dentistry education and clinic space with Center for Teaching and Learning by 2030
- Meet MOU 2030 housing commitment with City/County of San Francisco
- Address seismic condition of over 800,000 GSF for UC Seismic Policy compliance through 2035

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**EXHIBIT 52. Completed Projects Distribution by Budget Category**

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	12	3	2	17
	70%	18%	12%	100%
<b>Total Budget</b>	<b>\$38M</b>	<b>\$37M</b>	<b>\$54M</b>	<b>\$129M</b>
	<b>29%</b>	<b>30%</b>	<b>42%</b>	<b>100%</b>

*Note: Because of rounding, some totals may not correspond with the sum of the separate parts.*

## Capital Priorities

UCSF's capital strategy is influenced by multiple, often-competing drivers including strategic growth and site infrastructure, seismic and life safety upgrades, scheduled renewal of building systems and finishes, investments to improve aging facilities and infrastructure, code compliance, and the need for housing, parking, and other support space. Each project is planned to advance mission-critical priorities while addressing commitments to the City and County of San Francisco and compliance with UC policies.

## Location-Specific Focus Areas

UCSF's 2025-31 capital plan addresses critical space needs for education, interim solutions to meet parking demand at the Parnassus Heights campus site, meeting UC's seismic policy through 2035 and UCSF's employee housing commitment to the City and County of San Francisco through 2030, and initial investments in decarbonization targets. This framework lays the foundation to address remaining capital challenges in subsequent decades.

## Recent Accomplishments

### Clinical Skills and Research Modernization and Safety Improvements

In FY 2024-25, UCSF completed 17 major capital improvement projects addressing research modernization, education, and code and life safety improvements. A new Surgical Skills Center was relocated from outdated and undersized space to a new location meeting current clinical skills training requirements. Several projects addressed outdated research laboratory space in Health Sciences Research and Instruction (HSIR) towers and Medical Sciences Building. With completion of the HSIR Seismic and Life Safety Improvements Program that addressed fire alarm/sprinkler code issues and seismic resiliency, limited resources can now be maximized for programmatic laboratory improvements.

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## Projects In Progress

### Innovation and Infrastructure Advancement

At the end of FY 2024-25, the 20 active major capital improvement projects included new construction and renovation aimed at addressing critical priorities, including advancement of research innovation and laboratory modernization, seismic compliance, and building infrastructure improvements to address renewal and energy efficiency needs while supporting UCSF's mission of advancing health worldwide.

## Seismic Snapshot

### Substantial Progress Toward Compliance

UCSF made measurable progress toward seismic compliance in FY 2024-25, removing almost 100,000 GSF of non-compliant space from its portfolio with decant and start of demolition of School of Nursing Building (SPR VI) and sale of Mount Zion Building N (SPR V). UCSF has reduced non-compliant space by approximately 776,000 GSF (28%) cumulatively since 2022 and has plans to address over 800,000 GSF more by 2035.

## Restoration and Renewal Snapshot

UCSF continues systematic facility renewal efforts across multiple campus sites, addressing aging building systems, research infrastructure modernization, and deferred maintenance priorities. Coordinated renewal planning maximizes investment value while maintaining operational continuity for critical research and education programs.

In FY 2024-25, seven priority restoration and renewal projects identified by the Integrated Capital Asset Management Program (ICAMP) were completed, representing an investment of over \$5 million. These projects are part of the ongoing effort to address the currently estimated \$550 million restoration and renewal need identified by ICAMP. While current investment alleviates pressing high-priority issues, it falls short of driving significant long-term progress.

EXHIBIT 53. Active Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	11	3	6	20
	55%	15%	30%	100%
Total Budget	\$40M	\$49M	\$2.1B	\$2.2B
	2%	2%	96%	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.



# San Francisco Campus Capital Program

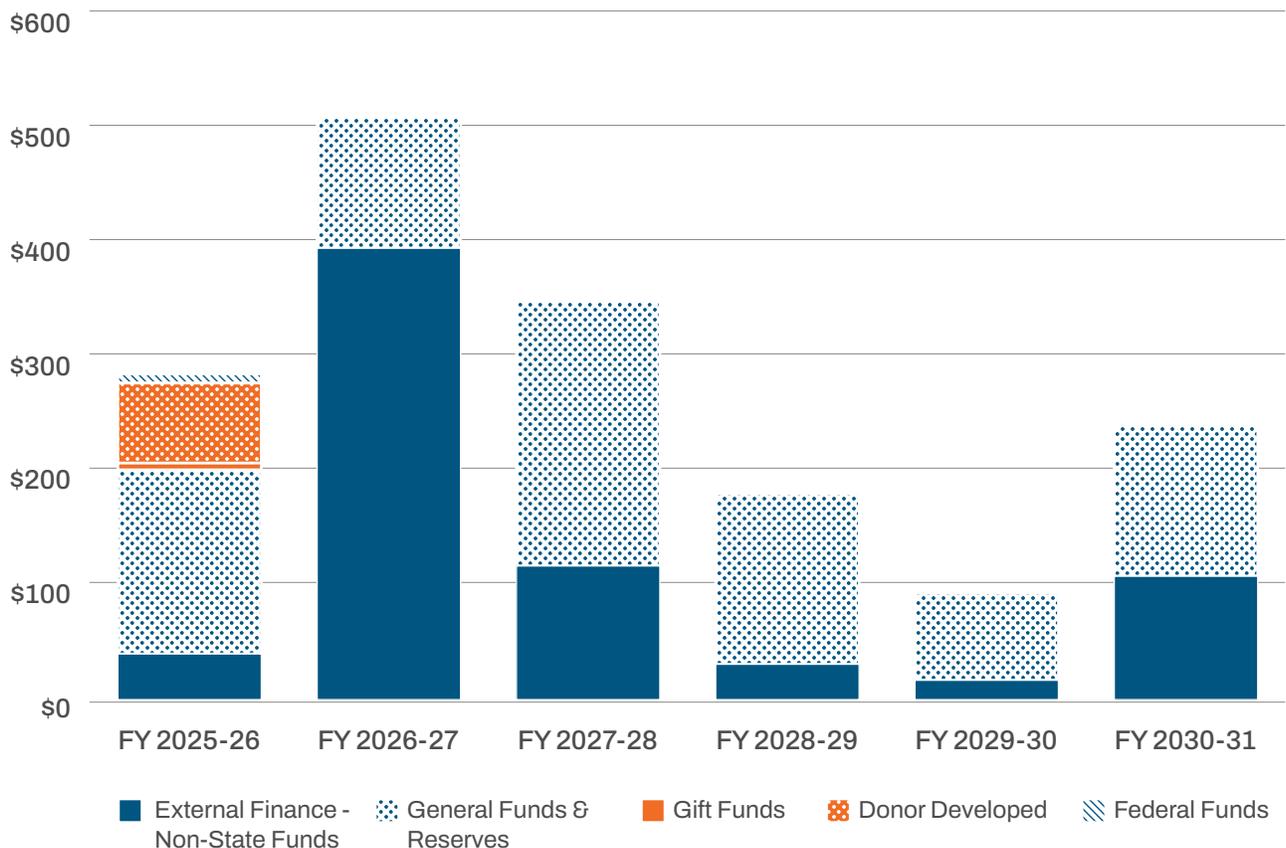
## 2025-31 Outlook and Progress On Priorities

The capital plan prioritizes mission-critical investments while addressing City commitments and Regents' policy compliance: provide replacement and expansion space for School of Dentistry education and clinics with new Center for Teaching and Learning by 2030; provide 330 units of employee housing to meet MOU commitment by 2030; provide additional parking capacity at Parnassus Heights for projected New Hospital demand; reduce space not meeting UC Seismic Safety Policy by approximately 803,400 GSF by 2035, for cumulative reduction of 1.5 million GSF or 53 percent from 2022 baseline; achieve initial investment toward decarbonization for up to 18% reduction in natural gas emissions by 2035; and continual investment in research modernization, equipment upgrades, and renewal.

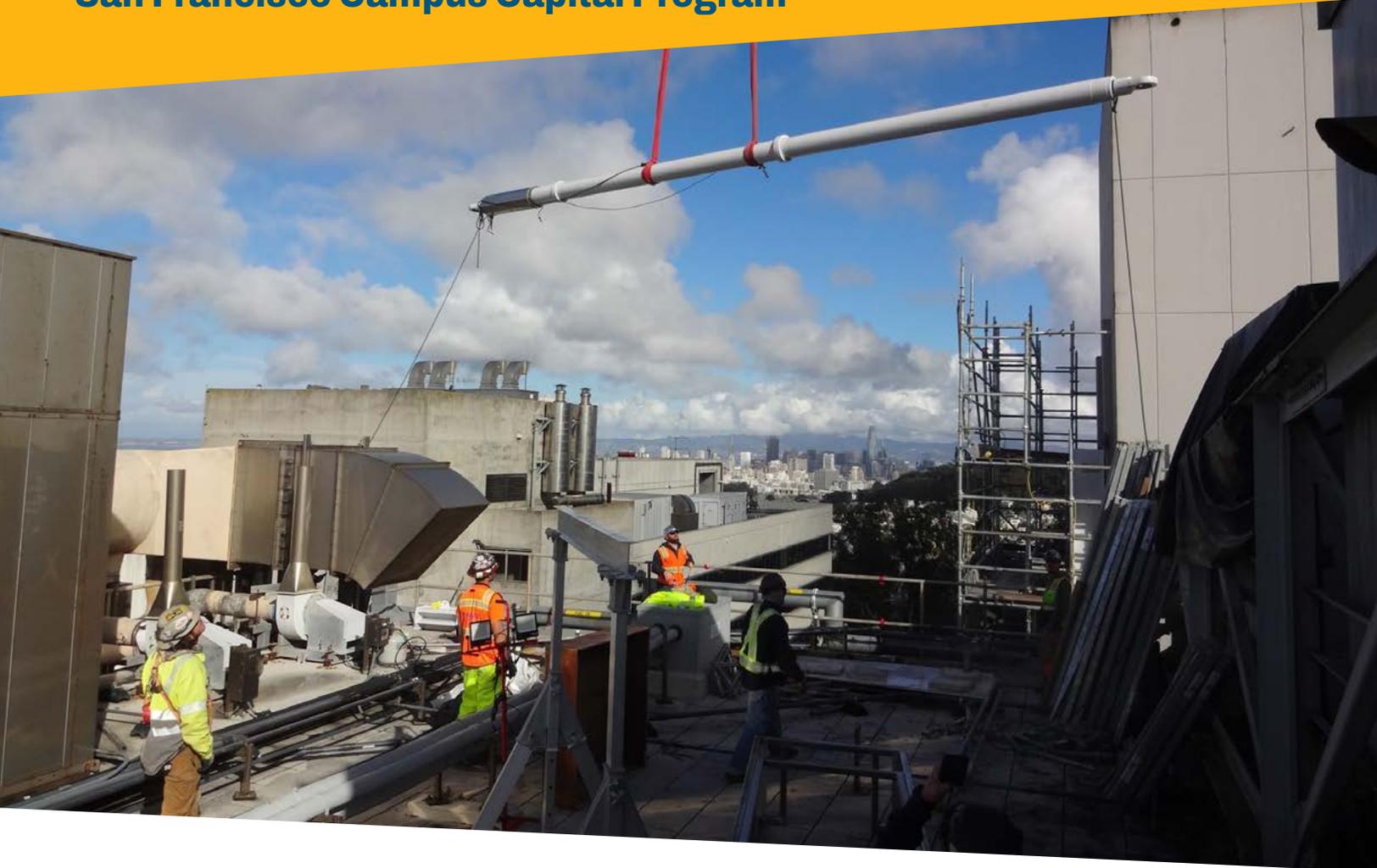
## Unfunded Needs and Advocacy Priorities

Even with UCSF's continued investment to maintain and grow its physical plant to meet mission-critical priorities, significant capital challenges remain. Approximately \$2.4 billion is identified as not having a funding plan and represents a snapshot of UCSF's long-term needs, including: meeting interim 2035 and 2045 decarbonization targets; continued facilities investment needs for renewal and deferred maintenance; and minimum seismic compliance beyond 2035. Other needs not reflected above include meeting 2040 and 2050 housing commitments to the City, 2045 decarbonization goals, and continued modernization of research facilities for which strategies are still being defined.

EXHIBIT 54. Proposed Capital Program Fund Sources (\$Ms)



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## Project Highlight

The Parnassus Heights Health Sciences Instruction and Research (HSIR) Seismic and Life Safety Improvements Program consists of three projects that improved seismic performance from rating IV to III by installing seismic dampers and column splicing; added fire sprinklers for fully sprinklered buildings with corrected pipe pressure deficiencies; and addressed cracking, spalling and falling concrete ledges with repairs and recoating with new waterproofing systems.

The Program provided safer facilities in the event of major seismic events and better protection of laboratories and experiments. With completion of comprehensive seismic and life safety improvements, limited resources can now maximize programmatic laboratory renovations without having to simultaneously address code compliance issues, enhancing research capacity and efficiency.

PROJECT NAME  
**Parnassus Heights HSIR Seismic and Life Safety Improvements Program**

TYPE  
**Structural and Building Systems Improvements**

GSF  
**400,000 GSF**

PROJECT USE  
**Research**

COMPLETION DATE  
**August 2025**

PROGRAM COST  
**\$115M**

PROGRAM CONSTRUCTION COST  
**\$70M**

PROJECT STATUS  
**Substantial Completion; Project Closeout**

ARCHITECT  
**Perkins & Will**

CONTRACTOR  
**Webcor Builders**