



Institutional Master Plan

Prepared by

University of the Pacific

Revised

August 15, 2011

UNIVERSITY OF THE PACIFIC

Table of Contents

Chapter 1	INTRODUCTION	1
	Purpose of the IMP.....	1
	Community Participation.....	2
Chapter 2	INSTITUTIONAL OVERVIEW	3
	University of the Pacific	3
	Arthur A. Dugoni School of Dentistry.....	3
	Associations and Organizations.....	5
	Alumni Association.....	5
	Pacific Dental Education Foundation (PDEF).....	5
	Professional Organizations.....	6
	Honor Societies.....	7
	Arthur A. Dugoni School of Dentistry Academic Program	8
	Patient Dental Services.....	9
	Community Programs	10
	Dental Care for People with Development Disabilities.....	12
	SCOPE Organization	12
	Research & Community Program Grants.....	13
	Continuing Education	14
	Statement of Institutional Goals and Objectives	15
	School of Dentistry Mission Statement	15
	Clinic Mission Statement.....	15
	Leadership.....	16
	Population Characteristics	16
	Students and Residents	16
	Employees.....	17
	Equal Opportunity Policies.....	18
	Non-Discrimination Policy	18
	Equal Opportunity Employment Policy.....	18
Chapter 3	EXISTING FACILITIES	19
	Location.....	19
	Description of Existing Facilities.....	22
	School of Dentistry Main Facility.....	22
	University Parking Lot	22
	University Apartments	25
	Planning Code Regulations	25
	Surrounding Land Use	25
	Access to Campus.....	31
	Public Transportation	31
	MUNI.....	31
	Traffic	33
	Parking	33
	On-Street Parking.....	33
	On-Site Parking.....	33
	Garage.....	33
	Surface Lot.....	33
	Off-Site Public Parking Facilities	34
	Alternative Transportation	34
	Pedestrian Conditions	34
	Bicycle Conditions.....	35

UNIVERSITY OF THE PACIFIC

Chapter 4	DEVELOPMENT SINCE LAST IMP	36
	Completed Projects	36
	Ongoing Projects	36
	Projects Scheduled to Begin Within 24 Months	36
	Projects No Longer Considered	36
Chapter 5	DEVELOPMENT PLANS	37
	Development Goals	37
	Plans for Physical Development.....	38
	Anticipated Impact on the Surrounding Neighborhood.....	44
	Access to Campus.....	44
	Public Transportation	44
	Traffic and Parking.....	47
	Alternative Transportation	47
	Pedestrian Conditions	48
	Bicycle Conditions.....	48
	Project Alternatives.....	48
	Mitigating Actions	49
	Plans for Existing San Francisco Campus Sites.....	49
Chapter 6	PLAN CONSISTENCY	54
	Zoning.....	54
	General Plan Consistency	54
	Priority Policies.....	56
	Recent Planning Efforts Near 155 Fifth Street.....	57
Chapter 7	REFERENCES	59

UNIVERSITY OF THE PACIFIC

List of Tables

Table 1:	Number of Patients Treated at San Francisco Dental Clinics (2010-2011).....	10
Table 2:	Community Program Clinic Sites and Services.....	11
Table 3:	Student and Resident Gender and Ethnicity San Francisco Campus.....	17
Table 4:	Employee Gender San Francisco Campus	17
Table 5:	Employee Ethnicity San Francisco Campus.....	18
Table 6:	Current University Properties.....	19
Table 7:	Inventory of Existing San Francisco Campus Facilities (Usable Square Feet).....	22
Table 8:	Parking Space Requirement Approvals.....	26
Table 9:	Public Transit Routes.....	45

List of Figures

Figure 1:	Current Project Location	20
Figure 2:	Current Parcel Map	21
Figure 3:	Current School of Dentistry Site.....	23
Figure 4:	Existing Facilities Site Plan	24
Figure 5:	Current Zoning Use Districts	27
Figure 6:	Current Height and Bulk Districts	28
Figure 7:	Current Land Uses Surrounding Dental School Building.....	29
Figure 8:	Current Land Uses Surrounding Apartment Building	30
Figure 9:	MUNI Lines in the Current University Vicinity	32
Figure 10:	Planned Project Location	39
Figure 11:	Planned Project Site Plan	40
Figure 12:	Planned Location Block and Lot Diagram.....	41
Figure 13:	Existing Building at 155 Fifth Street	42
Figure 14:	Conceptual Plan for 155 Fifth Street	43
Figure 15:	Public Transit Within Walking Radii.....	46
Figure 16:	Future Transit Facilities	46
Figure 17:	City-Wide University Locations	51
Figure 18:	Zoning Use Districts Around 155 Fifth Street.....	52
Figure 19:	Height and Bulk Districts Around 155 Fifth Street.....	53

Chapter 1 INTRODUCTION

University of the Pacific, hereafter referred to as the University or the School, submits this Institutional Master Plan (IMP) to the City and County of San Francisco. The San Francisco Planning Code requires medical and post-secondary education institutions to file IMPs pursuant to Planning Code Section 304.5. Under subsection (b), a new IMP is required when there are significant revisions to the information contained in an existing IMP. Significant revisions may include plans to construct new facilities that were not previously discussed in the IMP, closure of an existing unit, opening of a new unit, and an increase in the institution's size by 10,000 square feet or 25% of the total square footage (whichever is less).

The University is filing this IMP for its San Francisco campus because it intends to move from its existing facilities at 2155 Webster Street to a new facility at 155 Fifth Street and close its Post Street facility. This IMP will facilitate this transition, further the University's mission to serve its students and the community, and provide information to the public.

Since the adoption of Planning Code Section 304.5 in 1976, the University was originally included in the California Pacific Medical Center (CPMC) IMP. In 2007, the University first submitted its own IMP. This document updates and revises the 2007 IMP for the University.

Purpose of the IMP

This IMP is prepared in accordance with the requirements for institutional master plans contained in Section 304.5 of the San Francisco Planning Code. The three main purposes of Section 304.5 of the Planning Code are:

1. To provide notice and information to the Planning Commission, community and neighborhood organizations, other public and private agencies, and the general public as to the plans for each affected institution at an early stage, and to give an opportunity for early and meaningful involvement of these groups in such plans prior to substantial investment in property acquisition or building design by the institution;
2. To enable the institution to make modifications to its master plan in response to comments made in public hearings prior to its more detailed planning and prior to any request for authorization by the City of new developments proposed in the master plan; and
3. To provide the Planning commission, community and neighborhood organizations, other public and private agencies, the general public, and other institutions with information that may help guide their decisions with regard to use of, and investment in, land in the vicinity of the institution, provision of public

UNIVERSITY OF THE PACIFIC

services, and particularly the planning of similar institutions in order to ensure that costly duplication of facilities does not occur.

Community Participation

The University has served the San Francisco Bay Area community through its School of Dentistry for 115 years. During that time, the School has endeavored to maintain its campus as an asset to its students and to the surrounding community.

The University has been committed to being a responsible member of the San Francisco community. As such, it has worked with the Pacific Heights neighborhood where it is currently located. For instance, the University has met with the Pacific Heights Residents Association (PHRA) board of directors to discuss the relationship of the school and its residential neighbors, potential issues of concern, and the potential for change in the future.

University representatives have continued this dialogue as to relocation to 155 Fifth Street in the near future. The University and City are conducting 300-foot neighborhood notification for this IMP pursuant to Planning Code section 304.5 and for the downtown project application pursuant to Planning Code section 309. The proposed project will also be presented to the Yerba Buena Community Benefit District. This non-profit neighborhood organization includes residents and representatives from neighbors and organizations including SPUR, City Nights, Fifth and Mission Garage, SFMOMA, Contemporary Jewish Museum, California Historical Society, Market Street Association, City Park, South of Market Child Care Center, Moscone Center, San Francisco Redevelopment Agency, and ZEUM.

UNIVERSITY OF THE PACIFIC

Chapter 2 INSTITUTIONAL OVERVIEW

University of the Pacific

University of the Pacific is an independent university serving about 6,700 students on three campuses in Northern California. It was established in 1851 as California's first chartered institution of higher learning. The University's main campus is in Stockton, California, and its McGeorge School of Law is in Sacramento, California, near the state capitol. The School of Dentistry is one of nine professional schools in the University and is located in San Francisco. The dental school exemplifies the University's vision by placing students first, offering distinctive programs, and preparing practice-ready graduates. The University has earned widespread recognition for its student-centered approach to education, the accomplishments of its 50,000 living alumni, and its many firsts and innovations, including:

- In 1851, University of the Pacific became California's first chartered institution of higher education.
- In 1871, University of the Pacific opened its doors to women, becoming the first independent co-educational campus in California.
- In 1878, the Conservatory of Music was established at Pacific, making it the first of its kind west of the Mississippi River.
- University of the Pacific was the first university to introduce the cluster college concept in the West, modeled after Oxford and Cambridge in England.
- University of the Pacific was the first university to establish a Spanish-speaking, Inter-American College.
- University of the Pacific was the first university to send an entire class to an overseas campus.
- University of the Pacific was the first four-year private institution in the Central Valley of California.
- In 1986, University of the Pacific was the first to establish a School of International Studies in California.
- In 1991, University of the Pacific became the first university to offer a Four-Year Guarantee for undergraduates who meet a few specific requirements.
- In 1997, University of the Pacific was the first university to match the Cal Grant, dollar for dollar.

Arthur A. Dugoni School of Dentistry

The University's Arthur A. Dugoni School of Dentistry is located in San Francisco and is one of the nation's premier dental schools. The University is committed to excellence in student-centered education, patient care, and research. Its dental clinics, located in

UNIVERSITY OF THE PACIFIC

San Francisco, Union City, and Stockton offer high-quality, affordable oral health care to children and adults. The University also participates in dental care at numerous community clinics throughout Northern California.

Founded as the College of Physicians and Surgeons (P&S) in 1896, the San Francisco school initially offered programs in dentistry, medicine, and pharmacy. The first campus was located at Federation Hall at the intersection of Fourth and Howard Streets near the present-day Moscone Convention Center. In 1899, the School of Dentistry relocated to a building at 344 14th Street in the heart of the Mission District. The dental school was completely destroyed in the 1906 Earthquake, but was rebuilt the same year. In 1918, the college focused its education program solely on dentistry, but retained its name as the College of Physicians and Surgeons until 1962, when the dental college was incorporated into the University of the Pacific. The class of 1963 was the first to graduate from the University of the Pacific School of Dentistry.

Between 1958 and 1966, P&S and University of the Pacific conducted fundraising efforts to build a new dental school building at the corner of Webster and Sacramento Streets in the Pacific Heights neighborhood. After funding was secured, the following events occurred:

- The School of Dentistry was included as one of the medical facilities in the larger Presbyterian Medical Center 1963 Master Plan.¹ The site was further defined as a dental school in 1964 and 1969 conditional use authorizations.^{2, 3} Space within the dental school has been used in a flexible manner to provide a full range of services. No allocation or restriction of space for particular types of dental activities or for exclusive education, patient care or research were included in these conditional use authorizations. The different activities under the authorized dental school use meet the evolving needs of patients, students, and accreditation requirements.
- In 1967, the dental school moved to its current San Francisco location at 2155 Webster Street.
- Also, in 1967, Presbyterian Hospital and Medical Center of San Francisco, Inc. announced the reconstruction of the Board of Trustees and the election of Doctor Robert Burns, then president of the University of the Pacific, its first president of the Board. During the four years Dr. Burns was president, the University of the Pacific and the Pacific Medical Center established the Graduate School of Medical Sciences, which was later renamed the School of Medical Sciences.

¹ Per Resolution 5633 on 7 February 1963, the Planning Commission approved a conditional use authorization for a Master Plan of the Presbyterian Center, a “complex of medical facilities, including a hospital, medical, and dental schools.”

² Per Resolution for CU64.26, on 3 September 1964, the Commission noted in its approval that the parking lot “complements the Master Plan for the Hospital and Medical Center and Dental School approved by the City Planning Commission in 1963.”

³ Per Resolution 6349, on 6 March 1969, the Planning Commission described the institution as “the School of Dentistry.”

UNIVERSITY OF THE PACIFIC

- In 1976, the School of Dentistry was included as part of the Presbyterian medical Center IMP. The School's affiliation with Presbyterian Medical Center (now California Pacific Medical Center – CPMC) ended in 1971. However, in 1976 the School of Dentistry was included in the Presbyterian Medical Center IMP because of ongoing education alliances which were formed during the University's earlier direct involvement in the hospital's future directions. CPMC's subsequent IMPs have acknowledged the School of Dentistry as a completely separate and distinct institution.
- It appeared, for a time, that the University of the Pacific would also fund a graduate school of medical sciences on the Webster Street campus.⁴ In 1976, however, the University of the Pacific terminated its relationship with the Graduate School of Medical Sciences and reaffirmed its strong commitment to its School of Dentistry in San Francisco. It became the San Francisco campus of the University of the Pacific.

The School of Dentistry is now filing this updated IMP to advance its mission and relocate its San Francisco campus to 155 Fifth Street.

Associations and Organizations

Alumni Association

The University's excellent reputation and solid foundation are the direct result of the loyalty and active support of its Alumni Association. The School of Dentistry's Alumni Association has an active leadership group consisting of officers and a board of directors, along with 13 committees and nine alumni chapters. The Alumni Association is highly effective in its efforts to protect the public interest, improve dental education, and expand the horizons of the dental profession. The dental school's Alumni Association has approximately 6,400 members throughout the world.

Pacific Dugoni Foundation (PDF)

The Pacific Dugoni Foundation (formerly known as the Pacific Dental Education Foundation) Board is the fundraising component of the dental school. The volunteer board members raise funds for endowed professorships and chairs, endowed scholarships, facility and renovation projects, and patient care. The PDF has four major fund-raising committees that encompass all donor activities, including the Dean's Fund for Excellence, the Endowment and Legacy Society, Principal Gifts, and the Kids in the Clinic.

- Formerly known as the P&S Club, the Dean's Fund for Excellence consists of annual donations from members, including alumni, non-alumni, and friends of the profession. The dean uses these funds to support the needs of the institution

⁴ California Pacific Medical Center, Ophthalmology, <http://www.cpmc.org/services/eye/about/history.html>, accessed July 11, 2011.

UNIVERSITY OF THE PACIFIC

and for any unexpected opportunities or challenges that may arise. Membership is maintained on an annual basis.

- Alumni, parents, and friends started the Endowment and Legacy Society in 1982 to provide additional financial support for the School of Dentistry's future needs. Membership in the society is achieved by making a gift to the school in the form of a bequest, a life insurance policy, a charitable remainder trust, or other planned gift. The dental school's ability to provide scholarships, endowed faculty chairs, guest lecture chairs, research grants, and faculty enrichment seminars depends on the support of this group.
- The Principal Gifts committee works with individual donors and foundations, from both the community and state, to secure major gifts for the dental school.
- Founded in 1997, the Kids in the Clinic committee hosts fund-raising events that benefit the Kids in the Clinic Endowment. The dental school's golf tournaments, fashion show and wine auction raise funds to provide essential dental care to underserved children throughout the Bay Area.

Professional Organizations

The School of Dentistry and its faculty, staff and students are involved with the following professional organizations:

- American Dental Association (ADA): Established in 1859, the ADA is the world's largest and oldest dental association and currently has more than 157,000 members. The majority of dental school faculty and administrators are members of the ADA and several have held key leadership positions. The ADA is committed to the public's oral health, ethics, science, and professional advancement.
- American Dental Education Association (ADEA): The School of Dentistry is a full member of the ADEA, along with the 56 other dental schools in the United States and Canada. ADEA is the leading national organization for dental education. Its members include all U.S. and Canadian dental schools, advanced dental education programs, allied dental education programs, corporations, faculty, and students. The mission of ADEA is to lead individuals and institutions of the dental education community to address contemporary issues influencing education, research, and the delivery of oral health care for the health of the public. ADEA's activities encompass a wide range of research, advocacy, faculty development, meetings, and communications, as well as the dental school admissions services AADSAS and PASS and the Journal of Dental Education.
- American Student Dental Association (ASDA): All dental students are members of ASDA and, concurrently, student members of the ADA with all the rights and privileges of such membership.

UNIVERSITY OF THE PACIFIC

- California Dental Association (CDA): The School of Dentistry's students were the first among California's dental school population to take advantage of the student membership category offered by the California Dental Association.
- American Association of Dental Research (AADR) and International Association of Dental Research (IADR): The AADR and IADR strive to advance research and increase knowledge for the improvement of oral health; to support and represent the oral health research community; and to facilitate the communication and application of research findings.

In addition to the associations listed above, members of the dental school community are actively involved in numerous dental organizations, such as the American Association of Orthodontists and the International College of Dentists.

Honor Societies

The School of Dentistry is unique in its support for three associations which honor outstanding dental students. The School of Dentistry is proud to recognize the accomplishments of its outstanding dental students who demonstrate superior clinical and scholastic achievements.

- Omicron Kappa Upsilon (OKU) is a national dental honor society which honors superior dental students based on scholarship and character at the end of their DDS education. OKU is known as the Phi Beta Kappa of dentistry. The Delta Delta Chapter of OKU was founded at the University of the Pacific in 1933. Within a few weeks of graduation, faculty members of OKU, review the list of the top 20 percent of the class and select the individuals they consider to be in the top 12 percent. Those selected are inducted into OKU prior to graduation. Delta Delta chapter currently supports students through numerous events such as Clinical Excellence/Research Day, sponsorship of the Second-Year Retreat, and national board preparation.
- Phi Kappa Phi, the largest and oldest interdisciplinary national honor society, recognizes academic excellence in all fields of higher education and engages the community of scholars in service to others. Students are chosen from all academic disciplines within the University of the Pacific to receive this prestigious honor.
- Tau Kappa Omega Honor Society is unique to the University of the Pacific. This honor society recognizes and celebrates student excellence and achievement while still in school. Student members are challenged to continue to uphold their honor student distinction. By their actions and successes, the members serve as role models for other students within the School of Dentistry.

UNIVERSITY OF THE PACIFIC

Arthur A. Dugoni School of Dentistry Academic Program

In 2004, the Board of Regents re-named its dental school the University of the Pacific, Arthur A. Dugoni School of Dentistry in honor of its long-standing dean, Dr. Arthur A. Dugoni. The Arthur A. Dugoni School of Dentistry is the only dental school in the United States offering an accelerated, year-round predoctoral program where students are able to complete four academic years of instruction in three calendar years. This allows students the opportunity to enter private practice or specialty programs one year earlier than other dental schools. The dental school is also the originator of such curricular innovations as comprehensive patient care and competency-based education.

Currently, the School of Dentistry has 485 students and residents enrolled in four educational programs at the San Francisco campus. In general these programs experience the following enrollment:

- 36-month Doctor of Dental Surgery (DDS) program, enrolling approximately 140 students per class;
- 24-month DDS program in International Dental Studies, enrolling 22 students per class; and
- 27-month degree in Orthodontics, enrolling eight residents per class.

The School of Dentistry also has the following three programs located outside of San Francisco:

- 48-month Oral and Maxillofacial Surgery program, an advanced education program that principally takes place in Alameda County at Highland Hospital. There are three residents in each class, for a total of 12 residents. One resident rotates in San Francisco each week.
- 12-month certificate program in Advanced Education in General Dentistry (“AEGD”), enrolling seven residents per class. This was formerly located in San Francisco (at the time of the 2007 IMP) and is now located in Stockton and Union City; and
- 36-month Bachelor of Science in Dental Hygiene Program, enrolling 24 students per class in Stockton.

The School of Dentistry accepts its DDS class from a pool of more than 3,000 applicants, and the grade point average and Dental Admissions Test credentials of accepted candidates are consistently among the top five dental schools in the United States. The retention rate of students is extremely high, as are the pass rates on National Board and initial licensure examinations. The School’s educational programs are fully accredited by the Commission on Dental Accreditation.

All students are on the same “lock-step” curriculum and attend classes, laboratory sessions and clinics at the same time as their classmates. The school operates its academic program Monday through Friday. The clinics operate also on Monday and

Thursday evening for clinical students providing patient care. In addition, approximately 50 first-year students use the building on Saturdays for practice in the simulation laboratory. This preclinical course occurs approximately 45 times a year. There are approximately 485 students on campus on a typical weekday. As discussed under Continuing Education, the school serves up to 300 continuing education students on Saturdays. A minimum number of continuing education courses occur on both days of the weekend.

Patient Dental Services

The School of Dentistry operates 10 dental clinics at its San Francisco campus, including:

- Comprehensive Patient Care (Main) Clinic
- Children's Dentistry (Pediatric) Clinic
- CARE (HIV) Clinic⁵
- Dental Implant Clinic
- Oral & Maxillofacial Surgery Clinic
- Oral Medicine Clinic
- Orthodontic Clinic
- Pacific Center for Orofacial Disorders
- Radiology Clinic
- Special Care Clinic

Currently, the University's dental clinics provide care to approximately 14,000 active patients and handle approximately 100,000 patient visits per year. The clinics offer a wide array of dental services from fillings, dentures and digital X-rays to cosmetic dentistry, facial pain treatment and orthodontics.

The University's clinics provide nearly \$24 million of oral healthcare services (\$10 million of which is uncompensated) to the public at a discounted price compared to the typical cost at a private Bay Area dental office. The school is a significant provider of care to the culturally and socio-economically diverse population of the San Francisco Bay Area. Nearly 1,500 patients are children and approximately 1,500 patients are over 70 years old. The school also serves thousands of low-income individuals and is an approved provider of dental services for the State of California's Medi-Cal program.

⁵ The University's CARE Clinic provides free dental services to qualified San Francisco residents with HIV or AIDS through funding from the federal government's Ryan White CARE Act. It is also discussed below as a Community Program.

Table 1: Number of Patients Treated at San Francisco Dental Clinics (2010-2011)

<i>Clinic</i>	<i>Number of Patients</i>
Comprehensive Patient Care (Main) Clinic	7,394
Children's Dentistry (Pediatric) Clinic	833
CARE (HIV) Clinic	141
Dental Implant Clinic	309
Oral Surgery Clinic	4,027
Oral Medicine Clinic	195
Orthodontic Clinic	554
Pacific Center for Orofacial Disorders	68
Radiology Clinic	3,881
Special Care Clinic	729

SOURCE: University of the Pacific Data, 2011.

Community Programs

In addition to the dental clinics listed above, the University is affiliated with several community programs serving the San Francisco Bay Area. Students from the Dental School rotate to several community clinics to provide dental care. These clinics take place throughout the Bay Area and San Francisco, including the Tenderloin, Mission, Western Addition, Chinatown, Bayview and Richmond districts. The following narrative descriptions illustrate certain community programs and Table 2 lists the program sites and services provided by University faculty, staff, and students.

- Student Community Outreach for Public Education (SCOPE) program – This program is a student-run volunteer community service organization which seeks to enhance community health awareness. In 2009-2010, the group provided free oral hygiene education and dental screenings to more than 1,000 people at numerous events, including more than 30 community health fairs and 10 classroom visits. (This program is described more fully below.)
- CARE (HIV) Clinic – The University offers free oral health services to qualified people with HIV. Oral health check ups are an important method for identifying infections or other conditions that may negatively impact overall health. The clinic works with more than 1,000 CARE patients each year and is one of the country's largest providers of oral health services to people with HIV/AIDS through the Ryan White Federal CARE grant.
- Pacific Center for Special Care (PCSC) – The PCSC focuses on improving the oral health of people with special needs and older adults on the local, state and federal level. The Center has created best-practice models of, and advocates for, improved access to dental care for anyone with a special need.
- The Hutto Patterson Pediatric Dentistry Clinic – This clinic offers dental services with state of the art technology to children from birth to fourteen years of age.
- Community-Based System for Oral Health for People with Special Needs – This program is run through 12 regional nonprofit centers in California and promotes oral health for persons with disabilities.

UNIVERSITY OF THE PACIFIC

- Project Homeless Connect (“PHC”) – Several times each year, students and faculty give dental care to San Francisco's homeless through the city-supported PHC event at the Bill Graham Civic Auditorium in the Civic Center neighborhood. To date, more than 800 homeless San Franciscans have received dental screenings, teeth cleanings, restorations or much-needed oral surgery through this effort. Dental students and faculty also provide follow-up care, including dentures for selected patients, at the Dental School’s Main Clinic.
- Native American Health Center – The University provides patient education, prevention and general dentistry for adults and children of all ages at the Native American Health Center in San Francisco.

Table 2: Community Program Clinic Sites and Services

<i>Name</i>	<i>Location</i>	<i>Services Performed</i>
La Clinica de la Raza	Oakland	Removable Prosthodontics
Highland General Hospital	Oakland	Oral and Maxillofacial Surgery
On Lok Senior Center (Bush Street)	San Francisco	Examinations
Fresno Community Hospital & Medical Center	Fresno	Oral and Maxillofacial Surgery / General Dentistry
California Pacific Medical Center	San Francisco	Hospital Cases
Sonrisas	Half Moon Bay	General Dentistry
Laguna Honda Hospital	San Francisco	General Dentistry
San Mateo Medical Center	San Mateo	Removable Prosthodontics

SOURCE: University of the Pacific Data, 2011.

During the 23 months that the 137 students from the Class of 2009 spent in the community program clinics above, they performed the following total number of procedures:

- Oral Diagnosis and Treatment Planning – 5,664
- Adult Prophy – 1,408
- Molar Endo – 503
- Adult Amalgams – 2,527
- Full Dentures – 525
- Root Planing – 5,525
- Perio Re-evaluation – 480
- Implants – 463
- Surgical Procedures – 1,606
- Perio Recall – 1,907
- Anterior Endo – 302
- Adult Composites – 6,436
- Crowns – 1,558
- Bicuspid Endo – 351
- Routine Extractions – 6,430

In addition, typically 100 percent of the School of Dentistry’s students volunteer their time in the community, beginning in the first year of Dental School. For example, in addition to the volunteer programs listed above, students also participated in volunteer trips to Fiji, China, and the Dominican Republic.

Dental Care for People with Developmental Disabilities

The School of Dentistry continues to be an advocate and leader in improving oral health care for people with developmental disabilities, particularly in California's rural areas. The School of Dentistry has received more than \$9 million in grants to expand and strengthen its successful community-based oral health care treatment and prevention program for people with developmental disabilities. The School of Dentistry has made significant strides in these areas by working with the California Department of Developmental Services, California Regional Centers and health care providers in rural communities for the past decade. For instance, the School partnered with Inland Regional Center in San Bernardino, California for the "Early Start Access to Oral Health Project" funded by First Five. The School has also received multiple Virtual Dental Home grants that target people with developmental disabilities, as well as other people.

SCOPE Organization

At the School of Dentistry, dental students take an active role in serving the San Francisco Bay Area through the efforts of the Student Community Outreach for Public Education (SCOPE) organization. SCOPE, founded in 1994, provides dental health education and services to children, adults, and the elderly.

In a typical year, elected SCOPE officers organize 200 student volunteers, accompanied by faculty and staff, to participate in more than 50 community outreach programs and 30 classroom presentations, serving a total of 1,800 patients. Approximately 1,000 cumulative volunteer hours per year are provided by SCOPE.

SCOPE has recently participated in the following activities:

- Project Homeless Connect (San Francisco)
- Making Waves Health Fair in the Bayview District (San Francisco)
- Richmond Neighborhood Community Health Fair (San Francisco)
- Senior Smiles Health Fair (San Francisco)
- Dentistry from the Heart (South San Francisco)
- Sikh Parade and Health Fair (Yuba City)
- Sonrisas Community Dental Center (Half Moon Bay)
- American Dental Association Give Kids a Smile (Stockton and Union City)

In addition, SCOPE hosts its annual Senior Smiles Health Fair at the dental school. This community project provides complimentary dental screening, blood pressure evaluation, oral cancer exam, and a variety of other health screenings to senior citizens in San Francisco.

UNIVERSITY OF THE PACIFIC

During the 2005-06 year, SCOPE expanded its services to include the Crest Cavity-Free Zone curriculum in its programs. Partnering with the Boys and Girls Clubs of San Francisco, several students made an eight-week commitment to mentor children at various Boys and Girls Clubs locations in San Francisco. The dental school received the first place Crest Healthy Smiles American Student Dental Association Community Dentistry Award in 2006 as a result of this community effort.

SCOPE partnered with several community organizations during the 2011 calendar year, including:

- Project Homeless Connect
- CPMC Community Health Resource Center
- YMCA
- San Mateo County Public Health - Senior Health Fair
- American Dental Association Give Kids a Smile

Research & Community Program Grants

National, regional, and community organizations consistently recognize the School of Dentistry with grant monies for its leadership in scientific research and the implementation of community programs. In 2006, the City and County of San Francisco awarded the School of Dentistry a \$739,727 grant to provide dental care to patients living with HIV as part of the Ryan White CARE Act. In 2011, the City and County awarded the School with another \$422,511 under the same program. Some of the organizations and corporations that have awarded the dental school with grants for clinical and basic scientific research and its work to establish greater public access to dental care include:

- Align Technology, Inc.
- American Dental Hygienist Association
- California Consumer Protection Fund
- California Dental Association Foundation
- California Department of Public Health
- California Wellness Foundation
- Centers for Disease Control (through a subcontract with University of California, Los Angeles)
- City and County of San Francisco
- Colgate-Palmolive
- Delta Dental
- Education Development Center, Inc.

UNIVERSITY OF THE PACIFIC

- Health Resources Services Administration (through a subcontract with the California Department of Public Health)
- Inland Regional Center
- National Institutes of Health
- Paradise Valley Community Health Fund
- Proctor and Gamble
- Regional Center of the East Bay
- San Francisco Foundation
- State of California Department of Developmental Services
- The California Emerging Technology Fund
- The California Endowment
- The California Health Care Foundation
- The Verizon Foundation

Continuing Education

The Division of Postgraduate Studies offers a multidisciplinary approach to continuing dental education programs to dental practitioners. Dentists from the San Francisco Bay Area, the United States, as well as from other countries, attend School of Dentistry programs to enhance their education, experience, and professional development. Many of the programs are presented by the leading experts in dentistry, offering the advanced and comprehensive didactic, laboratory, and clinical training programs (including live-patient treatment) available in dental education. The University of Pacific hosts weekend continuing education courses at the School of Dentistry. The majority of the courses are one day sessions, held on Saturday. Only a small percentage of the education classes take place on Sunday. During the 2010-11 academic year, 42 weekend courses were offered to 1,400 continuing education participants (average of 35 continuing education students per course) and 48 internal continuing education programs were held for 1,300 faculty and staff. A small portion of the continuing education courses take place on Sundays.

Continuing education courses are scheduled between the hours of 8:00 AM to 5:00 PM. Training takes place in the School of Dentistry's classrooms, laboratories and clinics. Continuing education students, staff and faculty have access to the building garage and the adjacent surface parking.

Statement of Institutional Goals and Objectives

The Arthur A. Dugoni School of Dentistry has a rich tradition of leadership in teaching and the scholarship of learning.

School of Dentistry Mission Statement

Our Vision is to lead the improvement of health by advancing oral health.

Our Mission is to:

- Prepare oral healthcare providers for scientifically based practice
- Define new standards for education
- Provide patient-centered care
- Discover and disseminate knowledge
- Actualize individual potential
- Develop and promote policies addressing the needs of society

The School of Dentistry as a community, its members, and its graduates will be distinguished by the following attributes:

- Continuous enhancement through professional development.
- Humanistic values that respect the dignity of each individual and foster the potential for growth in all of us.
- Application of theory and data for continuous improvement.
- Leadership in addressing the challenges facing the profession of dentistry, education, and our communities.

Clinic Mission Statement

The mission of the University's clinics is to provide patient-centered, quality oral health care in a humanistic educational environment. The goal of the clinic mission statement is to assist faculty, staff, and students in focusing on the delivery of excellent patient care. Simply stated, the mission places patient care ahead of teaching. The University clinics will always strive for both excellent care of patients and excellent educational experiences for students. At those times when a choice must be made between patient care and teaching effectiveness, patient care will take precedence.

There are three parts to the mission statement. Patient-centered care means being prompt, efficient, communicative, engaged, focused, and adaptable. The private practice model is the patient care model to which the University clinics aspire. Quality oral health care involves providing treatment to patients that meets community

UNIVERSITY OF THE PACIFIC

standards of care in all disciplines. It means providing that care to patients of varying needs and expectations. Humanistic education is based on honest communication of clear expectations along with positive support for diligent effort.

Faculty and staff must be models of the profession's highest standards. Students are expected to set equally high standards for their behavior. Finally, the educational environment will be intellectually stimulating, progressive in scope, outcomes-focused, and competency-based.

Leadership

Leadership, at all levels within the institution, is a central theme at the University. School of Dentistry graduates, administrators, and faculty members maintain a strong presence in local, state, national, and international dental associations.

Many alumni are involved in leadership positions in organized dentistry. In 2011, alumnus Andrew Soderstrom serves as President of the California Dental Association ("CDA"), and alumna and faculty member Cindy Lyon is Chair of the California Dental Association Foundation Board. Many alumni serve as CDA delegates to the American Dental Association, including Ariane Terlet and Craig Yarborough. Alumni also serve on various CDA committees and councils, including the Leadership Development Committee, Government Affairs Council, and others.

Students are also exposed to various leadership opportunities during dental school, several of which hold national positions, and all students are members of the American Student Dental Association, the California Dental Association, and the San Francisco Dental Society.

Population Characteristics

This is the second IMP submittal for the University. As such, this IMP reports on the populations of current students, residents and employees. It also compares those populations to the populations in 2006 at the time of the prior IMP.

Students and Residents

The University's San Francisco campus currently has 485 students and residents enrolled in its three educational programs. Actual enrollment levels vary somewhat on a year-to-year basis due to fluctuations in the size of the entering class, student attrition, and transfers. There are no plans to increase enrollment of students and residents.

As of July 2011, 485 students and residents were enrolled in educational programs at the school's San Francisco campus, of which 234 students (48 percent) were male and 251 students (52 percent) were female. A total of 290 students, or 60 percent of total enrollment, classified themselves as belonging to an ethnic minority group (African American, API, Hispanic, Native American, Multi-ethnic).

UNIVERSITY OF THE PACIFIC

Table 3 presents the School of Dentistry's student enrollment data for the San Francisco campus (including statistics for gender and ethnicity) from summer quarter 2006 and summer quarter 2011.

Table 3: Student and Resident Gender and Ethnicity San Francisco Campus

<i>Ethnicity</i>	<i>Male</i>		<i>Female</i>		<i>TOTAL Enrolled</i>	
	2006	2011	2006	2011	2006	2011
African American	2	3	2	3	4	6
Asian/Pacific Islander	65	76	90	141	155	217
Hispanic	16	22	13	16	29	38
Native American	2	1	0	0	2	1
Multi-Ethnic	16	17	9	10	25	27
White	172	103	65	68	237	171
Not Reported	14	12	17	13	31	24
TOTAL	287	234	196	251	483	485

SOURCE: University of the Pacific, Enrollment Statistics Report, 2006, 2011.

Employees

The School of Dentistry's San Francisco campus currently employs 498 personnel in the roles of faculty, administration (managers/directors/administrators), and staff. There are no plans to increase the number of employees. In 2011, women comprise approximately 49 percent of all employees and 33 percent of the faculty, while men comprise approximately 51 percent of all employees and 67 percent of the faculty. Table 4 shows employment data from the 2006 and 2011 academic years, sorted by gender.

Table 4: Employee Gender San Francisco Campus

<i>Employee Role</i>	<i>Male</i>		<i>Female</i>		<i>TOTAL Employed</i>	
	2006	2011	2006	2011	2006	2011
Faculty	156	174	94	85	250	259
Managers/Directors/Administrators	18	18	20	21	38	39
Staff	65	61	130	139	195	200
TOTAL	239	253	244	245	483	498

SOURCE: University of the Pacific, Employment Data, 2006, 2011.

Table 5 presents the School of Dentistry's employment data for the San Francisco campus for 2006 and 2011, sorted by ethnicity. In 2011, there are 231 employees (approximately 46 percent) who classify themselves in ethnic minority groups. In addition, employees of ethnic minority groups represent approximately 32 percent of the School of Dentistry's faculty.

UNIVERSITY OF THE PACIFIC

Table 5: Employee Ethnicity San Francisco Campus

<i>Ethnicity</i>	<i>Faculty</i>		<i>Mangers/Directors/ Administrators</i>		<i>Staff</i>		<i>TOTAL Employed</i>	
	2006	2011	2006	2011	2006	2011	2006	2011
African American	2	2	3	3	17	14	22	19
Asian/Pacific Islander	62	67	7	8	70	78	139	153
Hispanic	14	12	5	4	40	42	59	58
Multi-Ethnic	1	1	0	0	0	0	1	1
White	164	170	23	24	68	64	255	258
Not Reported	7	7	0	0	0	2	7	9
TOTAL	250	259	38	39	195	200	483	498

SOURCE: University of the Pacific, Employment Data, 2006, 2011.

Equal Opportunity Policies

Non-Discrimination Policy

The University does not discriminate on the basis of race, gender identity, sexual orientation, national origin, ancestry, color, religious creed, age (except for minors or for bona fide occupational qualification), marital status, cancer-related or genetic-related medical condition, disability, citizenship status, military serviced status, and any other status as protected by law. In compliance with all applicable laws, all educational services and all employment decisions (including recruitment, training, compensation, benefits, employee relations, promotions and termination) will be provided without regard to the individual's status as protected by law. The University will reasonably accommodate qualified individuals with disabilities whenever the individual is otherwise qualified to safely perform all essential functions of the position.

Equal Opportunity Employment Policy

The University is an Equal Employment Opportunity Employer and is firmly committed to nondiscrimination. The University also attempts to take steps to continue to broaden the diversity of its workforce.

UNIVERSITY OF THE PACIFIC

Chapter 3 EXISTING FACILITIES

Location

The University's San Francisco campus is currently comprised of two buildings: the dental school at 2155 Webster Street and apartments at 2130 Post Street (see Figure 1, Current Project Location). The dental school is located at the northwest corner of Webster and Sacramento Streets and includes Assessor's Parcels Block (AP) 629, Lots 16, 17, 18, 21c, 34, 37, 38, 39, and 40. (Lots 16, 17, 18, 21c, 39 and 40 are the existing dental school parking lot.) The apartments are located near the intersection of Post and Pierce Streets about eight blocks southwest of the dental school. The apartments are located on AP Block 681, Lots 039. Figure 2, Parcel Map, shows the lots comprising each of the University's properties. The dental school occupies approximately 1.1 acres and the apartments occupy approximately 0.5 acres; in total, the University owns approximately 1.6 acres. Table 6 identifies each parcel and its size, Floor Area Ratio (FAR), zoning, and use.

Table 6: Current University Properties

<i>Parcel (block/lot)</i>	<i>Lot Acreage</i>	<i>Floor Area Ratio (FAR)</i>	<i>Zoning</i>	<i>Current Use</i>
629/16	0.07	2.4	RM-1	Parking Lot
629/17	0.07		RM-1	Parking Lot
629/18	0.09		RM-1	Parking Lot
629/21c	Less than 0.01 ¹		RM-1	Parking Lot
629/39	0.06		RM-1	Parking Lot
629/40	0.07		RM-1	Parking Lot
629/34	0.4	5.2	RM-1	Dental School
629/37	0.3		RM-1	Dental School
629/38	0.06		RM-1	Dental School
681/039	.5	3.2	RM-1	Housing
TOTAL	1.6			

SOURCE: University of the Pacific Data, 2006.

NOTE:

1. Exact size of lot 21C is unknown.



SOURCE: Google Earth, 2007.

FIGURE 1: CURRENT PROJECT LOCATION

UNIVERSITY OF THE PACIFIC

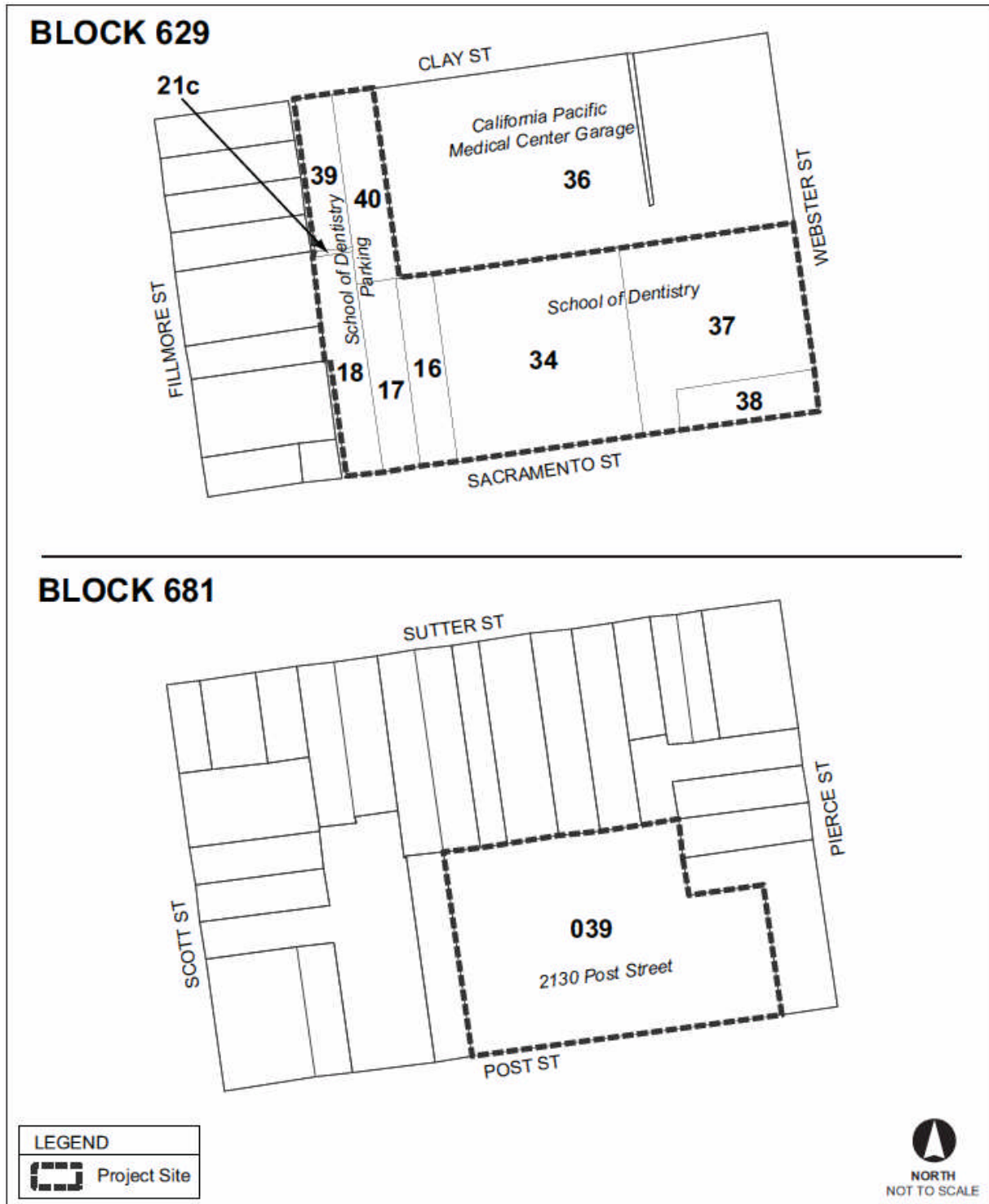


FIGURE 2: CURRENT PARCEL MAP

UNIVERSITY OF THE PACIFIC

Description of Existing Facilities

School of Dentistry Main Facility

As stated above, the existing dental school facility is housed within one main building at 2155 Webster Street (see Figure 3). The School is authorized as a dental school without any restrictions or allocation of space to specific educational, clinical or research activities within the building. This building is eight floors in height and principally used for dental education and patient care. The dental school building includes academic teaching clinics, academic classrooms and labs, faculty clinics, administrative offices, storage, and parking. The building houses ten conference rooms, ranging from a capacity of 24 to 178 persons. The conference rooms are primarily used to support the academic program of the dental school and professional development programs. (See Figure 4, Existing Facilities Site Plan). The inventory of the existing facilities is included in Table 7.

Table 7: Inventory of Existing San Francisco Campus Facilities (Usable Square Feet)

<i>Location</i>	<i>Primary Use</i>	<i>Floor Area (sf)</i>	<i>Comments</i>
2155 Webster Street	Dental education, patient care		Building constructed in 1967
Level A	Support	6,761	
Level B	Clinic/Support	13,263	
Clinic Level C	Academic Teaching Clinic/Support	29,434	
Plaza Level 1	Academic Teaching Clinic/Support	17,715	
2 nd Floor	Academic Classrooms, Labs, Offices	19,200	
3 rd Floor	Academic Classrooms, Labs, Offices	19,200	
4 th Floor	Academic Classrooms, Labs, Offices	19,200	
5 th Floor	Academic Classrooms, Labs, Offices	19,200	
6 th Floor	Research and Lab Support	19,200	
Subtotal without parking		163,173	
Subtotal with parking		202,353	
2130 Post Street	Student housing, including 66 one-, two-, and three-bedroom apartments.	119,000	Built in 1965. Purchased by University in 1980.

SOURCE: University of the Pacific Data, 2006.

University Parking Lot

Approximately 161 parking spaces are managed by the University at the dental school building and its adjacent parking lot (Figure 3). The University garage includes a secure bicycle storage area with capacity for 178 bicycles, used primarily by dental students. Parking for 35 motorcycles is also provided in the outside parking lot.

UNIVERSITY OF THE PACIFIC



Photo 1 School of Dentistry Main Facility



Photo 2 School of Dentistry Parking Lot

FIGURE 3: CURRENT SCHOOL OF DENTISTRY SITE

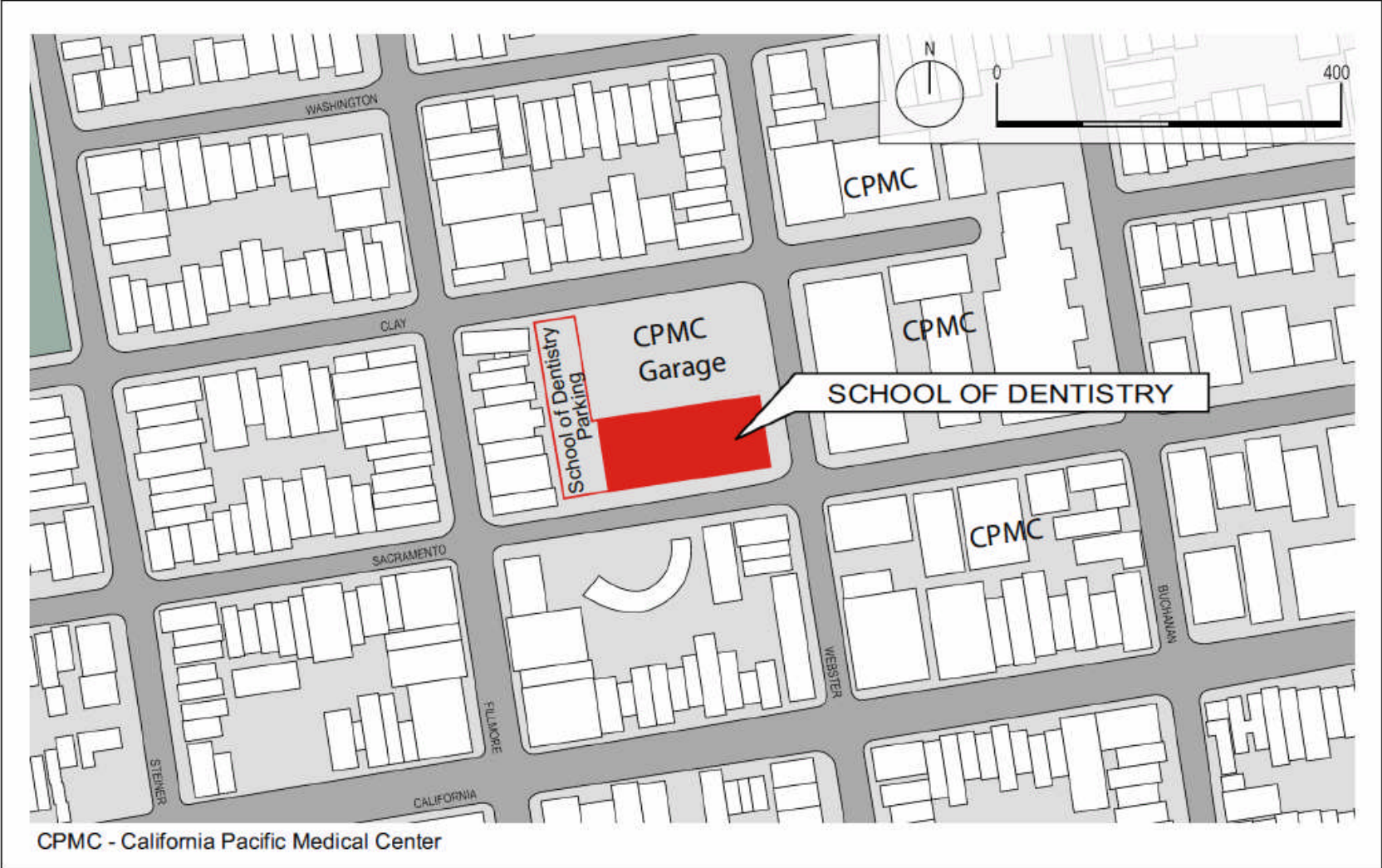


FIGURE 4: EXISTING FACILITIES SITE PLAN

University Apartments

The University's apartments at 2130 Post Street provide 66 one-, two-, and three-bedroom apartments accommodating approximately 130 dental school students and 12 spouses. The apartment building, totaling approximately 119,000 square feet, was purchased in 1980.

Planning Code Regulations

The 2155 Webster Street building is in a RM-1 district and the 2130 Post Street building is in a RM-3 district in the San Francisco Planning Code (see Figure 5, Zoning Use Districts). The RM-1 district is one of four districts within the RM (Residential Mixed) zone. The RM zone is intended to recognize, protect, conserve, and enhance areas characterized by a mixture of houses and apartment buildings, covering a range of densities and building forms according to the individual district designations. Nonresidential uses are often present within the RM zone to provide for the needs of residents.

2155 Webster Street is adjacent to three additional use districts: Fillmore Street Neighborhood Commercial District (NCD) to the west, Residential House (RH-2) to the north, and Residential Mixed (RM-2) to the east. The NCD district provides for a Neighborhood Commercial shopping center district. The RH-2 designation is intended for two-family residential uses. Similar to the RM-1 district, the RM-2 and RM-3 districts provides for moderate density mixed residential uses.

2130 Post is adjacent to four additional use districts: Moderate-Scale Neighborhood Commercial (NC-3) to the west, Residential House (RH-3) to the north, Small-Scale Neighborhood Commercial (NC-2) to the east, and Public Use (P) to the south. The NC-3 and NC-2 designations provide for Neighborhood Commercial shopping centers. The RH-3 designation is intended for three-family residential uses. The P district provides for public uses, including open space and parks.

The dental school building is on a 47,351 square foot site. The Planning Code Height and Bulk District for the site is 160-F (see Figure 6, Height and Bulk Districts). In the 160-F district, the maximum permitted building height is 160 feet. The existing Webster Street building is approximately 100 feet above average grade. The maximum FAR permitted for a RM-1 zone is 1.8 and the FAR for the existing facility, including the school building and parking structure, is 4.27. At the time the Webster Street building was developed, the applicable Planning Code requirements were for the R-4 district, with a basic FAR limit of 4.8 (with a 25 percent bonus for a corner lot).

Surrounding Land Use

Both buildings of the University's San Francisco campus are in the Pacific Heights neighborhood (generally bounded by Van Ness Avenue, Geary Boulevard, Presidio Avenue and Vallejo Street), characterized by a range of single-family and multi-family

UNIVERSITY OF THE PACIFIC

uses; other medical and educational uses; and retail corridors. The dental school is located near the CPMC Pacific Campus that occupies large parts of the blocks between Washington, California, Webster, and Buchanan Streets, with clinical, medical, and administrative offices, and parking facilities. A CPMC parking structure is immediately north of the school at Webster and Clay Streets. The University's existing campus buildings and activities are consistent with the mixed-use character of the immediate neighborhood (see Figure 7).

One block west of the dental school, Fillmore Street is a Neighborhood Commercial corridor. Public open space in the vicinity includes Lafayette Park, two blocks to the east on Sacramento Street between Laguna and Gough Streets, and Alta Plaza, two blocks to the west, on Clay Street, between Steiner and Scott Streets.

The land uses in the vicinity of the apartment building include single-family and multi-family residential uses, Rhoda Goldman Plaza senior housing, and institutional uses such as USCF-Mt. Zion Hospital and the Jewish Children's and Family Services building. Divisadero Street, two blocks west of the apartment building, is also a Neighborhood Commercial corridor. The apartment building faces Hamilton Square open space to the south across Post Street (see Figure 8).



FIGURE 5: CURRENT ZONING USE DISTRICTS

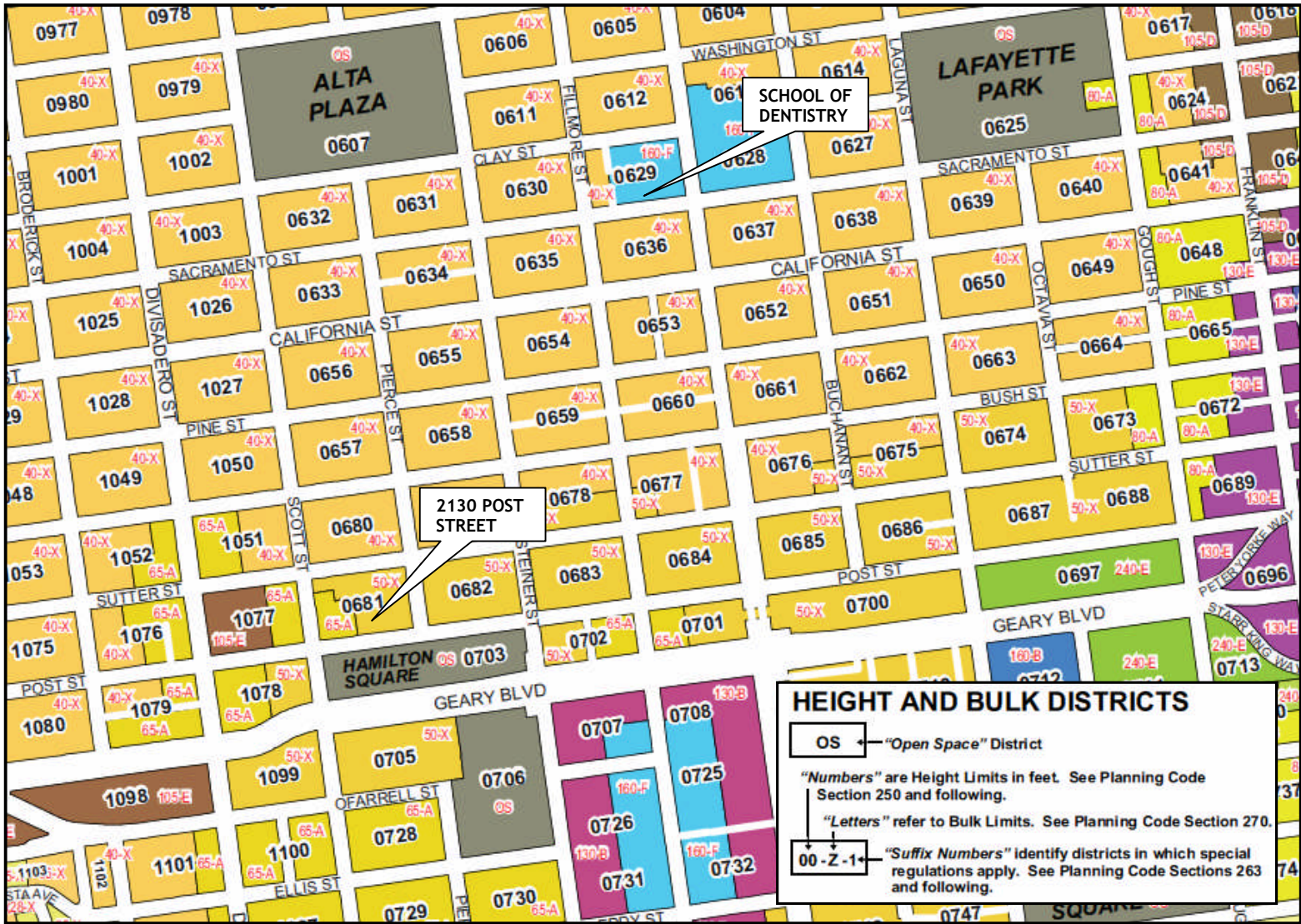


FIGURE 6: CURRENT HEIGHT AND BULK DISTRICTS



Photo 1 View west on Sacramento Street



Photo 2 CPMC Medical Office Building - Northwest corner of Sacramento and Webster Streets

SOURCE: PBS&J, 2007.

FIGURE 7: CURRENT LAND USES SURROUNDING DENTAL SCHOOL BUILDING



Photo 1 Hamilton Square Park - South of apartment site



Photo 2 UCSF Mt. Zion - Northwest corner of Post and Scott Streets

SOURCE: PBS&J, 2007.

FIGURE 8: CURRENT LAND USES SURROUNDING APARTMENT BUILDING

Access to Campus

This section of the IMP summarizes the existing public transportation, traffic, parking, pedestrian, and bicycle conditions in the vicinity of the University. This vicinity is generally bounded by Pacific Avenue to the north, Octavia Street to the east, Bush Street to the south, and Steiner Street to the west.

Public Transportation

The University is well served by public transit, with both local and regional service provided in the nearby vicinity. The San Francisco Municipal Railway (MUNI) provides local transit service via bus and light rail lines. Service to and from the East Bay is provided by BART, AC Transit, and ferries; service to and from the Peninsula and South Bay is provided by BART, SamTrans, and Caltrain; service to and from the North Bay is provided by Golden Gate Transit buses and ferries.

MUNI. MUNI operates six lines that directly serve the University vicinity: 1-California, 1BX-California B. Express, 3-Jackson, 12-Folsom, 22-Fillmore, and 24-Divisadero. Four of the lines serve downtown, and the latter two are cross-town routes. From the University, passengers can reach several areas of San Francisco such as Downtown, the Richmond, Union Square, South of Market, Mission District, Western Addition, Potrero Hill, Castro, Noe Valley, and Bernal Heights, without transfer. Each of the six lines serving the area have stops within two blocks of the University. Figure 9 shows MUNI lines in the vicinity of the School.

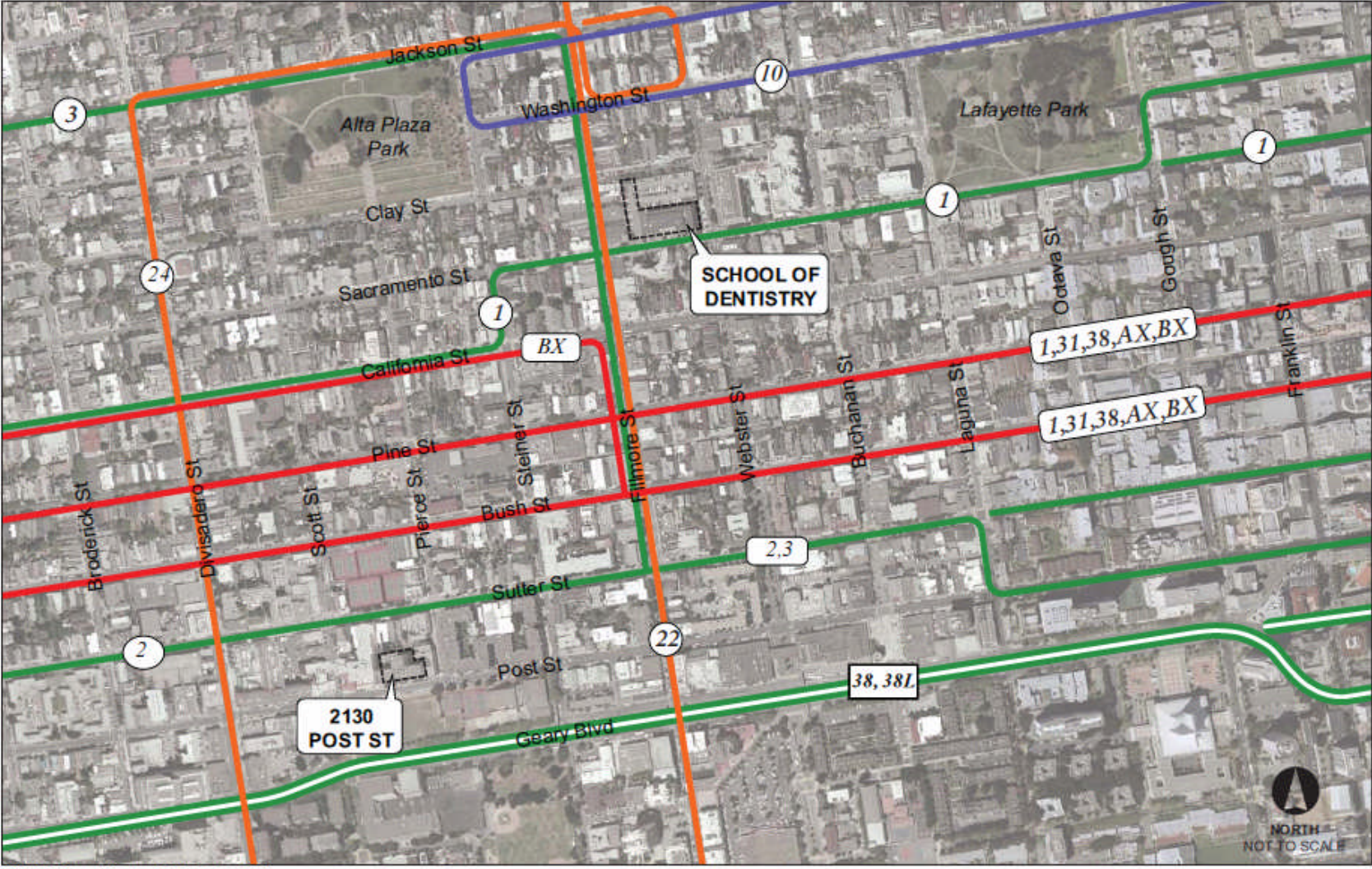


FIGURE 9: MUNI LINES IN THE CURRENT UNIVERSITY VICINITY

Traffic

The University is currently served by several regional freeway facilities, including Interstate 80 (I-80), United States Highway 101 (U.S. 101), and Interstate 280 (I-280). I-80 provides regional access to and from the East Bay and the project area. U.S. 101 provides regional access to and from the North Bay, the Peninsula, and the South Bay to the project area. I-280 provides regional access from the South of Market area of downtown San Francisco to southwest San Francisco and the Peninsula/South Bay.

The existing street network in the vicinity of the University includes north-south and east-west arterials. The major east-west streets serving the project area include Pacific Avenue, Washington, Clay, Sacramento, California, Bush, and Pine Streets. The major north-south streets in the project area are Laguna, Buchanan, Webster, Fillmore, and Steiner Streets.

Parking

In general, on- and off-street parking availability in the vicinity of the University is very limited.

On-Street Parking. On-street parking is generally subject to 20-minute, one-hour and two-hour limits for metered and un-metered parking. The parking study area includes Residential Parking Permit (RPP) area "G", which encompasses the area bounded by Steiner Street to the west, Bush Street to the south, Gough Street to the east, and Pacific Avenue to the north. Vehicles parked within the residential area without the proper decal are subject to a two-hour maximum parking duration in un-metered parking spaces.

On-Site Parking. Approximately 161 parking spaces are managed by the University at the dental school building and its adjacent lot. Parking at these two sites is assigned, with monthly fees, to faculty, administrators, and other employees.

Garage. In 1963 the dental building was approved without specific parking requirements for the building. Blueprints from 1967 demonstrate that the building was built with 76 parking spaces. Over the years, the school has substituted many full-size parking spaces with more compact spaces, resulting in the provision of 24 additional, non-required parking spaces, for a total of 100 parking spaces. These additional substandard parking spaces were deemed acceptable during subsequent DBI inspections.

The University garage includes a secure bicycle storage area with capacity for 24 bicycles, used primarily by dental students.

Surface Lot. Three separate conditional use authorizations have addressed parking associated with the medical and dental facilities in this area. In 1963, the Planning Commission approved a new Master Plan for a comprehensive medical and dental

UNIVERSITY OF THE PACIFIC

facility that did not address parking requirements for the surface parking lot. In 1964, the Planning Commission approved a conditional use permit for on-site parking of 60 to 70 vehicles on a number of parcels surrounding the school, including the lots currently occupied by the dental school's surface parking lot.

The requirement for a parking lot on the dental school lots was negated in 1969 when the Planning Commission determined that "a lesser capacity parking lot contemplated in the 1963 master plan" was inadequate and authorized construction of a much larger capacity 400-car garage on non-dental school property. By stating its desire for a parking garage "rather than" the parking lot, the Commission expressly rejected a scenario requiring the provision of both a 400-car garage and a 60-70 car parking lot. Construction of a 400-car garage on non-school lots thereby satisfied the requirements of the 1969 conditional use authorization for off-street parking and relieved the dental school of any obligation to either build a garage or to provide a parking lot on its property. The current surface parking lot operating by the dental school provides 61 car spaces and 35 motorcycle spaces.

Table 8: Parking Space Requirement Approvals

	<i>Building Garage Req'd/Provided</i>	<i>Adjacent Surface Lot Req'd/Provided</i>	<i>On Site Total Req'd/Provided</i>
1963 Permit	-/-	-/-	-/-
1964 CU Resolution 64.26	-/-	60-70/-	60-70/-
1967 Construction Plans	76/76	60-70/24	136-146/100
1969 Resolution 6349	76/76	-/61	76/138
2007 Existing Conditions	76/100	-/61	76/161

Off-Site Public Parking Facilities. There are three off-street public parking facilities within a short walking distance to the University. These include two garages, one located at 2405 Clay Street and operated by the CPMC, and another located at 2100 Webster Street which serves the medical office building at that address. A metered public parking lot is at 2450 California Street, west of Fillmore Street.

Alternative Transportation

The School takes specific measures to encourage students and administration to use alternate means of transit. These measures include charging for parking, offering bicycle parking, informing students and staff of public transit routes and car share options, and promoting employees to participate in the University's Flex Transit Program.

Pedestrian Conditions

The streets around the University have 12 to 15 foot-wide sidewalks, and most intersections have marked pedestrian crosswalks. Pedestrian traffic signals are in place at Fillmore/California, Fillmore/Sacramento, Webster/California, Buchanan/California, and Laguna/California. The other pedestrian crosswalks located along Fillmore, Webster, Buchanan, and Laguna Streets are controlled by all-way stop signs.

Bicycle Conditions

Overall, the City's topography, level of development, and high traffic volumes provide the greatest challenge to providing a safe environment for bicyclists. There are a limited number of flat or even relatively flat through routes in the City and bicyclists must compete for space on these streets with automobiles and the City's extensive transit system.

Citywide Bicycle Routes in the vicinity of the University include:

- Clay Street between Cherry and Webster Streets (Route 10)
- Webster Street between Clay and Broadway Streets (Route 10)
- Steiner Street between Greenwich Street and McAllister (Route 45)
- Sutter Street between Steiner and Market (Route 16)
- Post Street between Presidio and Market (Route 16)
- Polk Street between Beach and Market (Route 25)

These routes are interconnected to the Citywide Bicycle Network and provide access between the University and other locations within the City.

Chapter 4 Development Since Last IMP

Planning Code Section 304.5(f) requires the University to provide a description of all projects that: (1) have been completed since the last IMP; (2) are ongoing, including a description of the status and estimated timetables for completion of such projects; (3) are scheduled to begin in the upcoming 24 months, including estimated timetables for the commencement, progress, and completion of such projects; and (4) are no longer being considered by the institution. This section discusses development since the University's last IMP in 2007.

Completed Projects

Renovation of the oral surgery clinic took place from May to July 2009. The Oral and Maxillofacial Surgery Clinic treats patients with disease, infection, trauma, and pathology involving the mouth and lower half of the face. Faculty members supervise student dentists and residents, and treat patients with special needs. Services include routine extraction of teeth, surgical removal of wisdom teeth, dental implants, laser surgery, and other surgical procedures in the mouth and surrounding area.

The clinic features larger operatories, which allow for more students to observe procedures. The clinic also features state-of-the-art audiovisual equipment, including two high-definition plasma screens, remote-controlled cameras, and video streaming capabilities. The equipment gives the school the capability to videoconference procedures to classes throughout the campus, or record procedures for use in continuing education classes to improve the skills of dental professionals.

Ongoing Projects

None.

Projects scheduled to begin within 24 months

See "Development Plans" below.

Projects no longer considered

None.

Chapter 5 DEVELOPMENT PLANS [Planning Code §304.5(c)(3)]

Development Goals

The University recently completed a comprehensive assessment of the current dental school campus building at 2155 Webster Street and determined that in order for the University to continue to be widely regarded as one of the nation's premier dental institutions, significant modifications to the existing program are required. The key factors for the future facility include:

- Changes in the curriculum – the School of Dentistry's innovative Helix integrated curriculum is in the process of being implemented. The Helix curriculum places a strong focus on active learning and critical thinking by integrating across multiple disciplinary areas and using small-group case-based learning. Changes in the curriculum will require smaller-scale, personalized, hands-on active learning spaces featuring the latest technology.
- New group practice model and other clinical changes – the School of Dentistry's main clinic is restructuring into eight smaller group practices.
- Facilities to support the School of Dentistry's humanistic approach – students, faculty and staff are interested in more open, welcoming and communal spaces that better reflect the humanistic "family" feel of the School.
- Requirements for flexibility and efficiency – the School of Dentistry is interested in facility space that is both flexible in use and environmentally friendly and efficient.

The University has determined that all of these changes cannot be supported in the existing facility which was designed with a 1960's vision of dental education. The key to the success of the University's School of Dentistry is the availability of a modern, state-of-the-art dental educational facility. Some of the proposed spaces that will help the School of Dentistry to achieve our vision of a contemporary learning environment including:

- Spaces such as a 180-person auditorium and seminar classrooms which provide a highly collaborative, flexible, small group focused, technology-centered environment for classes.
- Huddle rooms and small group discussion rooms of varying size to accommodate the new pedagogy.
- A simulation lab that includes a student station designed to replicate the General Practice Clinic environment with high fidelity simulation mannequin technology that will minimize the translation to the General Practice Clinics.
- Research space that provides state-of-the-art design and increased flexibility to accommodate research teams working collaboratively in an environment dedicated to a specific research effort.

Plans for Physical Development

The University proposes to relocate its San Francisco campus from the location at 2155 Webster Street in the Pacific Heights neighborhood to an existing building at 155 Fifth Street in the South of Market downtown neighborhood within the next 24 months. This proposed relocation was not included in the 2007 IMP because it was not anticipated at that time. The proposed relocation project is currently in preliminary planning stages and is anticipated to be complete by Fall 2013. Figure 10 illustrates the project location.

The 155 Fifth Street building was originally developed as office space for Crocker Bank and was most recently occupied by Wells Fargo Bank until June, 2010. The building is currently vacant.

The site area at 155 Fifth Street is comprised of Assessor's Block 3724, Lots 071 and 073. Figure 11 illustrates the site plan and Figure 12 illustrates the block and lots. There is currently a seven-story office building on Lot 071 containing approximately 324,000 gross square feet of office space and 36,000 gross square feet of parking. Lot 071 contains 58,355 square feet of site area and the building's footprint is 50,311 square feet, yielding a ground coverage ratio of 86.2%. The building is 108 feet and 2 inches tall. Figure 13 illustrates the existing building on Lot 071.

There is currently a partial two-story building on Lot 073 containing 3,880 gross square feet. Lot 073 contains 3,653 square feet and the building's footprint is 3,526 square feet, yielding a ground coverage ratio of 96.5%. The building serves as a mechanical annex and is 35 feet and 5 inches tall. The University does not anticipate making any changes to these dimensions.



FIGURE 10: PLANNED PROJECT LOCATION

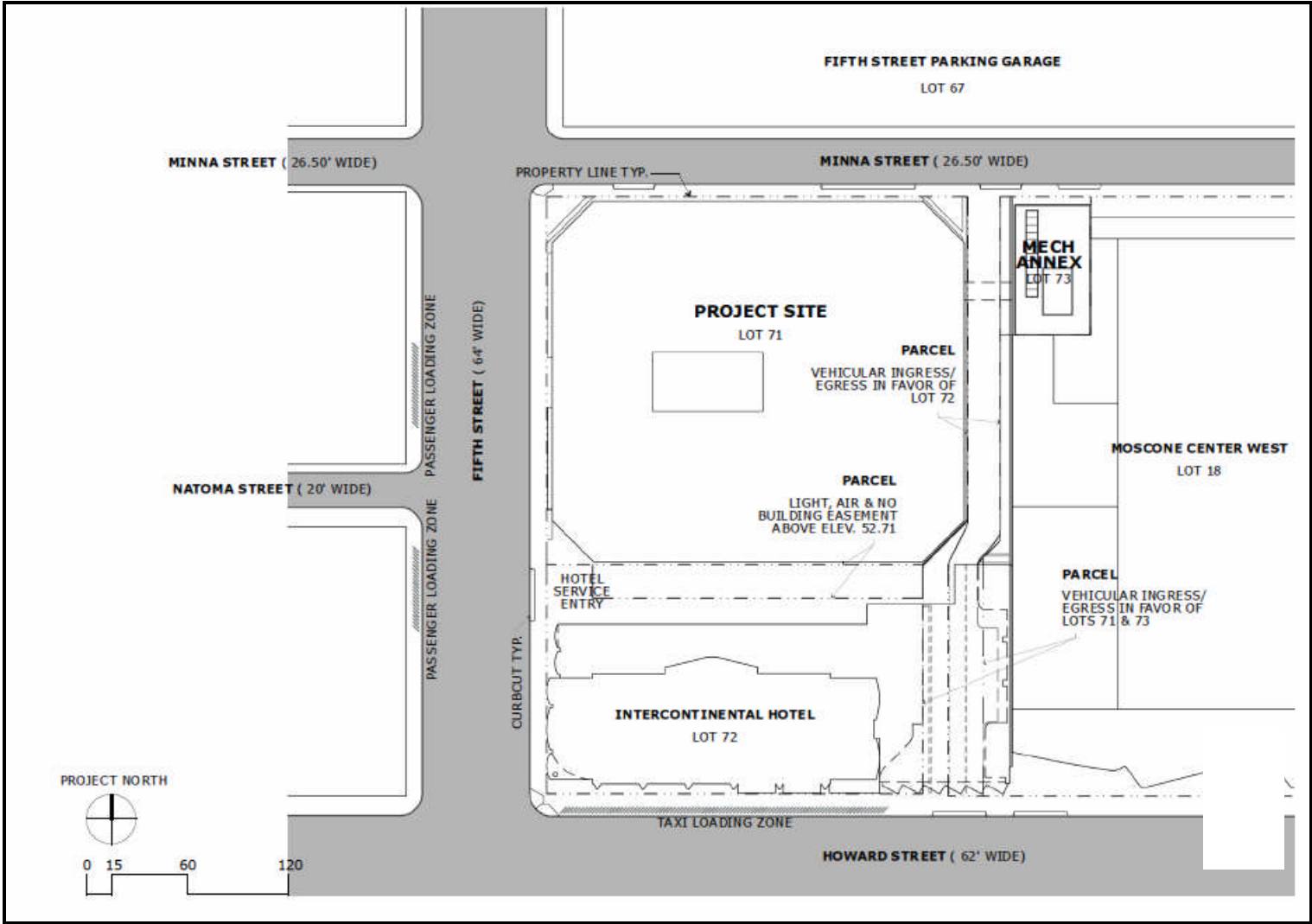


FIGURE 11: PLANNED PROJECT SITE PLAN

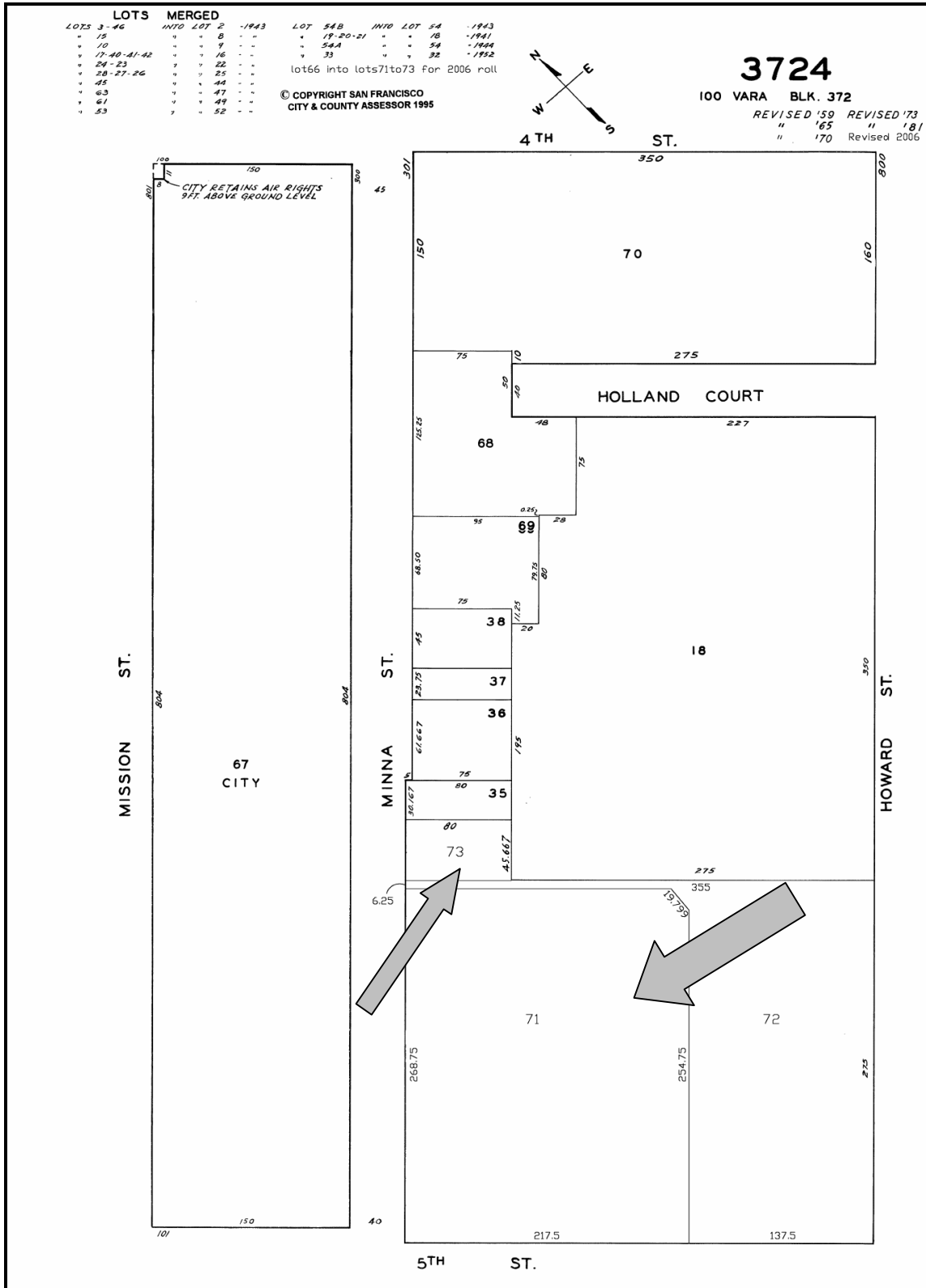


FIGURE 12: PLANNED LOCATION BLOCK AND LOT DIAGRAM

UNIVERSITY OF THE PACIFIC

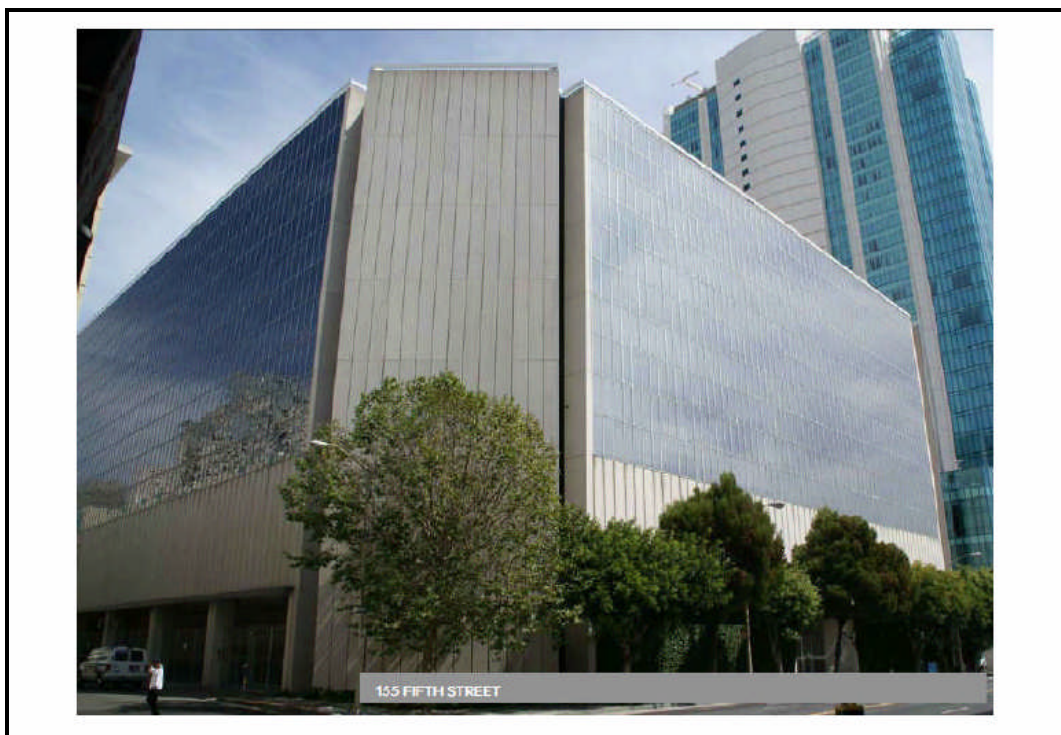
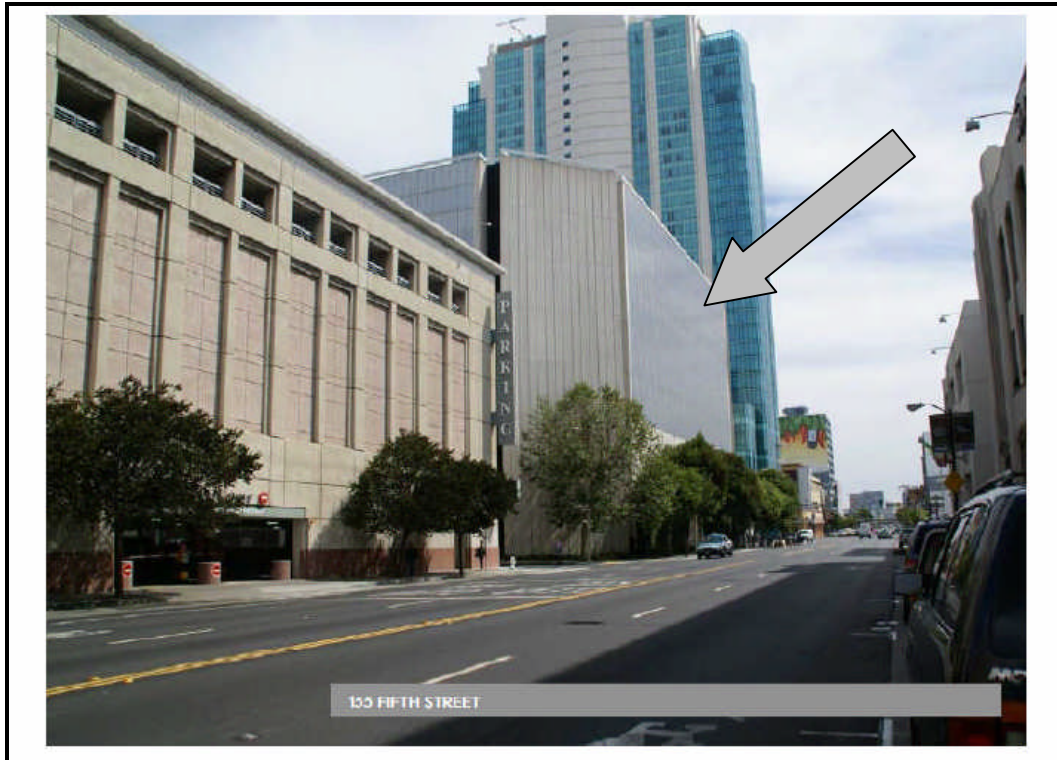


FIGURE 13: EXISTING BUILDING AT 155 FIFTH STREET

UNIVERSITY OF THE PACIFIC

The University plans to use five out of seven floors in the building on Lot 071. These five floors contain a total of 226,000 gross square feet. Approximately 141,000 square feet will be used for postsecondary education and 85,000 square feet will be used for outpatient clinic uses. The other two floors (approximately 98,000 square feet of space) will remain designated for office uses, as currently entitled. The University may lease this office space to office users in the future.

The University's use of five floors represents an increase in University space over its existing campus, which is 170,955 square feet. This increase in program area meets the University's goals of providing contemporary teaching and care environments that incorporate modern technologies and teaching methodologies while maintaining similar student, faculty, and patient populations. The space will contain the following departments or uses:

- Clinics
- Learning Environments
- Research
- Office Space
- Experience Spaces
- Building Services

The University will also provide locker rooms and showers for faculty, staff, and students who walk, run, or bicycle to the site. Figure 14 illustrates the conceptual plan for the renovation of 155 Fifth Street



FIGURE 14: CONCEPTUAL PLAN FOR 155 FIFTH STREET

Anticipated Impact on the Surrounding Neighborhood

The proposed relocation of the University is not anticipated to have any negative impact on the surrounding South of Market downtown neighborhood. The proposed Postsecondary Educational Institution and Outpatient Clinic use is consistent with the commercial character of the surrounding area and is a principally permitted use in the applicable C-3-S zoning district under Planning Code Sections 217(c) and (h).

The proposed project is expected to improve existing conditions in the area. The 155 Fifth Street building is an existing office building which has been vacant since the summer of 2010, and is of virtually no architectural interest. The architectural appearance of both the interior and exterior of the building will be greatly improved with the proposed project.

The building does not contain any existing housing units so no housing occupants or commercial or industrial tenants would be displaced. Nor is the building in a residential area, so the University will not have an effect on an existing residential neighborhood.

Finally, the relocation of the school and clinic is not expected to induce growth or otherwise affect land use patterns in the area of the 155 Fifth Street facility, in part because it is an existing building. Moreover, the faculty, staff, and students are likely to have similar daily routines and needs as other employees and students already in the neighborhood. As such, they are unlikely to encourage the growth of new support businesses since such businesses already exist. The school is likely to help support such existing businesses.

Access to Campus

This section of the IMP summarizes the existing public transportation, traffic, parking, pedestrian, and bicycle conditions in the vicinity of the University.

Public Transportation [Planning Code §304.5(c)(3)(B)]

The 155 Fifth Street building is well served by public transportation routes that connect downtown San Francisco with the rest of the City, as well as the region. As at the existing University location, MUNI provides local transit service via bus and light rail lines. Service to and from the East Bay is provided by BART, AC Transit, and ferries. Service to the Peninsula and the South Bay is provided by BART, SamTrans, and Caltrain. Service to and from the North Bay is provided by Golden Gate Transit and ferries.

Table 9 lists the public transit options within $\frac{1}{4}$ of a mile and $\frac{1}{2}$ of a mile of 155 Fifth Street. Figure 15 illustrates these public transit options that are within an estimated three-minute, six-minute, and twelve-minute walking radius of 155 Fifth Street. The existing Caltrain Depot at Fourth and King Streets and the temporary Transbay Terminal at Howard and Main Streets are each 0.9 miles away. The ferry terminal is 1.3

UNIVERSITY OF THE PACIFIC

miles away and is accessible to the site via MUNI and BART. Figure 16 illustrates the proximity of future transit facilities including the Transbay Transit Center and the Central Subway.

While transit demand could increase due to the campus relocation, any such increase would be negligible compared to the total demand for transit services in the downtown area.

	<i>Within ¼ Mile from 155 Fifth Street</i>	<i>Within 1/2 Mile from 155 Fifth Street</i>
MUNI	F Mkt & Wharves J Church K Ingleside L Taraval M Ocean View N Judah S Castro Shuttle T Third K-OWL L-OWL N-OWL KT Powell-Hyde Powell-Mason 5 Fulton 6 Parnassus 8X Bayshore Express	8AX Bayshore A Express 8BX Bayshore B Express 9 San Bruno 9L San Bruno 12 Folsom 14 Mission 14L Mission Limited 14X Mission Express 21 Hayes 27 Bryant 30 Stockton 31 Balboa 45 Union-Stockton 47 Van Ness 71L Haight-Noriega Limited 91 Owl
		19 Polk 38L Geary Limited 71 Haight-Noriega 81X Caltrain Express
Golden Gate Transit	2 4 8 10 18 24 38 44 54 56	58 70 72 72F 72X 74 76 80 101 101X
SamTrans	KX 292	391 397
AC Transit		800
BART	Fremont/Daly City Dublin Pleasanton/Daly City Richmond/Millbrae SFO/Pittsburgh Bay Point	
	61 routes	5 additional routes

SOURCE: 511.org (accessed July 12, 2011)

UNIVERSITY OF THE PACIFIC

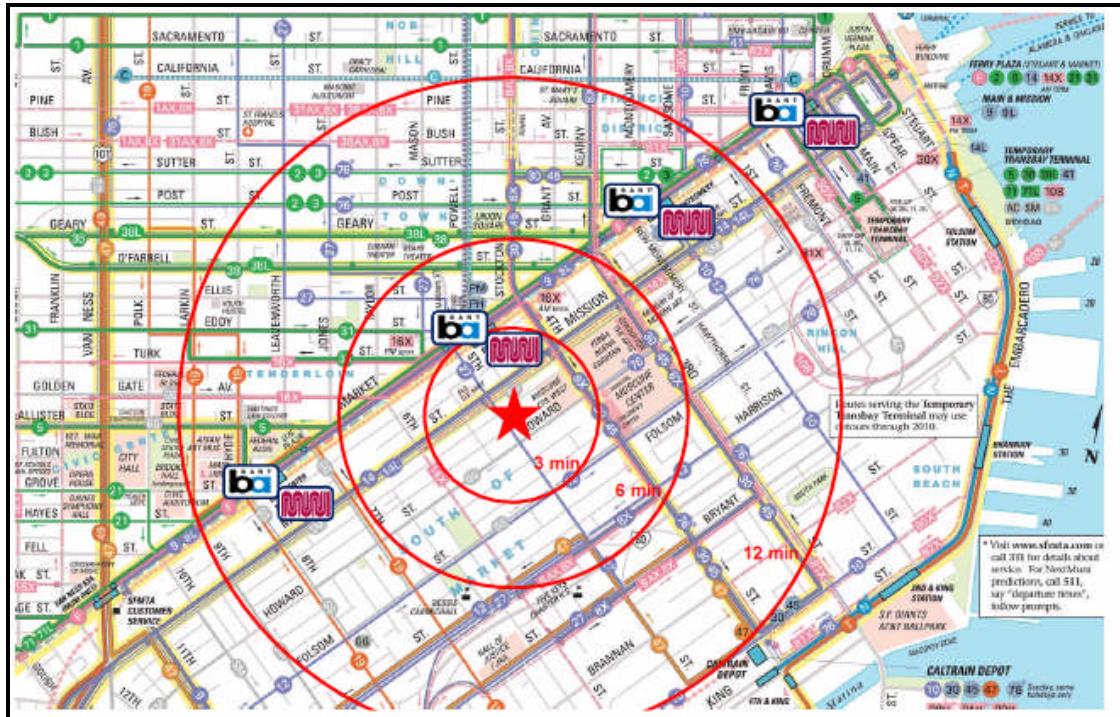


FIGURE 15: PUBLIC TRANSIT WITHIN WALKING RADII



FIGURE 16: FUTURE TRANSIT FACILITIES

Traffic and Parking [Planning Code §304.5(c)(3)(B)]

155 Fifth Street is served by several regional freeway facilities, including Interstate 80 (I-80), United States Highway 101 (U.S. 101), and Interstate 280 (I-280). I-80 provides regional access to and from the East Bay and the project area. U.S. 101 provides regional access to and from the North Bay, the Peninsula, and the South Bay to the project area. I-280 provides regional access from the South of Market area of downtown San Francisco to southwest San Francisco and the Peninsula/South Bay.

The designated arterial routes near 155 Fifth Street include Howard, Folsom, and Harrison Streets running northeast-southwest and Third, Fourth, Fifth, Six and Seventh Streets running northwest-southeast. Market and Mission Streets are designated as transit conflict streets.

The proposed campus relocation is not anticipated to impact existing traffic levels, circulation patterns or parking availability in the surrounding area. The University expects that the majority of students, employees and patients would utilize public transportation rather than private automobiles and provides incentives to do so. For example, the University's existing parking policy, which it plans to retain at 155 Fifth Street, strictly limits parking privileges to faculty with more than three years of experience and who work more than two days per week. Students are not permitted to park in the school parking lot and would not be permitted to do so at 155 Fifth Street. Moreover, approximately 90% of the University's students live in San Francisco, so public transit is readily available to them. Access to public transportation is one of the reasons that the University has selected the proposed campus location. Therefore, the University's relocation is not anticipated to impact existing traffic levels.

As described above, approximately 36,000 square feet of off-street parking space would continue to be provided on-site in the basement area of the building. The parking will be accessed from Minna Street, as it always has been. Only certain faculty, but not students nor patients, would have access to this parking area. The faculty who may park in the building will be required to pay for parking.

The design of the space has not been finalized, but the University is not planning to change the existing use of the basement area for parking and access. Using very conservative guidelines of approximately 325 square feet per parking space, including drive aisle space, would yield approximately 100 parking spaces, but using attended and/or tandem parking strategies could yield as many as 150 parking spaces. The University will also have parking for at least 52 bicycles and 1 or 2 carshare vehicles. The building is also within close proximity to various public parking garages, including the Fifth and Mission, Ellis O'Farrell, and Moscone Center public parking garages.

Alternative Transportation

The School will continue to take specific measures to encourage students and administration to use alternate means of transit. These measures include charging for

UNIVERSITY OF THE PACIFIC

parking, offering bicycle parking, informing students and staff of public transit routes and car share options, and promoting employees to participate in the University's Flex Transit Program.

Pedestrian Conditions

The streets around 155 Fifth Street comprise an active pedestrian zone. There are 7 to 12 foot-wide sidewalks, and most intersections have marked pedestrian crosswalks. Pedestrian traffic signals are in place at Market/Fifth, Mission/Fifth, Howard/Fifth, and Folsom/Fifth. There are crosswalks at Minna/Fifth (east and west of Fifth) and Natoma/Fifth (west of Fifth). The many retail establishments, restaurants, and personal services located on the ground floor in the area attract and serve pedestrians.

Bicycle Conditions

Although the City's topography, level of development, and high traffic volumes provide challenges to providing a safe environment for bicyclists, the area around 155 Fifth Street is a bicycle-friendly topography in which the City has implemented a number of dedicated bicycle lanes as well as designated bicycle routes.

Citywide Bicycle Lanes in the vicinity of the University include:

- Howard Street between 11th and the Embarcadero (Route 30)
- Folsom Street between 14th and the Embarcadero (Route 30)
- Seventh Street between Market and 16th (Route 23)

Citywide Bicycle Routes in the vicinity of 155 Fifth Street include:

- Fifth Street between Market and Townsend (Route 19)
- Market Street between 9th and the Embarcadero (Route 50)
- Second Street between Market and King (Route 11)

These lanes and routes are interconnected to the Citywide Bicycle Network and provide access between the University and other locations within the City.

There is existing bicycle parking and bicycle lockers on Mission between Fourth and Fifth Streets.

Project Alternatives [Planning Code §304.5(c)(3)(C)]

No project alternatives are under consideration. The proposed location was carefully selected to minimize any potential impacts from the project as well as achieve the particular goals of the University. As described above, the proposed campus relocation

UNIVERSITY OF THE PACIFIC

is not anticipated to have a negative impact on the surrounding neighborhood. Further, because the University would occupy an existing building and no addition is proposed, it is expected that the proposed project would qualify as a Class 1 Categorical Exemption under CEQA Guidelines Section 15301 and no project alternatives would be required under CEQA. The level of environmental review required will ultimately be determined by the Planning Department.

Mitigating Actions [Planning Code §304.5(c)(3)(D)]

No mitigating actions have been identified. As described above, the proposed campus relocation is not anticipated to have a negative impact on the surrounding neighborhood. The University has already implemented programs to minimize its environmental effects. For example, it encourages the use of public transportation, bicycling and carpooling whenever possible. It will provide free bicycle parking in its garage for 52 bicycles. It strictly limits parking privileges; only faculty with more than three years of experience and who work more than two days per week are eligible for University parking. In 2010, the school partnered with 511 and SFEnvironment.org to offer a free ridesharing program available to employees. It also offers an Emergency Ride Home program.

Plans for Existing San Francisco Campus Sites [Planning Code §304.5(c)(4)]

The University plans to offer for sale the properties located at 2155 Webster Street (both the building and the parking lot) and 2130 Post Street. Exact plans and timing for future sale are not yet set, but the University does not intend to operate the existing buildings simultaneously with the building at 155 Fifth Street. Future uses of these buildings are speculative at this time.

2155 Webster is zoned RM-1, Residential, mixed low density by the San Francisco Planning Code. Under Planning Code Section 209, permitted uses in that zone include dwellings, certain senior citizen dwellings, certain group housing, certain residential care facilities, certain child care, open space, and non-industrial public structures. Medical institutions are conditionally permitted uses. The building is in the 160-F Height and Bulk District.

2130 Post is zoned RM-3, Residential, mixed medium density by the San Francisco Planning Code. Under Planning Code Section 209, the permitted uses in that zone include dwellings, certain senior citizen dwellings, certain group housing, certain residential care facilities, certain child care, open space, and non-industrial public structures. Medical institutions are conditionally permitted uses. The building is in the 50-X Height and Bulk District. The building currently contains 66 apartments which could be put on the rental market after sale.

During the transition to its new campus, the Office of Student Services is committed to supporting and enhancing the student life experience – students remain the University's top priority. Currently, two-thirds of the student body lives in non-University housing. The Office of Student Services maintains an extensive website of outside housing

UNIVERSITY OF THE PACIFIC

opportunities works with San Francisco property owners and rental agencies to locate housing opportunities for interested students. A “microsite” for students lists roommate listings, city-wide housing information and other housing resources. These services will continue to be available to all students when the University no longer owns 2130 Post Street.

Figure 17 depicts the University’s two existing sites as well as the proposed relocation site. Figure 18 depicts the zoning for 155 Fifth Street and Figure 19 depicts the Height and Bulk Districts around 155 Fifth Street.

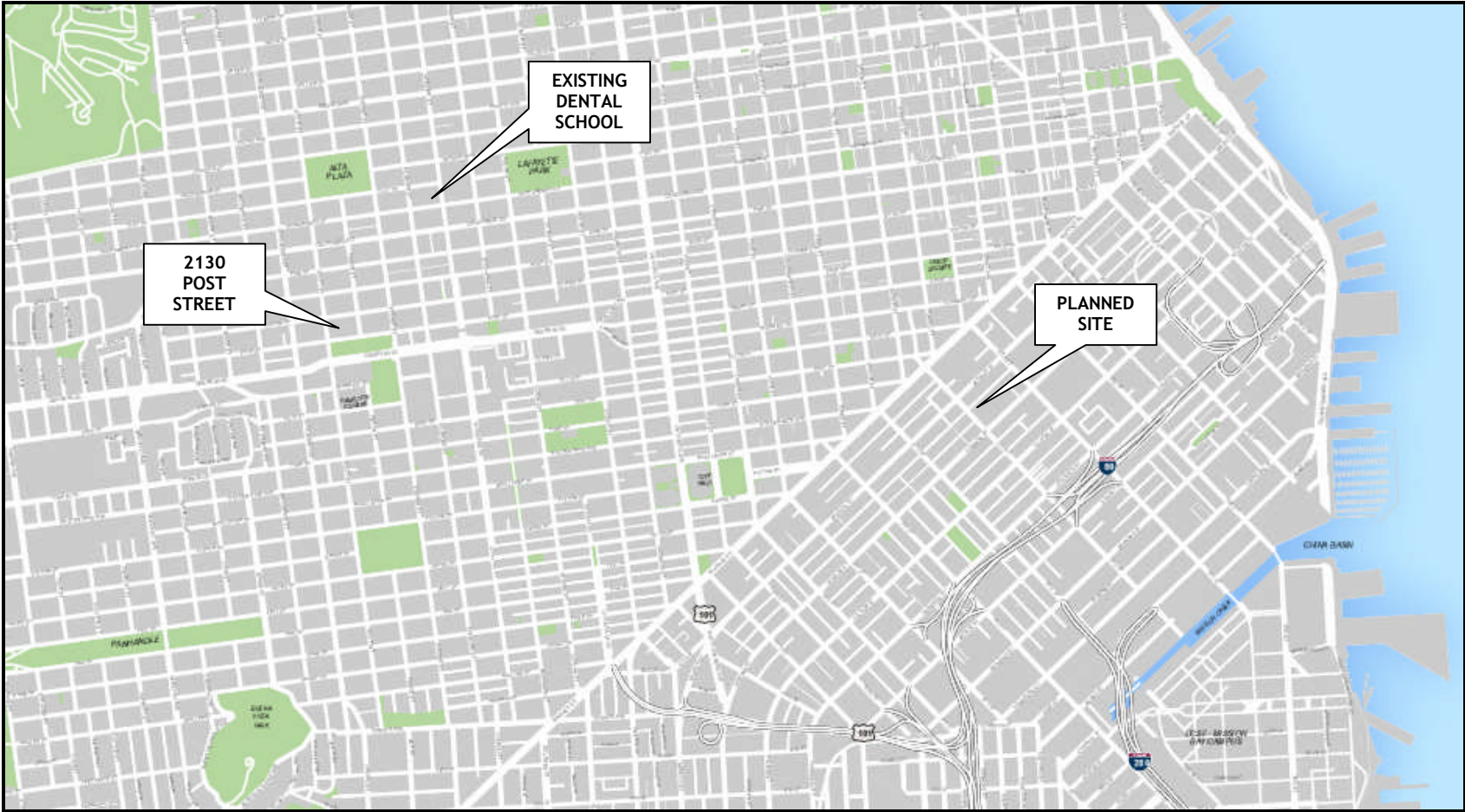


FIGURE 17: CITY-WIDE UNIVERSITY LOCATIONS (EXISTING AND PLANNED)

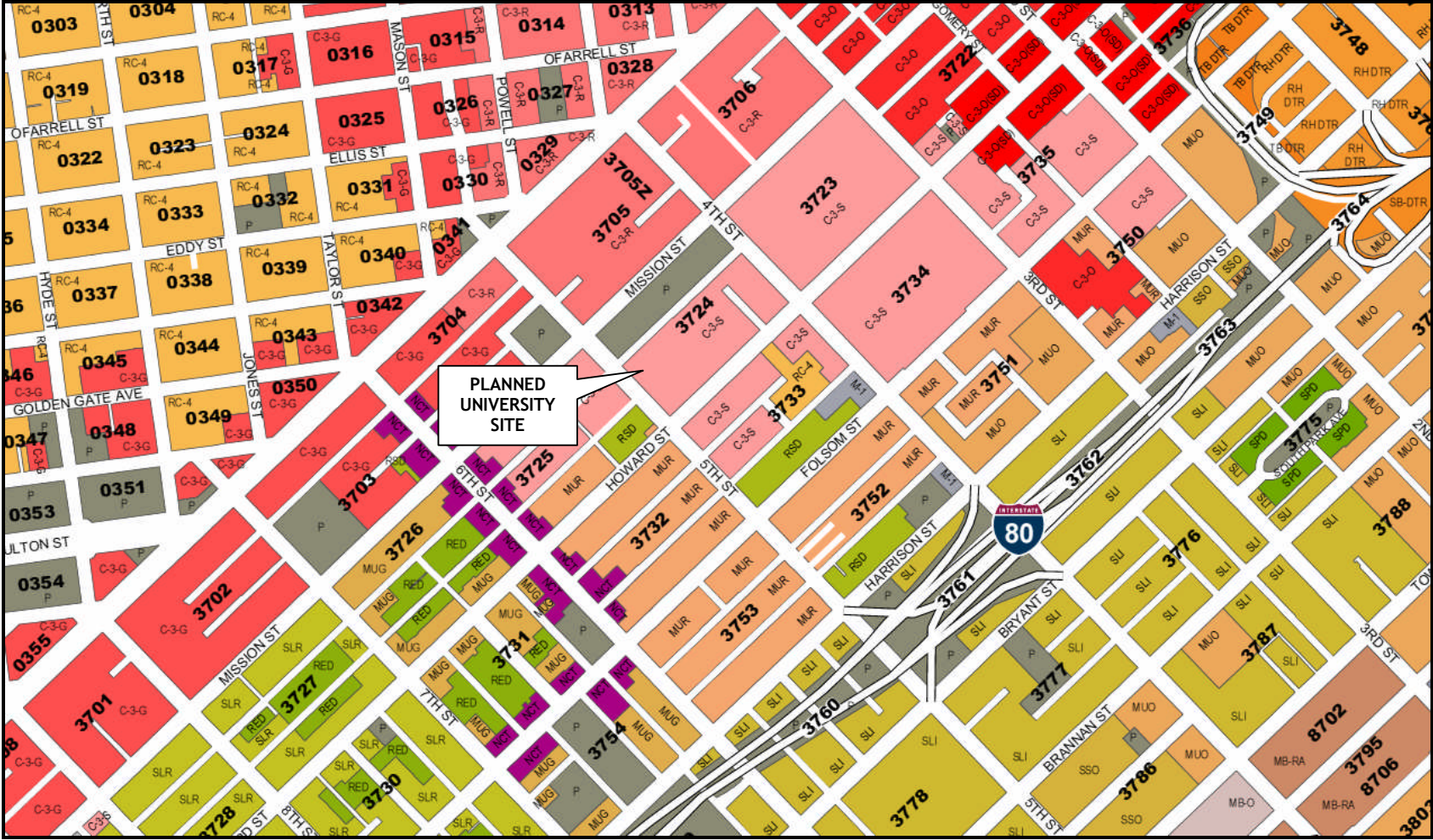


FIGURE 18: ZONING USE DISTRICTS AROUND 155 FIFTH STREET

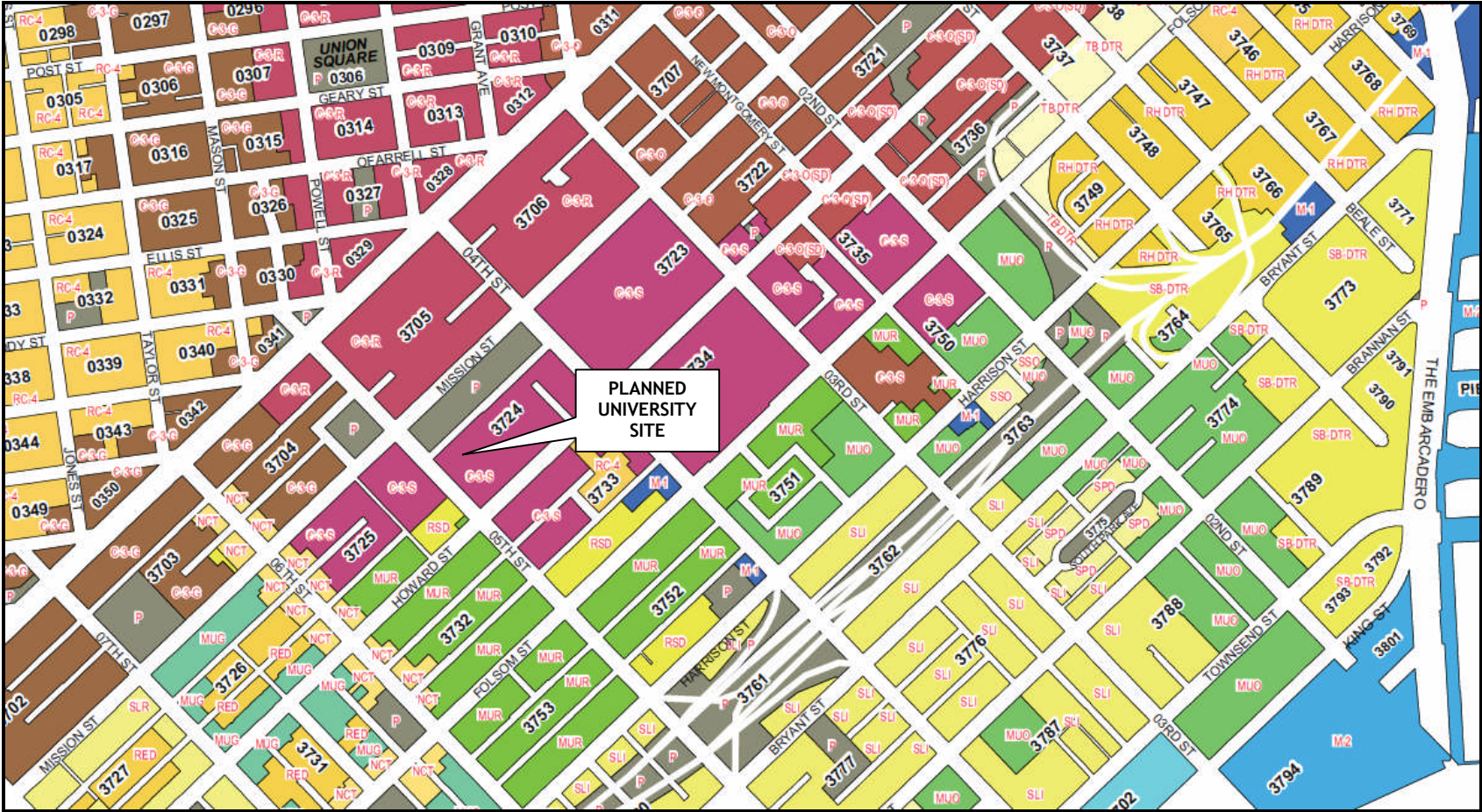


FIGURE 19: HEIGHT AND BULK DISTRICTS AROUND 155 FIFTH STREET

Chapter 6 PLAN CONSISTENCY

As described in Chapter 5, the University proposes to acquire and relocate to 155 Fifth Street. Please see p. 19, under Description of Existing Facilities, for a discussion of current zoning and planning applicable to the existing University sites. The IMP requirements state that institutions should analyze potential development for consistency with the plans and policies of the San Francisco Planning Code (Section 101.1).

Zoning

155 Fifth Street is in the C-3-S, Downtown Support district. It is in the 320-S Height and Bulk District. As stated above, Postsecondary Educational Institution and Outpatient Clinic use are principally permitted uses in the C-3-S district under Planning Code Sections 217(c) and (h).

General Plan Consistency [Planning Code §304.5(c)(3(A))]

The proposed relocation of the University to 155 Fifth Street in the South of Market downtown area would conform to the General Plan. Specifically, the proposed relocation would be consistent with the following General Plan Policies and Objectives, among others:

1. Commerce and Industry Element, Objective 1: "Manage economic growth and change to ensure enhancement of the total city living and working environment."

Relocating the University to the South of Market downtown neighborhood enhances the city living and working environment by providing dental services as well as employment and educational opportunities in the City's core. Renovating and rehabilitating a vacant building increases the vibrancy of the neighborhood by activating the street frontage and creating employment opportunities during the renovation and beyond.

2. Commerce and Industry Element, Objective 1, Policy 1.1: "Encourage development which provides substantial net benefits and minimizes undesirable consequences. Discourage development which has substantial undesirable consequences that cannot be mitigated."

Renovating 155 Fifth Street provides the substantial net benefits outlined above, without undesirable consequences. The University will reuse an underutilized, existing building, bringing its services into closer proximity with local and regional transit that serves the majority of the University's students and patients. The location's proximity to transit minimizes traffic consequences and bringing patients, students, and faculty to the neighborhood will further benefit local merchants and restaurants.

UNIVERSITY OF THE PACIFIC

3. Commerce and Industry Element, Objective 7: "Enhance San Francisco's position as a national and regional center for governmental, health, and educational services."

The University's new location will allow it to fully develop and implement the cutting edge dental curriculum described above, enhancing San Francisco's position as a leader in dental education. Bringing these health and educational services to the City center makes them more visible and more accessible, including to those patients living outside the City.

4. Commerce and Industry Element, Objective 7, Policy 2: "Encourage the extension of needed health and educational service, but manage expansion to avoid or minimize disruption of adjacent residential areas."

The University provides needed health and educational service and will be able to improve the education and services it provides with an updated and state-of-the-art facility. This relocation avoids any impact to residential areas because 155 Fifth Street is not in a residential area.

5. Commerce and Industry Element, Objective 7, Policy 3: "Promote the provision of adequate health and educational services to all geographic districts and cultural groups in the city."

Relocating the University spreads out the provision of health and educational services within the City. The public transit linkages at 155 Fifth Street increase the accessibility of the services to all geographic districts and cultural groups in the City, relative to the existing location in Pacific Heights.

6. Community Facilities Element, Objective 9: "Assure that institutional uses are located in a manner that will enhance their efficient and effective use."

Use of the University's resources will be enhanced by a new location in the downtown core of the City, closely linked by transit opportunities. This increases the efficient and effective use of the University's services by employees, students, and patients.

7. Transportation Element, Objective 11, Policy 11.3: "Encourage development that efficiently coordinates land use with transit service, requiring that developers address transit concerns as well as mitigate traffic problems."

Relocation of the University to 155 Fifth Street, which has better access to transit service than Pacific Heights, efficiently coordinates land use with transportation needs. The school's students, patients, and faculty will have better transit access in the South of Market downtown area than in

UNIVERSITY OF THE PACIFIC

Pacific Heights, which in turn would facilitate the use of transit and reduce traffic and parking problems.

Priority Policies

The proposed campus relocation is also consistent with the eight priority policies set forth in Section 101.1 of the Planning Code:

1. That existing neighborhood-serving retail uses be preserved and enhanced and future opportunities for resident employment in and ownership of such businesses enhanced.

The proposed campus relocation would not displace any existing retail uses and the University's students, employees and patients would reinforce the vitality of existing neighborhood-serving retail uses.

2. That existing housing and neighborhood character be conserved and protected in order to preserve the cultural and economic diversity of our neighborhoods.

There is no existing housing on the property. The University would be relocated to an existing non-residential building within the South of Market downtown neighborhood. The proposed Postsecondary Educational Institution and Outpatient Clinic use is consistent with the commercial character of the surrounding area.

3. That the City's supply of affordable housing be preserved and enhanced.

There is no housing on the property.

4. That commuter traffic not impede Muni transit service or overburden our streets or neighborhood parking.

The proposed campus relocation would not impede MUNI transit service or overburden streets or neighborhood parking. While it is anticipated that the majority of students, employees and patients would utilize public transportation to access the campus, any increase in transit ridership would be negligible compared to the total demand for transit services in the downtown area. There will also be approximately 100 off-street parking spaces on-site, 1 or 2 carshare spaces, and bicycle parking. The property is within close proximity to various public parking garages.

5. That a diverse economic base be maintained by protecting our industrial and service sectors from displacement due to commercial office development, and that future opportunities for resident employment and ownership in these sectors be enhanced.

UNIVERSITY OF THE PACIFIC

The proposed campus relocation would not displace any existing industrial or service sector uses and the University's students, employees and patients would help support existing service sector uses in the surrounding area. The University expects to continue to employ the same number of individuals.

6. That the City achieves the greatest possible preparedness to protect against injury and loss of life in an earthquake.

The University would be relocated to an existing building which will be seismically upgraded to meet current code requirements.

7. That landmarks and historic buildings be preserved.

The property does not include any landmarks or historic buildings.

8. That our parks and open space and their access to sunlight and vistas be protected from development.

The University would be relocated to an existing building; therefore, there would be no adverse impact on existing parks, open spaces, views or vistas in the area.

Recent Planning Efforts Near 155 Fifth Street

The City has recently undertaken a number of significant planning efforts in the vicinity of 155 Fifth Street and the University's proposed relocation is consistent with those planning efforts.

- Transit Center District Plan. The Transit Center District Plan ("TCDP") covers the area roughly bounded by Market Street on the north, Steuart Street on the east, Folsom Street on the south, and mid-block between Third and New Montgomery Streets on the west. This is northeast of 155 Fifth Street. The Plan rezones the area around the new Transbay Transit Center to increase capacity to accommodate the City's share of job growth for the next 25 years. It would allow over 9 million square feet of new space, of which 2/3 is expected to be office space. The TCDP also intends to transform the streets to create gracious public spaces, increase the quantity of public open space, and better accommodate pedestrians. The City intends to release the draft Environmental Impact Report ("EIR") for the TCDP in summer 2011. The hearing on the final EIR and adoption hearings are scheduled for late fall 2011.
- Central Subway. The City is in the process of constructing a new "Central Subway" which is Phase 2 of the Third Street Light Rail Project that will ultimately link Little Hollywood and Visitation Valley with SoMa, Moscone Center, Union

Square and Chinatown. The Central Subway will run along Fourth Street, one block northeast of 155 Fifth Street. Construction is scheduled to begin in mid-2012 and conclude in 2018 when service is scheduled to begin. Meanwhile, the Planning Department has been awarded a Transportation Planning Grant from Caltrans to develop an integrated community vision for the southern portion of the Central Subway corridor, called the “Central Corridor Project.” 155 Fifth Street is in the general area of study that the Planning Department intends to consider. The outreach component of the planning project began in February 2011. The City expects to develop a plan and complete an EIR, pending the availability of funding to do so.

- Central Market Partnership. In January 2010, the San Francisco Office of Economic and Workforce Development (OEWD) created the Central Market Partnership (“CMP”) as a public-private partnership to renew and revitalize the mid-Market and Central Market neighborhood through arts, business development, and quality of life enhancement. That neighborhood begins immediately northwest of 155 Fifth Street (on the other side of Fifth Street) and continues southwest along Market street. The City’s goal is to restore Central Market as San Francisco’s downtown arts district while inviting new retail, restaurants, services and employers to take advantage of the downtown location and serve the adjacent Tenderloin and SOMA neighborhoods. Among other things, the CMP encourages the upgrading, leasing, and sale of buildings as well as new development projects.

Chapter 7 REFERENCES

The majority of information used to prepare this report was provided directly from the University. The following studies and reports were used to prepare this IMP:

University of the Pacific, *Program, Enrollment, and Employment Statistics*, Summer 2006 and Summer 2011.

2002 California Pacific Medical Center Institutional Master Plan Update

2010 San Francisco Bike Map & Walking Guide