LONG RANGE DEVELOPMENT PLAN

San Francisco Veterans Affairs Medical Center (SFVAMC)
Fort Miley Campus

June, 2012
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Purpose and Scope of the Long Range Development Plan (LRDP)

The purpose for preparing this Long Range Development Plan (LRPD) is to provide a strategic and organized approach for the future development of the San Francisco Veterans Affairs Medical Center (SFVAMC) Fort Miley Campus (“Campus”). The 29-acre site is located in the northwestern corner of the City and County of San Francisco, adjacent to the Outer Richmond District neighborhood (see Figure 1-1, Regional Context). It is bounded by Clement Street/Seal Rock Drive and the outer Richmond District neighborhood to the south, and Golden Gate National Recreation Area (GGNRA) land, owned by the National Park Service (NPS) to the north, east, and west (see Figure 1-2, Neighborhood Context Map). A LRDP is a comprehensive plan that guides physical development such as the location of buildings, open space, circulation, and other land uses.

The LRDP identifies the physical development needed to provide for the health care needs of Bay Area and North Coast Veterans at the SFVAMC Fort Miley Campus. The development program included in this LRDP describes the type and amount of development that is required in order for the SFVAMC to continue to serve the needs of the growing veteran population, and to provide appropriate space and facilities to conduct important research.

This LRDP provides a map and development program guide the amount and location of future facilities. This LRDP does not constitute a mandate for growth, nor is it a detailed implementation plan for development - it is instead intended to guide future development, and phasing of development, at a conceptual level, and provides an organized framework for the campus. The LRDP defines and guides new development, enhancement of existing facilities, and retrofitting of existing buildings and structures that house patient care, research, administrative, and hoptel\(^1\) functions, as well as parking. Implementation of the development program in this LRDP will occur in two phases, with buildout anticipated in 2023. The LRDP is conceptual and provides a present day analysis and offers a visionary sketch for a better future. The LRDP is a living, dynamic document, one that will outline a sequence of steps for implementation in both the short- and long-term, while also enabling the institution flexibility to shift priorities as needed. It undoubtedly will undergo

\(^1\) A hoptel is an overnight, shared lodging facility for eligible Veterans receiving health care services. This temporary lodging is available to Veterans that need to travel 50 or more miles from their home to the SFVAMC Fort Miley Campus.
changes in the future, as priorities change and shift to meet the needs of Veterans.

One of the main priorities of the development program contained in this LRDP is to address current space deficiency at the Campus. The SFVAMC Fort Miley Campus is the premier VA research hospital in the nation, but the Campus is considered an aged facility, requiring retrofitting and enhancement. The SFVAMC has identified a space deficiency of 589,000 gross square feet (gsf) of building space; this amount of space is needed in order to adequately serve San Francisco Bay Area and North Coast Veterans through the year 2030. The LRDP defines two phases of development, from 2013 through 2023, and includes a total of 305,600 gross square feet (gsf), or 244,000 new net square feet (nsf), of development in this timeframe. As such, SFVAMC plans to transform the Fort Miley Campus into the flagship campus of VA's west coast facilities. The SFVAMC LRDP provides a blueprint for this growth, including upgrading outmoded care and research facilities to meet contemporary VA standards, coordinating the location and massing of buildings to create the most functional site for Veterans, staff, and visitors, addressing existing deficiencies, and allow for continued excellence in medicine, education, and research.

**NEPA Process**

Concurrent to the development of the LRDP, an Environmental Impact Statement (EIS) is being prepared that evaluates the potential environmental impacts associated with implementing the LRDP. The EIS is being prepared in compliance with the National Environmental Policy Act (NEPA), and it is intended to provide a full and fair discussion of potential environmental impacts associated with a range of alternatives and to inform decision-makers and the public.

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2 Parking spaces and facilities are calculated separately from gsf of habitable buildings. A complete inventory of existing and proposed parking facilities is included in this LRDP.
LRDP Goals and Objectives

The overarching goals of the LRDP include:

- Enhance the SFVAMC Fort Miley Campus’ function as a vital medical center for Veterans in need,
- Continue to be a state-of-the-art medical facility to serve Veterans well into the future, and,
- Provide appropriate space to conduct/manage research, clinical, administrative and educational programs.

The specific objectives of the building program included in the LRDP are:

- Address the space deficiency at the SFVAMC,
- Retrofit existing buildings to the current seismic safety requirements to meet current VA Seismic Design Requirements (VA Directive H-18-8), in compliance with Executive Order 12941,
- Provide appropriate space to conduct research,
- Strengthen clinical inpatient and outpatient primary and specialty care for San Francisco Bay Area and North Coast Veterans,
- Improve the efficiency of clinical and administrative space through renovation and reconstruction,
- Meet patient privacy standards and resolve Americans with Disability Act (ADA) deficiencies,
- Increase parking supply to meet current and future demand,
- Improve internal and external Campus circulation, utilities, and infrastructure, and,
- Maintain/improve public transit access to the SFVAMC Fort Miley Campus.
Figure 1-1: Regional Context
SFVAMC Overview

Organization Mission

The SFVAMC Fort Miley Campus is a provider of medical services for military Veterans in the San Francisco Bay Area and the North Coast of California - a population of more than 179,000 Veterans. The SFVAMC is also a “ready resource” for Department of Defense (DOD) backup, serving as a Federal Coordinating Center in the event of a national emergency. Ultimately, the SFVAMC is dedicated to providing state-of-the-art health care to Veterans and supporting a world-renowned medical research program.

Following are the overarching mission statements that drive the services for Veterans, and excellence in medical research, at the SFVAMC Fort Miley Campus.

The VA Mission Statement is:

*To fulfill President Lincoln's promise “To care for him who shall have borne the battle, and for his widow, and his orphan” by serving and honoring the men and women who are America's Veterans.*

The mission of the Veterans Health Administration (VHA) branch of VA is:

*Honor America's Veterans by providing exceptional health care that improves their health and well-being.*

In fulfillment of this mission, the VHA provides comprehensive, integrated health-care services to Veterans and other eligible persons. The SFVAMC carries out the mission of the VHA by providing medical, educational, and research space necessary for care of military Veterans in the San Francisco Bay Area and Northern California. It is anticipated that over the next two decades, the SFVAMC will experience growth to fulfill a multitude of newly created roles in medical research, clinical, and educational programs while greatly enhancing its traditional core function as a vital Medical Center for the nation's Veterans in need. The SFVAMC Fort Miley Campus must evolve in order to continue to fulfill its mission and meet future growth projections.
1 Introduction

The SFVAMC is dedicated to providing state-of-the-art health care to Veterans.

Services Provided and Key Accomplishments

VHA provides comprehensive, integrated health-care services to Veterans and other eligible persons pursuant to the provisions of the Veteran’s Health Care Eligibility Reform Act of 1996 (Public Law 104-262) and related other statutory authority and regulations. VA health care facilities provide a broad spectrum of medical, surgical, and rehabilitative care.

Since 1930, VA health care system has grown from 54 hospitals to include 152 medical centers, more than 1,400 outpatient clinics, 135 nursing home care units (Community Living Centers), and 48 domiciliaries. The number of Veterans requiring VA health benefits has grown during the last decade. This growing population of Veterans (both service-connected and non-service-connected) seeking health-care services results in an increase in demand for medical facilities, including research space, on VA medical center campuses.

The SFVAMC Fort Miley Campus is regarded as the premier VA research hospital in the nation. It is the only VA medical center in the City and County of San Francisco and also serves Veterans of the North Coast of California. The Campus facilities include a 124-bed tertiary care hospital, primary and specialty care services, and a 120-bed Community Living Center (CLC).

The SFVAMC has a long history of conducting advanced medical research, establishing innovative medical programs, and providing compassionate care to Veterans. The primary purpose of the research conducted at the SFVAMC is to improve health care for Veterans; the results of the research being conducted usually have a larger benefit in terms of advancing medical technology and care for the community as a whole. The SFVAMC Fort Miley Campus has several National Centers of Excellence in the areas of cardiac surgery; post traumatic stress disorder (PTSD); human immunodeficiency virus (HIV); and renal dialysis. Additionally, the Campus was selected to head the Southwest Regional Epilepsy Center of Excellence. This Center provides epilepsy care, supports the training and educational needs of the network, and manages a VA epilepsy registry.

3 A domiciliary provides residential rehabilitation treatment programs for a wide range of problems including: medical, psychiatric, vocational, educational, and social.
The facility has many other nationally recognized programs, including Parkinson's Disease Research, Education, and Clinical Center; Hepatitis C Research and Education Center; Mental Illness Research, Education, and Clinical Center; and the Western Pacemaker and AICD (automatic implantable cardioverter defibrillator) Surveillance Program. It has been also designated as one of only five VA Centers of Excellence in Primary Care Education and selected as a Community Resource and Referral Center, one of only 12 locations nationally designed to serve homeless and at-risk-for-homeless Veterans and their families.

The SFVAMC Fort Miley Campus has the largest funded medical research program in the VHA, with $83 million in research expenditures in Fiscal Year 2011. Areas of particular research interest are: prostate cancer, aging, oncology, cardiovascular disease, hepatitis C, breast cancer, PTSD, substance abuse, neurological diseases, health services research, and advanced medical imaging. The Campus is one of the few medical centers in the world equipped for studies using both whole-body magnetic resonance imaging (MRI) and spectroscopy, and is the site of VA’s National Center for the Imaging of Neurodegenerative Diseases.

**Partnerships**

The SFVAMC has been affiliated with the University of California, San Francisco (UCSF) School of Medicine for over 50 years. All physicians are jointly recruited by SFVAMC and UCSF School of Medicine. SFVAMC currently has 189 residency and fellow positions and 40 allied health professionals. Annually, more than 700 UCSF trainees from 36 programs rotate through the SFVAMC.

The SFVAMC is also partnered with Northern California Institute of Research and Education (NCIRE) – Veterans Health Research Institute, which is a non-profit research organization established in 1988 to administer health research at the SFVAMC Fort Miley Campus. NCIRE supports the research of over 200 principal investigators at Campus working to improve health and
health care for Veterans and active military personnel on the frontiers of many fields, including brain imaging, neurodegenerative disease, PTSD, cardiovascular disease, cancer, hepatitis, and HIV. Many of the principal investigators are also directly involved in patient care.

**SFVAMC Population**

The SFVAMC serves nearly 1,500 Veterans daily, including inpatients, outpatients, and CLC residents. In the 2011 Fiscal Year, there were approximately 56,559 unique patients, 408,854 outpatient visits, and 5,346 inpatient visits at the SFVAMC Fort Miley Campus.

The Campus has a daily population of more than 3,500 staff, contractors, and volunteers. This estimate includes employees, as well as visiting UCSF and other hospital-affiliated employees.
Planning Context 2
Planning Context Overview

This chapter provides an overview of the SFVAMC Fort Miley Campus’ existing conditions and setting, which set the stage for the Campus’ future growth and development.

Site and Development History

The SFVAMC Fort Miley Campus history began in 1774, when Spanish explorers first discovered the Golden Gate and eventually the lands which now encompass the SFVAMC. A map dating from 1853 shows a semaphore signaling station just within the boundaries of today’s Campus. During that period, much of the land surrounding the hospital was owned by the Mexican politician Francisco Guerrero and was known locally as Laguna Guerrero. In approximately 1867, the area now bounded by 33rd Avenue (to the east), Clement Street (to the south), 48th Avenue (to the west), and the shoreline (to the north) was acquired by the City of San Francisco and was used as the City Cemetery Reservation until 1893, when the United States Army purchased the 54 acres of land to be used as the site for a new coastal defense battery. The new facility, known as the “Reservation at Point Lobos”, was designated as a subpost of the Presidio of San Francisco. In 1900, the site was renamed Fort Miley, in honor of Lieutenant Colonel John D. Miley, who had been in charge of designing and installing artillery emplacements around San Francisco.

In 1930, the Federal Board of Hospitalization chose the Fort Miley site as the future site of a VA hospital, currently known as the SFVAMC Fort Miley Campus. Approximately 29 acres of land were transferred from United States Army to VA in 1932 for construction of a new hospital and diagnostic center to provide health care options to the San Francisco Bay Area Veterans population. The remaining acreage of Fort Miley, east and west of the existing hospital site, was not included in the transfer to VA (this land eventually became part of the NPS GGNRA in 1965).

In 1933, construction began on the hospital and diagnostic center and the hospital was dedicated in 1934. The original facility had 21 buildings, 340 beds, and a staff of 25 doctors. During construction of the SFVAMC, most of Fort Miley’s original Army structures were demolished to make room for the new hospital. By 1942, 11 new buildings were constructed under an appropriation for rehabilitation by the United State government. During World War II, patients were evacuated from the hospital due
to the possibility of an air strike but by the end of World War II in 1946, Fort Miley was officially closed as an active military installation and patients returned to the SFVAMC.

In 1963, the SFVAMC Fort Miley Campus began a three-phase modernization program, adding an administration and clinic building and an addition to, and modernization of, the existing research building. Phase 2 was the construction of a 440 bed hospital, which was completed in 1976. This expansion enhanced the capabilities in modern diagnostic and therapeutic areas of medicine. Phase 3, the seismic retrofitting and renovation of the outpatient building and other half-century old structures, expanded ambulatory care, radiology, pharmacy, and the laboratory. Throughout the 1990s, construction occurred on a new parking structure, and a 120-bed CLC.

The SFVAMC Fort Miley Campus recently completed a seismic retrofit on the main inpatient hospital (Building 203) in 2009, to meet current Seismic Zone 4 standards. A new 13,000 gsf Emergency Department space was opened in July 2010. This space provides 12 emergency room beds and is connected directly to Building 200. The Mental Health Parking Garage (212) was completed in 2011, providing a total of 161 car spaces and 23 motorcycle spaces.

In total, the SFVAMC campus includes 36 buildings containing nearly one million gsf of habitable development. The existing building program is described in more detail in this chapter, and illustrated in Figures 2-1 and 2-2, Existing Building Inventory and Existing Building Massing.

### Neighborhood Context

As previously described in Chapter 1, the SFVAMC campus is a 29-acre site located in the northwestern corner of the City and County of San Francisco, adjacent to the Outer Richmond District neighborhood. The site is bounded by Clement Street/Seal Rock Drive and the outer Richmond District neighborhood to the south, and GGNRA land (owned by the NPS) to the north, east, and west (see Figures 1-1 and 1-2, in Chapter 1).

The aesthetic of the SFVAMC Campus is one that is informed by the natural beauty of the site and its surroundings. Stunning views of the Pacific Ocean, the San Francisco Bay, the Golden Gate...
Planning Context

The campus provides extraordinary views of the Bay and Ocean. Mature, native trees are prominent, located both within and adjacent to the developed areas of the campus. Monterey pine and Monterey cypress are the most prevalent vegetation types in the area, and are found in landscaped areas within the campus as well as in the adjacent, natural GGNRA areas. The site was originally considered as an ideal location for a hospital, based on the therapeutic properties of the proximity to the ocean, views, and natural areas.

As previously mentioned, the adjacent portions of East and West Fort Miley, adjacent to the SFVAMC campus, contain buildings and artillery bunkers, and were not included in the land transfer to VA. East Fort Miley and West Fort Miley are managed by the NPS and are part of the GGNRA. East Fort Miley and West Fort Miley were listed in the National Register of Historic Places (NRHP) in 1980. Other land uses surrounding the SFVAMC Campus include other portions of the GGNRA to the north, Lincoln Park Golf Course to the north and east, California Palace of the Legion of Honor Museum to the northeast, and the residential neighborhood of the Outer Richmond District to the south. The Outer Richmond District is a residential neighborhood comprised of medium-density development, with a mix of single-family homes and apartment buildings, mostly built after the 1906 earthquake. The residential area immediately south of the SFVAMC Campus is zoned RH-1 (Residential, 1 Unit Per Lot) and RH-2 (Residential, 2 Units Per Lot). The Outer Richmond District was ultimately built-out by the 1920s and is primarily residential, interspersed with mixed-use areas.

The San Francisco zoning map designates the SFVAMC site as "P", or Public; however, it is important to note that as federally-owned land, it is exempt from the City’s planning regulations.
Existing Conditions

Campus Character and Urban Design Patterns

The SFVAMC Fort Miley Campus consists of a mixture of architectural styles that have been developed over the long history of the site. The hospital and medical buildings built in the 1930s were designed in the Art Deco style. Subsequent development in the 1960s and 1970s doubled the size of hospital services and added enhanced functionality with the period’s mid-century and modern design, reflecting the importance of efficiency during this design period. Later development of the SFVAMC Fort Miley Campus occurred in the mid-1990s with the addition of new medical buildings in a series of architectural styles intended to be modern and seismically safe. The site also contains a water tower, which provides an iconic landmark to the Campus.

Existing Building Inventory

As discussed previously, the SFVAMC Fort Miley Campus contains a mixture of buildings, architectural styles and historic value. As shown in Figure 2-1, Existing Building Inventory, the Campus contains 36 buildings totaling approximately 987,500 gsf of habitable development.¹ Existing facilities include:

- One inpatient hospital building
- One outpatient clinical building
- Research buildings
- Two “hoptel” buildings (short-term patient accommodations)
- A CLC
- Administrative / office buildings, and

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¹ Major infrastructure facilities, such as the reservoir and the pump station, and parking structures (209 and 212) are shown on the Existing Building Inventory figure, but are not included in total gsf of habitable development.
• Various storage, infrastructure, and other facilities.

There is also a helipad located at the northwestern corner of the campus (designated with a “H” on Figure 2-1, Existing Building Inventory). In Table 2-1, Existing Building Inventory, each building is listed by building number, and includes a description of square footage and current use.

### Table 2-1: Existing Building Inventory

<table>
<thead>
<tr>
<th>Building #</th>
<th>gsf</th>
<th>Current Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>T-17</td>
<td>1,700</td>
<td>Research</td>
</tr>
<tr>
<td>T-19</td>
<td>840</td>
<td>MRI Modular Building</td>
</tr>
<tr>
<td>T-23</td>
<td>920</td>
<td>Research</td>
</tr>
<tr>
<td>T-24</td>
<td>1,056</td>
<td>Medical Offices</td>
</tr>
<tr>
<td>T-27</td>
<td>600</td>
<td>Admin Space</td>
</tr>
<tr>
<td>T-28</td>
<td>600</td>
<td>Admin Space</td>
</tr>
<tr>
<td>1</td>
<td>37,765</td>
<td>Clinical, Research, Geriatrics</td>
</tr>
<tr>
<td>2</td>
<td>126,249</td>
<td>Administration, Research</td>
</tr>
<tr>
<td>3</td>
<td>6,871</td>
<td>Engineering, Admin</td>
</tr>
<tr>
<td>4</td>
<td>7,127</td>
<td>Research, Admin</td>
</tr>
<tr>
<td>5</td>
<td>4,590</td>
<td>Prosthetics, Research</td>
</tr>
<tr>
<td>6</td>
<td>52,261</td>
<td>Administration, Shops, Research</td>
</tr>
<tr>
<td>7</td>
<td>22,803</td>
<td>Canteen, Auditorium, Chapel</td>
</tr>
<tr>
<td>8</td>
<td>25,521</td>
<td>Mental Health/ Research</td>
</tr>
<tr>
<td>9</td>
<td>4,750</td>
<td>Hoptel</td>
</tr>
<tr>
<td>10</td>
<td>4,750</td>
<td>Hoptel</td>
</tr>
<tr>
<td>11</td>
<td>3,720</td>
<td>Mental Health, Research</td>
</tr>
<tr>
<td>12</td>
<td>38,910</td>
<td>Medical Research</td>
</tr>
<tr>
<td>13</td>
<td>9,595</td>
<td>Medical Research</td>
</tr>
<tr>
<td>14</td>
<td>6,480</td>
<td>NCIRE, Research</td>
</tr>
<tr>
<td>15</td>
<td>350</td>
<td>Storage</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Building #</th>
<th>gsf</th>
<th>Current Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>3,587</td>
<td>Medicine AIDS project</td>
</tr>
<tr>
<td>18</td>
<td>9,711</td>
<td>Medical Research, Admin</td>
</tr>
<tr>
<td>20</td>
<td>2,373</td>
<td>Storage</td>
</tr>
<tr>
<td>21</td>
<td>1,725</td>
<td>Research</td>
</tr>
<tr>
<td>25</td>
<td>1,397</td>
<td>Engineering Shops</td>
</tr>
<tr>
<td>29</td>
<td>-</td>
<td>Pump Station</td>
</tr>
<tr>
<td>30</td>
<td>-</td>
<td>Reservoir</td>
</tr>
<tr>
<td>31</td>
<td>1,508</td>
<td>HBPC Trailer</td>
</tr>
<tr>
<td>32</td>
<td>1,443</td>
<td>Child Care Center</td>
</tr>
<tr>
<td>33</td>
<td>1,400</td>
<td>Psychiatry Trailer</td>
</tr>
<tr>
<td>42</td>
<td>9,500</td>
<td>Research</td>
</tr>
<tr>
<td>200</td>
<td>168,295</td>
<td>Ambulatory Care, Clinical Support</td>
</tr>
<tr>
<td>203</td>
<td>335,011</td>
<td>Inpatient Hospital, Diagnostics, Specialty Care</td>
</tr>
<tr>
<td>205</td>
<td>10,093</td>
<td>Energy Plant</td>
</tr>
<tr>
<td>207</td>
<td>3,578</td>
<td>IRMS</td>
</tr>
<tr>
<td>208</td>
<td>61,311</td>
<td>Nursing Home Care (Community Living Center)</td>
</tr>
<tr>
<td>210</td>
<td>18,785</td>
<td>Executive Offices, Reg. Counsel, Admin</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>987,500</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: VA Capital Assets Inventory Database - June 7, 2012
Figure 2-1: Existing Building Inventory
Figure 2-2: Existing Building Massing
Existing Parking Inventory

The SFVAMC Fort Miley Campus currently includes 10 surface parking lot areas and two parking structures that provide a total of approximately 1,250 parking spaces as shown in Table 2-2 below and in Figure 2-3, Existing Parking Inventory.

Table 2-2: Existing Parking Inventory

<table>
<thead>
<tr>
<th>Parking Area</th>
<th>Type of Parking</th>
<th>User</th>
<th>Total Number of Spaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>212</td>
<td>Structure</td>
<td>Patient</td>
<td>160</td>
</tr>
<tr>
<td>B</td>
<td>Surface</td>
<td>Patient</td>
<td>102</td>
</tr>
<tr>
<td>C</td>
<td>Surface</td>
<td>Employee</td>
<td>13</td>
</tr>
<tr>
<td>D</td>
<td>Surface</td>
<td>GSA/Employee</td>
<td>142</td>
</tr>
<tr>
<td>E</td>
<td>Surface</td>
<td>Patient</td>
<td>23</td>
</tr>
<tr>
<td>F</td>
<td>Surface</td>
<td>Employee</td>
<td>2</td>
</tr>
<tr>
<td>G</td>
<td>Surface</td>
<td>Employee</td>
<td>87</td>
</tr>
<tr>
<td>H</td>
<td>Surface</td>
<td>Patient/Visitor</td>
<td>17</td>
</tr>
<tr>
<td>209</td>
<td>Structure</td>
<td>Patient/Employee</td>
<td>422</td>
</tr>
<tr>
<td>J</td>
<td>Surface</td>
<td>Employee</td>
<td>270</td>
</tr>
<tr>
<td>K</td>
<td>Surface</td>
<td>Employee</td>
<td>7</td>
</tr>
<tr>
<td>L</td>
<td>Surface</td>
<td>Employee</td>
<td>8</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td>1,253</td>
</tr>
</tbody>
</table>
Figure 2-3: Existing Parking Inventory
Landscape and Open Space Conditions

There are several open space areas integrated with development at the SFVAMC Fort Miley Campus; however, the Campus does not exhibit a unified landscape theme. There is a picnic area on a turf lawn north of Buildings 3, 210, and 7, which provides views of the ocean and the Marin Headlands. There are two additional landscaped lawns at the site: at the entry between 42nd and 43rd Avenues and between Buildings 1 and 5. The North Slope Stabilization Project built a retaining wall along the north side of the Campus to protect from slope slippage. This project incorporates walking trails and picnic tables, providing views of the GGNRA lands to the north and of the Pacific Ocean. The area directly north of Clement Street, at the southern end of the Campus, is heavily vegetated and serves as a landscape buffer between the site and the neighborhood to the south.

The open space conditions in the GGNRA lands immediately surrounding the Campus are exceptional, with ocean views and linked hiking trails. The transition from the formal landscape of the Campus to a more unmanaged / wooded open space is evident around the perimeter of the Campus; particularly to the north and west at the boundaries with the GGNRA areas. (Note: Chapter 4, Urban Design Framework, contains a discussion of future landscape goals and concepts for the SFVAMC Fort Miley Campus).
Historic District

The northern and eastern portions of the SFVAMC Fort Miley Campus comprise a historic district. The district (see Figure 2-4, National Register Historic District Boundary) was listed in the NRHP in 2009. The district is eligible under NRHP Criterion “A” as an example of early 20th century standardization of VA hospitals and under Criterion “C” as an early example of a Federal building designed with seismic-resistant buildings technologies and for its Mayan Art Deco design. The Historic District encompasses 12 acres of the Campus, and contains 14 contributing buildings or structures (1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 18, 20, and the flagpole and base), and nine non-contributing buildings or structures (14, 25, 26, 31, 32, 33, 202, 210, and 212). The boundaries of the historic district correspond to the areas that retain the highest degree of architectural integrity and historic landscaping. The period of significance for the historic district is 1934 to 1941.

Starting in the mid-20th century, the SFVAMC Fort Miley Campus underwent modifications, most notably the removal of semi-formal landscape and hardscape and the siting of parking lots and modern construction of varying mass and scale in former open space areas. Most of these changes have occurred on the south and west portions of the Campus. The northern part of the site contains the core of unaltered original buildings dating to the period of significance.

The historic district retains its integrity despite significant alterations to the Campus over the decades. It retains its original location and it adequately conveys the historic appearance of its period of significance. In areas, it retains sufficient levels of design, even though the Campus setting has been altered with the addition of several large buildings and parking lots. The historic district retains its primary materials mainly consisting of reinforced concrete, steel framing, stucco and terra cotta ornament, and aluminum fixtures. The Campus’ external setting has been preserved as it is bounded by protected lands in the GGNRA to the north, east, and west.
Figure 2-4: National Register Historic District Boundary
Existing Circulation and Access Overview

The SFVAMC Fort Miley Campus can be reached via multiple modes of transportation, which together serve to make the Campus accessible to Veterans throughout the region, as well as to employees, volunteers, and visitors to the Campus. Internal circulation and access are also critical factors to consider when planning for the future of the Campus, ensuring that there is clear and safe access between buildings, parking, and open space areas. Following is a description of existing access and the campus circulation network.

Regional Vehicle Access

Regional access to and from the SFVAMC Fort Miley Campus is provided by California Highway 1 (CA-1), United States Highway 101 (U.S. 101), Interstate 80 (I-80), and Interstate 280 (I-280). Regional access to and from the Campus and the East Bay is provided by I-80 and the Bay Bridge, via U.S. 101. Access to I-80 is provided via U.S. 101 on- and off-ramps at the Octavia Boulevard / Market Street intersection, followed by an interchange with I-80.

Regional access to and from the SFVAMC Fort Miley Campus and South Bay is provided by CA-1 (called Park Presidio Boulevard in the vicinity of the Campus) and I-280. Access to CA-1 is provided via its intersections with Clement Street or Geary Boulevard. Access to I-280 is provided via its interchange with CA-1 south of the Campus.

Regional access to and from the SFVAMC Fort Miley Campus and the North Bay is provided by CA-1 (Park Presidio Boulevard) and the Golden Gate Bridge. Access to CA-1 is provided via its intersections with Clement Street or Geary Boulevard.

Local Vehicle Access

Local access to the SFVAMC Fort Miley Campus is provided by either 42nd Avenue or 43rd Avenue via Clement Street or Geary Boulevard (see Figure 2-5, Existing Circulation System). Clement
Street is an east-west roadway running from 45th Avenue to Arguello Boulevard, and Geary Boulevard is a major east-west roadway that runs between 41st Avenue and Gough Street. On-street parking is provided on both sides of the streets surrounding the Campus.

Upon entering the Campus, internal access is provided via Fort Miley Circle and Veterans Drive. Fort Miley Circle is a two-way internal roadway located completely within the Campus. It provides one travel lane in each direction. Fort Miley Circle connects with Veterans Drive and forms an access loop around the perimeter and through the center of the site.

*Passenger Vehicle Access*

Passenger vehicles are the primary mode of transportation to and from the SFVAMC Fort Miley Campus. Passenger vehicle circulation around and through the Campus is provided via Fort Miley Circle and Veterans Drive. Staff, Veterans, and visitors enter the Campus via the 42nd Avenue and 43rd Avenue entrances. Generally, the destination for Veterans and visitors is parking areas on the east side of the Campus (Parking Area 212 or B), and Parking Area E in the center of the Campus. Veterans may also be dropped off and picked up on Fort Miley Circle, between Buildings 200 and 203. Staff generally park in areas on the west and north side of the Campus.

*Fire Access*

The City of San Francisco Fire Department provides emergency fire service for the SFVAMC Fort Miley Campus. Fire access is provided to each building via Fort Miley Circle and Veterans Drive. Emergency fire apparatus and related vehicles may use either the 42nd or 43rd Avenue entrances to the Campus.

*Emergency Medical Access*

While the SFVAMC Fort Miley Campus provides limited emergency medical service, Building 200 is the ACC and the current destination of emergency vehicles arriving at the Campus. The primary entrance for emergency medical vehicles is via 42nd Avenue, and patients are delivered to the west side of Building 200 via Fort Miley Circle. Ambulance access and circulation is shown in **Figure 2-5**.
Delivery Vehicle Access

Delivery of various supplies including medical, office, and food service supplies are made on a daily basis. Fort Miley Circle and Veterans Drive provide access to several individual building delivery bays, some of which can accommodate semi-trailers. Delivery trucks currently may use either entrance to the Campus, depending on the type and destination of the delivery. Delivery vehicle access and circulation is illustrated in Figure 2-5.

Transit

The San Francisco Municipal Transportation Agency (SFMTA or Muni) operates the 38 Geary, 38L Geary Limited, and 38AX Geary A Express in the vicinity of the SFVAMC Fort Miley Campus. Every other bus on the 38 Geary route provides direct access into the Campus via Veterans Drive / Fort Miley Circle. Otherwise, all three 38 lines stop at Point Lobos Avenue, one block south of the Campus.

Shuttle

The SFVAMC Transport System consists of a fleet of buses and operates along the Highway 101 corridor. This Transport Systems takes Veterans to and from appointments at clinics in Eureka, Ukiah, Santa Rosa, and the SFVAMC Fort Miley Campus. The Transport System also provides daily shuttles to and from the SFVAMC Fort Miley Campus and the San Francisco VA Downtown Clinic, San Bruno VA Outpatient Clinic, and UCSF (Parnassus).

In addition, the SFVAMC contracts with a major transportation service to provide free daily bus and shuttle service to Veterans and staff. The service operates between the SFVAMC Fort Miley Campus and major transportation hubs in San Francisco, from 5:00 am to 9:00 am, and from 2:30 pm to 6:30 pm. More than 200 Veterans and staff utilize this service daily.

Pedestrian Access

Sidewalks and walkways are provided within the SFVAMC Fort Miley Campus and connect to sidewalks along Clement Street. Sidewalks are provided around Fort Miley Circle, Veterans Drive and between buildings within the Campus. Accessible paths of travel across designated patient and patient areas.
visitor parking areas are clearly indicated. All major streets in the vicinity of the Campus have sidewalks and all major intersections have marked crosswalks. In addition, most intersection corners in the vicinity of the Campus provide ADA compatible curb ramps.

_Bicycle Access_

Four major Citywide Bicycle Routes (Routes 10, 85, 95, and 395) consisting of Class I (paved off-street paths) and Class III (signed routes, where bicyclists share travel lanes with vehicles) bikeways are in the vicinity of the SFVAMC Fort Miley Campus. Routes 10 and 95 travel along Clement Street (immediately south of the Campus) while Routes 85 and 395 travel from Legion of Honor Drive to El Camino del Mar to the north and east of the Campus.
Figure 2-5: Existing Circulation System
Development Program
Development Program Overview

The Development Program contained in this LRDP is intended to ensure that the SFVAMC is able to address the current space deficiency at the SFVAMC Fort Miley Campus, in order to continue to provide the highest quality medical care to Veterans in the San Francisco Bay Area and the North Coast of California. The projects will also allow for continued medical research, ensuring that the Campus remains a leader within the overall VA system. The projects include new construction, retrofitting and renovation of existing facilities and demolition / removal of facilities to allow for new construction.

All new construction included in the LRDP program will be designed to achieve Leadership in Energy and Environmental Design (LEED) Silver certification and will implement the VA Strategic Sustainability Performance Plan (VA SSPP), which identifies VA's sustainability goals and defines policy and strategy for achieving these goals.

Figure 3-1, Summary Site Plan, provides a graphic overview of the actions anticipated as part of the LRDP, organized by the following categories:

- New construction
- Expansion of existing buildings
- Retrofitting (seismic upgrades, according to VA Seismic Design Requirements)
- Demolition or removal
- No action

As indicated on the Summary Site Plan, the development program for the Campus is comprehensive, with new construction, seismic retrofits, and expansion planned. All construction staging will occur on the Campus, and within previously disturbed areas.

The circulation and access network will also be upgraded in order to improve access to existing and new buildings (described in detail in Chapter 5, Circulation). This LRDP does not contain detailed information regarding infrastructure improvements; however, it is assumed that all infrastructure...
systems will be upgraded, as needed, to serve the development program described in this plan.

Table 3-1 below provides an overall summary of planned new construction and demolition, organized in two development phases, as well as the total Campus gsf at plan buildout. Detailed descriptions of each development phase follow.

Table 3-1: LRDP Development Summary

<table>
<thead>
<tr>
<th></th>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Development (gsf)</td>
<td>58,300</td>
<td>247,300</td>
<td>305,600</td>
</tr>
<tr>
<td>Demolition / Removal (gsf)</td>
<td>-4,000</td>
<td>-57,600</td>
<td>-61,600</td>
</tr>
<tr>
<td>Total Net New Development</td>
<td></td>
<td></td>
<td>244,000</td>
</tr>
<tr>
<td>Existing Development</td>
<td></td>
<td></td>
<td>987,500</td>
</tr>
<tr>
<td>LRDP Buildout</td>
<td></td>
<td></td>
<td>1,231,500</td>
</tr>
</tbody>
</table>
Figure 3-1: Summary Site Plan

Development Program
Phase 1 Summary

Actions planned for Phase 1 will occur between 2013 - mid-year 2015, and include a combination of new construction, building retrofit, and demolition. **Table 3-2** below provides a summary of the development program for Phase 1, which includes five sub-phases. **Figure 3-2** provides a graphic illustration, and **Figure 3-3** illustrates the approximate massing of the Phase 1 development program.

**Table 3-2: Phase 1 Development Program**

<table>
<thead>
<tr>
<th>Phase I: 2013 2015</th>
<th>Building</th>
<th>Building Gross Square Feet (GSF)</th>
<th>Stories</th>
<th>Construction Start</th>
<th>Construction End</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Building 41 (Research)</td>
<td>14,200</td>
<td>2</td>
<td>January 2013</td>
<td>December 2013</td>
</tr>
<tr>
<td>1.1</td>
<td>Building T-17</td>
<td>-1,700</td>
<td></td>
<td>January 2013</td>
<td>December 2013</td>
</tr>
<tr>
<td>1.2</td>
<td>Emergency Operations Center and Building 211 Parking Garage Expansion (477 spaces; 295 net new)</td>
<td>5,000 (2,000 for EOC, 3,000 for storage space)</td>
<td>5</td>
<td>January 2013</td>
<td>May 2014</td>
</tr>
<tr>
<td>1.3</td>
<td>Building 22 (Hoptel)</td>
<td>8,700</td>
<td>2</td>
<td>January 2013</td>
<td>January 2014</td>
</tr>
<tr>
<td>1.3</td>
<td>Seismic Retrofit Buildings 5, 7, 9, 10, 11, and 13</td>
<td>n/a</td>
<td></td>
<td>January 2013</td>
<td>January 2014</td>
</tr>
<tr>
<td>1.4</td>
<td>Patient Welcome Center and Drop-off Area</td>
<td>14,800 (1,350 is drop off area)</td>
<td>1</td>
<td>August 2013</td>
<td>August 2015</td>
</tr>
<tr>
<td>1.5</td>
<td>Building 24 (Mental Health Clinic Expansion)</td>
<td>15,600</td>
<td>3</td>
<td>May 2014</td>
<td>June 2015</td>
</tr>
<tr>
<td>1.5</td>
<td>Building 20</td>
<td>-2,300</td>
<td></td>
<td>May 2014</td>
<td>June 2015</td>
</tr>
</tbody>
</table>

**Phase 1 Total New Construction** 58,300

**Phase 1 Total Demolition** -4,000

**Phase 1 Net New Construction** 54,300

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1 Parking structures are not habitable structures, and areas housing parking spaces are not counted towards building GSF. A full discussion of future parking inventory is included in Chapter 5 of this LRDP.
This phase of development includes a range of new construction projects, which will provide significant upgrades for medical care and research facilities, parking facilities, and enhancements to the Campus character and experience.

Major projects include:

- Construction of Building 41, designed as a new research facility, on the western portion of the Campus, along with demolition of Building 17.
- Construction of Building 211, a new parking structure providing 295 net new spaces. This project also includes a vehicular connection to 209, an existing parking structure.
- Construction of Building 22, a new hoptel facility, located between Buildings 9 and 10 (existing hoptels). Building 22 includes a connection to Building 9.
- Seismic retrofit of Buildings 5, 7, 9, 10, 11, and 13.
- A new Patient Welcome Center and Drop-off Area. The Welcome Center will be located between Buildings 200 (existing ACC) and Building 203 (Hospital), and is intended to simplify and enhance the patient and visitor experience at the SFVAMC Fort Miley Campus. It is anticipated that all Veterans entering the Campus will start their visit at the Welcome Center, and will be directed or accompanied to their destination. The Welcome Center also incorporates a healing garden area, envisioned as a place of sanctuary and serenity for all Veterans, employees, and visitors. As indicated on Figure 3-2, Phase 1 Development Program, the Drop-off Area will be designed as a roundabout outside of the Welcome Center and will be clearly signed and accessible from the 42nd Avenue entrance to the Campus.
- Construction of Building 24, a new and expanded space for the Mental Health Clinic, on the eastern side of the Campus.
Figure 3-2: Phase 1 Development Program (2013-2015)
Figure 3-3: Phase 1 Building Massing
Phase 2 Summary

Actions planned for Phase 2 will occur between mid-year 2015-2023 and include a combination of new construction, expansion of existing buildings, building retrofit, and demolition / removal. Table 3-3 below provides a summary of the development program for Phase 2, which includes five sub-phases. Figure 3-4 provides a graphic illustration of the Phase 2 development program, and Figure 3-5 illustrates the approximate building massing.

Table 3-3: Phase 2 Development Program

<table>
<thead>
<tr>
<th>Phase 2: 2015 2023</th>
<th>Building</th>
<th>Building Gross Square Feet (GSF)</th>
<th>Stories</th>
<th>Construction Start</th>
<th>Construction End</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Operating Room Expansion (D-Wing)</td>
<td>5,300</td>
<td>1</td>
<td>October 2015</td>
<td>October 2016</td>
</tr>
<tr>
<td>2.2</td>
<td>IT Support Space Expansion (Bldg. 207)</td>
<td>7,000</td>
<td>2</td>
<td>April 2016</td>
<td>October 2017</td>
</tr>
<tr>
<td>2.3</td>
<td>Building 23 (Mental Health Research Expansion)</td>
<td>15,000</td>
<td>3 (+ basement)</td>
<td>June 2016</td>
<td>July 2017</td>
</tr>
<tr>
<td>2.4</td>
<td>Building 40 (Research)</td>
<td>100,000</td>
<td>5 (+ basement)</td>
<td>October 2016</td>
<td>April, 2023</td>
</tr>
<tr>
<td>2.4</td>
<td>Seismic Retrofit Buildings 1, 6, 8</td>
<td>n/a</td>
<td></td>
<td>October 2016</td>
<td>April, 2023</td>
</tr>
<tr>
<td>2.4</td>
<td>Building 14 (Removal)</td>
<td>-9,700</td>
<td></td>
<td>October 2016</td>
<td>April 2023</td>
</tr>
<tr>
<td>2.4</td>
<td>Building 18</td>
<td>-6,400</td>
<td></td>
<td>October 2016</td>
<td>April 2023</td>
</tr>
<tr>
<td>2.4</td>
<td>Building 21</td>
<td>-1,700</td>
<td></td>
<td>October 2016</td>
<td>April 2023</td>
</tr>
<tr>
<td>2.4</td>
<td>Building T-23</td>
<td>-900</td>
<td></td>
<td>October 2016</td>
<td>April 2023</td>
</tr>
<tr>
<td>2.4</td>
<td>Building 12</td>
<td>-38,900</td>
<td></td>
<td>October 2016</td>
<td>April 2023</td>
</tr>
<tr>
<td>2.5</td>
<td>Ambulatory Care Center (ACC)</td>
<td>120,000</td>
<td>5 (+ basement)</td>
<td>June 2021</td>
<td>January 2023</td>
</tr>
<tr>
<td><strong>Phase 2 Total New Construction</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>247,300</strong></td>
</tr>
<tr>
<td><strong>Phase 2 Total Demolition / Removal</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>-57,600</strong></td>
</tr>
<tr>
<td><strong>Phase 2 Net New Construction</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>189,700</strong></td>
</tr>
</tbody>
</table>

Temporary Space

| Swing Space (Temporary) | 24,000 | 1 | June 2015 | June 2016 |

---

2 Not included in total GSF, as it is temporary space
This phase of development includes a range of new construction projects, which will provide significant upgrades for medical care and research facilities, parking facilities, and enhancements to the campus character and experience.

Major projects include:

- Expansion of both the D-Wing (Operating Room), and Building 207 (IT Support Space).
- Construction of Building 23, which is the Mental Health Research Expansion.
- Construction of Building 40, which will be a research facility (replacing Building 12, to be demolished during this phase). Construction of this building requires demolition/removal of Buildings 14, 18, T-23, and 21.
- Seismic retrofit of Buildings 1, 6, and 8.
- Construction of a new ACC consisting of 120,000 gsf, to be located in the previous building 12 location.
- Bringing in a 24,000 gsf “Swing Space”, which will provide a temporary, modular space for the functions housed in Buildings 18, T-23, 21, and 41 after they are demolished, and before the replacement (Building 40) is completed.
Figure 3-4: Phase 2 Development Program (2015-2023)
Figure 3-5: Phase 2 Building Massing
Off-Site Alternative

While this LRDP plans for the buildout of the SFVAMC Fort Miley Campus, it is possible that the expansion at an alternative site within San Francisco will be considered, in order to accommodate potential future development. Potential expansion sites could be considered in the Mission Bay area of San Francisco.
Urban Design Framework 4
Urban Form Vision

As the development program contained in this LRDP is implemented, there are several key urban design factors that should be considered in order to create and maintain an attractive, usable, and accessible SFVAMC Fort Miley Campus with a distinct sense of place and identity. Three fundamental elements together form a cohesive vision for the Campus’ urban form:

- Iconic location and status of the Campus, contributing to the user experience
- Environmentally sensitive setting and exceptional views
- Historic architecture and building character

Each of these elements is described in detail in the following sections.

Campus Location and Status

This LRDP strives to build on the Campus’ location and status and considers a holistic approach to creating a cohesive Campus character and providing a positive experience for Veterans, visitors, and employees.

Visual Components

The SFVAMC Fort Miley Campus enjoys a special and iconic position within the San Francisco landscape, located at the top of the hill, adjacent to spectacular open space areas, and providing exceptional views of the ocean, the Marin Headlands, and the Golden Gate Bridge. The Campus’ location and existing development fabric signals a clear sense of place and arrival at a destination. The Campus’ character is enhanced by distinct architectural styles of buildings and the presence of the water tower, which provides a visual marker both on the Campus and from surrounding areas. Future development patterns should embrace and build on Fort Miley’s hilltop location status, continuing to provide exceptional views and enhance the Campus character.
Access

Access to and mobility throughout the SFVAMC Fort Miley Campus are key elements of creating a cohesive sense of place and enhancing the user experience. This LRDP provides a hierarchy of entries and roadways, with separate zones primarily for Veterans / visitors and for employees and service functions, illustrated in Figure 4-1, Proposed Access. The main Veteran and visitor entrance is accessed from 42nd Avenue. Upon arrival through this entrance, a motorist will be directed to the drop-off area and Welcome Center and will then be clearly routed to parking areas. Transit and shuttle vehicles will also enter the Campus via the 42nd Avenue entrance, and stops will be clearly marked and conveniently located at the drop-off area and Welcome Center.

The 43rd Avenue entrance will be designated primarily for employees and service/delivery vehicles, with clear signage and direction to parking and delivery areas. The loop road around the Campus serves to help distribute trips around the Campus and help motorists easily arrive at their destinations.

The LRDP also emphasizes pedestrian mobility. Building placement and orientation will consider pedestrian access, with clear entryways and destinations. Pathways between buildings, parking areas, and open spaces will be clearly defined in order to enhance the pedestrian experience.

Signage

It is important that Veterans, visitors, and employees are able to quickly find where they need to be; therefore, clear direction should be provided through an effective signage program. Signage should address pertinent information such as the layout of the Campus and buildings, where the user is currently located, destinations, and directions to move comfortably and efficiently around the site. Way-finding signage should provide contrast and highlights in order to quickly direct attention and ensure users can easily reach their destinations throughout the Campus. Signage style and materials should be highly visible, and should be consistent throughout the Campus.
Figure 4-1: Proposed Access
Environmental Setting and Views

The location proximate to the ocean and the beauty of the natural setting factored into the original decision to locate a VA hospital at Fort Miley, as the setting is valued for its therapeutic and calming qualities. The Campus boasts some of the most incredible views in San Francisco. The open space and landscape concept for the Campus takes cues from the natural setting and is designed to preserve and enhance Campus character, as well as provide transitions to the surrounding GGNRA areas and residential neighborhoods. The open spaces located within should be designed and oriented to provide options for all Campus users to enjoy the natural setting and views that the Campus offers, as well as serve as buffers for surrounding land uses.

Views out from the Campus to the surrounding parklands should be protected by careful buffer plantings. Conversely, views into the Campus should be screened, to provide appropriate buffers from the surrounding neighborhoods. This can be achieved through careful design of landscaped areas and planting materials. Buffer plantings in edge areas should be designed to balance preserving views out from the site with the need to screen views into the Campus from neighbors.
Landscape Concept

The Landscape Concept contained in this LRDP is intended to provide high-level design direction for transforming the Campus landscape into one that takes advantage of the spectacular natural setting, and is sensitive to the surrounding neighbors. The following goals and objectives are intended to provide guidance for future landscape improvements:

Reinstate a landscape character of dignity, quality, and professionalism, that honor’s America’s Veterans and communicates the excellent standards of the Campus.

- Utilize quality materials and a consistent palette
- Create a campus-like setting that visually unifies the site

Create a landscape that supports health and healing.

- Ensure the highest standards of accessibility
- Apply the latest evidence-based design research in the creation of healing gardens
- Incorporate patient walking loops, as well as comfortable resting and gathering areas

Promote good relations with Campus neighbors.

- Provide clear and attractive pedestrian connections between the residential neighborhood and surrounding open space, as well as use of publicly accessible open space on the Campus
- Partner with GGNRA to improve the ecology and environmental health of the area

Create a welcoming environment.

- Reinforce site geometries and circulation routes, improving way-finding and site comprehension.
- Provide pleasant outdoor gathering and eating areas for employees, Veterans, and visitors
Integrate sustainability.

- Prioritize plant species that are drought tolerant and climate appropriate, as well as provide habitat value
- Promote stormwater quality and reduce run-off with integrated vegetated stormwater management strategies
- Use locally sourced materials that are aesthetically compatible with the surrounding natural landscape

With these goals and objectives in mind, future landscape improvements at the SFVAMC Fort Miley Campus will be designed to be compatible and complementary with the surrounding natural areas, focusing on the features of the dramatic natural setting and views that provide the Campus with its unique character. **Figure 4-2, Proposed Landscape Zones,** illustrates the SFVAMC’s conceptual landscape and open space pattern, highlighting the distinct character and purpose of each zone. **Figure 4-3, Proposed Landscape Concept,** highlights the way that landscape elements will be integrated with existing and future development. This diagram also illustrates conceptual tree locations, highlighting entryways, landscaping areas surrounding buildings, and pedestrian pathways.

Landscaping plans will consider species that are compatible with the existing landscape, both within the Campus and in the surrounding natural areas. Additionally, landscape improvements will be sensitive to the character and resources contained within the SFVAMC Fort Miley Historic District. The following sections describe the conceptual improvements envisioned in each of the distinct landscape zones found on the Campus.
Figure 4-2: Proposed Landscape Zones
Gateway Landscape Zone

As the entry to the Campus, and a primary zone of interface with the surrounding residential neighborhood, landscape design for the gateway zone should receive critical attention. The main Campus entry at 42nd Avenue is envisioned as a formal gateway, marking a transition from the adjacent city grid to the Campus setting. The green landscaped areas will transition up the hill, providing a clear orientation to the Drop-Off Area and Welcome Center.
Buffer Zone (Park Edge and Neighborhood Edge)

The areas at the edges of the Campus will be designed and maintained to serve as appropriate buffer and transition areas. The hillside landscape area at the northern portion of the site provides an excellent open space resource for SFVAMC users, with trails, picnic areas, and exceptional views of the Pacific Ocean and the Golden Gate Bridge. This area also acts as a buffer and transition zone to the surrounding GGNRA area to the north. New development and open space areas at the eastern and western edges of the campus will be oriented and maintained to create transitions to the bordering open space areas. At the southern end of the campus, the open space will be well maintained, attractive, and accessible in order to create a transition and pleasant buffer to the Outer Richmond residential neighborhood to the south.

Coastal Landscape / Overlook Trail

The coastal landscape / overlook trail area at the northern edge of the Campus is one of the most spectacular open space opportunities on the Campus. The recent design improvements of the North Slope Stabilization Project maximized opportunities to enjoy the view with a promenade walkway overlook points for gathering and highlighting special vistas, and a landscaped park area intended for use by employees, Veterans, and visitors. The coastal landscape zone also includes walking trails, providing opportunities to enjoy the stunning views while enjoying exercise and fresh air. This zone provides a location for formal events, as well as informal gatherings and reflection.
Healing Garden Zone

This zone contains two designated healing garden locations, one adjacent to the Welcome Center, and at the northern boundary of the Campus. These gardens will be designed as areas of quiet relaxation and contemplation, incorporating the area’s natural setting and views, while providing a therapeutic benefit for Veterans. The healing gardens will be designed to be visually integrated with other open space and landscaped areas throughout the Campus.

Garden Zone

As illustrated in the Landscape Zone diagram, the garden landscape areas are integrated throughout the Campus, surrounding development areas. These areas are envisioned as formal landscaped areas, providing a pleasant and comfortable pedestrian environment, and attractive areas surrounding buildings and proximate to parking areas. These areas should be designed with a unified theme, considering compatibility with existing landscape elements and the use of appropriate species and materials. Landscaping in these areas should be of an appropriate scale to encourage pedestrian circulation, and design should be consistent with the architectural styles of surrounding buildings.

Pedestrian Pathways

Pedestrian pathways and connections should be emphasized throughout the Campus with the intent of enhancing the pedestrian environment and encouraging mobility. Pedestrian pathways should create connections to landscaped areas and destinations. Pathways should be clearly signed, and where appropriate, marked by trees or other planting elements. Elements such as street furniture (benches, picnic tables) should be integrated along pedestrian pathways where appropriate, to allow for gathering spots and areas for rest and relaxation.
Figure 4-3: Proposed Landscape Concept
Planting Material and Style

Planting is a critical element of overall landscape character. Planting materials should be selected carefully according to the envisioned character of the SFVAMC Fort Miley Campus; an important consideration for the planting palette is the use of local natives. Plant species should be considered with the following criteria in mind:

- Cool, maritime climate tolerant
- California-appropriate character
- Drought tolerant / low water use
- Priority for regional natives
- Habitat value
- Non-invasive
- Non-toxic / non-allergenic
- Longevity
- Avoid thorns (except for barrier planting)
- Sturdy and resilient
- Low-maintenance
- Year-round aesthetic value

North slope and view from the Campus
Architectural and Building Character

Many of the existing buildings contribute to the SFVAMC Fort Miley Campus’ overall character and sense of place, providing a rich tradition of regional vernacular architectural styles. This tradition was established by the Mayan Art Deco design elements uniformly applied to the original 1934 buildings. The historic architectural quality is mixed with more modern buildings, offering visual diversity along with an interesting mix of styles. As new development occurs on the Campus, architecture and building orientation should be consistent with the existing development character, considering colors, materials, building height, and massing. New development should not necessarily mimic historical styles but should be compatible with existing architectural quality and character and contribute to the Campus’ sense of place and destination within San Francisco.
Circulation Overview

This chapter describes recommended improvements to the SFVAMC Fort Miley Campus circulation system intended to support the LRDP’s development program. The Campus’ circulation system should provide clear access and mobility for multiple modes of transportation, including pedestrians, private vehicles, public transit, and shuttles. Emphasis in the LRDP improvements is on creating clear and accessible routes and connections to serve all Campus users and enhance the overall experience at the SFVAMC. The existing circulation network and parking inventory are described in Chapter 2; this chapter focuses on recommended improvements to the circulation system and to parking areas.

Circulation System Improvements

Figure 5-1, Proposed Circulation System, illustrates the proposed circulation improvements, which support multi-modal transportation throughout the site, with an emphasis on clear pedestrian and vehicular accessibility, and improved mobility throughout the SFVAMC Fort Miley Campus.

Following is a description of the major circulation system improvements:

• Fort Miley Circle and Veterans Drive together will form an exterior loop around the Campus to provide access to all buildings and parking areas throughout the site. This reconfigured roadway network will also allow vehicles to access the drop-off area and continue throughout the Campus to access parking areas, or to exit the Campus directly from the drop-off area via 42nd Avenue.

• A significant improvement to the circulation system includes a reconfigured entrance at 42nd Avenue, including a new traffic circle designed for efficient patient and visitor drop-off and access to the new welcome center and healing garden, located between Buildings 200 and 203.

• In order to create the welcome center and healing garden, Fort Miley Circle will terminate at the drop-off area.
• Fort Miley Circle will also be narrowed between Buildings 200 and the future ACC to provide traffic calming and incorporate pedestrian access to the healing garden from the west.

Access Improvements

As described in Chapter 4, the 42nd Avenue entrance will be designated primarily for Veteran and visitor access. Upon entering at 42nd Avenue, Veterans and visitors will be directed to parking facilities on the east side of Campus (lots 212 and B). The 43rd Avenue entrance will be designated primarily for staff and service / delivery vehicles. Staff entering at 43rd Avenue will be directed to park in facilities on the west side of Campus (lots I and J). Emergency vehicles will be directed to enter through the 43rd Avenue entrance, and proceed to the new ACC. Clear signage will indicate which entrance should be used by those arriving at the Campus.

Transit

Muni vehicles will enter the Campus via the 42nd Avenue entrance and proceed to a stop on the west side of the traffic circle, proximate to the welcome center. Muni vehicles continue around the traffic circle and will proceed to exit the Campus at 42nd Avenue.

Shuttle

Shuttle vehicles will enter the campus via the 42nd Avenue entrance and will head north on Veterans Drive via Fort Miley Circle. The shuttle vehicles will continue through the Campus via the exterior Veterans Drive / Fort Miley Circle loop and will exit via 43rd Avenue.

Taxis

There will be two taxi stands located on the campus: one outside of the welcome center (accessed via the drop-off area), and the other outside of the CLC on Fort Miley Circle. Both will be accessed via the 42nd Avenue entrance, although taxis picking up or dropping off passengers outside of the CLC will exit the Campus via 43rd Avenue.
Figure 5-1: Proposed Circulation System

5 Circulation

5-4 | SFVAMC Fort Miley Campus - Long Range Development Plan
Parking Improvements

This LRDP includes new parking spaces, in order to serve the proposed new development and provide adequate parking for Veterans, staff, and visitors. The current parking inventory is described in Chapter 2 and includes approximately 1,250 parking spaces, located in surface lots and structures located throughout the Campus. The total parking inventory will be increased by over 250 spaces, to provide a total of over 1,500 spaces. The future parking inventory is outlined in Table 5-1, and illustrated in Figure 5-2 (Future Parking Inventory) on the next page.

Table 5-1: Future Parking Inventory

<table>
<thead>
<tr>
<th>Parking Area</th>
<th>Type of Parking</th>
<th>User</th>
<th>Total Number of Spaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>212</td>
<td>Structure</td>
<td>Patient</td>
<td>160</td>
</tr>
<tr>
<td>B</td>
<td>Surface</td>
<td>Patient</td>
<td>102</td>
</tr>
<tr>
<td>C</td>
<td>Surface</td>
<td>Employee</td>
<td>13</td>
</tr>
<tr>
<td>D</td>
<td>Surface</td>
<td>GSA/Employee</td>
<td>142</td>
</tr>
<tr>
<td>E</td>
<td>Surface</td>
<td>Patient</td>
<td>23</td>
</tr>
<tr>
<td>F</td>
<td>Surface</td>
<td>Employee</td>
<td>2</td>
</tr>
<tr>
<td>G</td>
<td>Surface</td>
<td>Employee</td>
<td>87</td>
</tr>
<tr>
<td>209</td>
<td>Structure</td>
<td>Patient/Employee</td>
<td>422</td>
</tr>
<tr>
<td>J</td>
<td>Surface</td>
<td>Employee</td>
<td>88</td>
</tr>
<tr>
<td>211</td>
<td>Structure</td>
<td>Employee</td>
<td>477</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td><strong>1,516</strong></td>
</tr>
</tbody>
</table>

The primary location for additional parking spaces will be in area 211, which is a new parking structure planned for the western side of the Campus, located north of and adjacent to the existing 209 structure. Several existing smaller surface lots will be removed in order to consolidate parking in the new structure. Parking areas will be clearly signed and will be designed to provide clear pedestrian access to nearby buildings.
Figure 5-2: Future Parking Inventory
Appendices
List of Acronyms and Abbreviations

AICD .................... Automated Implantable Cardioverter Defibrillator
ACC  ............................................................Ambulatory Care Center
ADA  .................................................... Americans with Disability Act
CLC  ..........................................................Community Living Center
DOD  .......................................................... Department of Defense
EIS  .................................................. Environmental Impact Statement
GGNRA ................................Golden Gate National Recreation Area
GSF  .................................................. Gross Square Feet
HIV  ........................................ Human Immunodeficiency Virus
LEED .......................Leadership in Energy and Environmental Design
LRDP  ........................................ Long Range Development Plan
MRI  .................................................. Magnetic Resonance Imaging
NEPA ........................................ National Environmental Policy Act
NCIRE ......... Northern California Institute for Research and Education
NPS  .................................................. National Park Service
NRHP  ........................................ National Register of Historic Places
NSF  .................................................. Net Square Feet
PTSD  ............................................ Post-Traumatic Stress Disorder
SFMTA ................. San Francisco Municipal Transportation Agency
SFVAMC .............. San Francisco Veterans Affairs Medical Center
UCSF  .................................. University of California, San Francisco
VA  ............................................ Department of Veterans Affairs
VA SSPP ............... VA Strategic Sustainability Performance Plan
VHA  ........................................... Veterans Health Administration
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