Vision and Goals

The UC Davis Health System aspires to be a healthcare provider of choice for its community, offering leadership and achieving excellence in medical education, state-of-the-art research and high-quality, compassionate clinical care. As a diverse community of faculty, staff, trainees and partners, UCDHS is collaborating to shape the future of medicine through innovative scientific discovery, continuous learning and state-of-the-art clinical care.

To accomplish this vision, the organization will:

Provide learning opportunities for students to attain the skills and passion they need for success in medicine.
- Administer a dynamic curriculum to train the next generation of physicians and medical researchers.
- Expand graduate and professional postgraduate training programs.
- Encourage lifelong learning.
- Integrate state-of-the-art technologies to enhance educational programs.
- Conduct education programs to ensure a well-trained workforce.

Position UC Davis as a recognized leader in innovative research and influential discoveries in focused areas of excellence.
- Furnish resources and support innovative research programs in key areas, including cancer, vascular disease, regenerative medicine, neuroscience and telemedicine.
- Emphasize collaboration and ensure a balance of excellent basic, translational and clinical research programs.
- Establish and maintain state-of-the-art research facilities and core support services, as well as responsive research management.
- Deliver comprehensive clinical research training programs to scholars, faculty and staff members.
- Support mentoring opportunities and collaborative and interdisciplinary research opportunities for faculty and scholars.

Provide high-quality, patient-oriented services that respond to the needs of our community and attract patients from around the world.
- Develop and ensure access to programs that offer high-quality compassionate care, with a special emphasis on cancer, vascular services, trauma and emergency medicine, and telemedicine.
- Optimize clinical services through an enriching academic environment and research programs.
- Respond to national obstacles in health care.
- Strive to deliver services in a cost-effective manner.

Participate as a valued member of the community by enhancing the quality of life and the economic strength of our region.
- Contribute locally and globally through academic discovery and community service.
- Enhance relations with alumni and other community partners by encouraging involvement and support of UC Davis Health System programs.
- Stimulate the economic strength of the region through employment, investment and innovative public and private partnerships.
Transportation, Circulation and Parking

Vehicular Circulation

The Sacramento campus is well-located for regional access via the freeway system, metropolitan light rail and bus transit, and the pattern of local surface streets (see Figure 8).

The four primary vehicular entries into campus are:
1) Stockton Boulevard at Colonial Way (Parking Structure 1),
2) Stockton Boulevard at X Street,
3) Stockton Boulevard at Y Street, and
4) Broadway at 50th Street.

The major vehicular circulation routes within the campus include east-west running X and Y Streets, and north-south running 48th, 49th, and 50th Streets.

As of Fall, 2007, the estimated daily population (students, staff, faculty, patients, visitors, and others) visiting the campus is 8,136. The majority arrive by car. The current mode split for daytime employees is:
- Drive alone = 88%
- Carpool/vanpool = 4%
- Transit = 4%
- Bike = 3%
- Walk = 1%

Approximately 80 percent of employees arrive at the campus between 6:00 AM and 9:00 AM, with a similar percentage departing between 3:00 PM and 6:00 PM. Although the Medical Center is a 24-hour facility, the full-time and part-time faculty and staff exhibit arrival and departure behavior similar to other commercial establishments as verified through entry and exit counts taken at major campus parking lots. Arrival and departure characteristics of patients and visitors demonstrate a more uniform pattern, as compared to pronounced peaks of employee travel. There is a small peak of visitor travel activity between 6:00 PM and 8:00 PM corresponding with evening visiting hours.

Parking

The Sacramento campus serves a variety of population groups including patients, visitors, staff, faculty, students, medical interns and residents, and vendors. The parking needs of each of the groups present challenges in planning the campus facilities.

Parking is accommodated on the Sacramento campus in two parking structures and several surface lots (see Figure 9). The main hospital is served by Parking Structure 1, providing approximately 600 spaces. Parking Structure 3 has been approved just south of Parking Structure 1. This structure will add approximately 1,200 parking spaces near the hospital. Parking Structure 2 serves the Ellison Ambulatory Care Center and contains approximately 800 spaces. The remaining buildings on campus have adjoining surface parking lots.
Transit

The Sacramento campus operates the Med-Transit shuttle service which connects various locations within the campus area. Two routes – internal and perimeter – provide service to and from the buildings and parking lots, as well as connecting to the 39th Street Light Rail Station. In addition, Med-Transit operates a shuttle between the Sacramento and Davis campuses.

Several regional transit bus lines serve the campus, with most routes running along Stockton Boulevard. The Sacramento Regional Transit District (RT) provides bus transit service on Stockton Boulevard via the 50E and 38 routes and on T Street north of the campus on the 37 route.

The Sacramento RT light rail line runs north of campus, with stops at 39th and 48th Streets. These light rail stations are less than a 1/2-mile distance (10 minute walk) from the Sacramento campus. The campus provides a shuttle bus service between the 39th Street light rail station and the main hospital.

Pedestrian and Bicycle Circulation

The Sacramento City/County Bikeway Master Plan defines a network of existing and proposed on-street and off-street bikeways throughout the city and county. Access to the campus is achieved along bicycle routes from the west on 2nd Avenue, from the north on 39th, 48th and 51st Streets, from the south along Stockton Boulevard (ends at Broadway), and from both east and west along Broadway. Within the campus, X Street and 48th, 49th and 50th Streets have on-street bike lanes, and 2nd Avenue is listed as a proposed bikeway.

Bike lockers and/or racks are located at nearly every building on the Sacramento campus.

Transportation Demand Management (TDM)

The campus currently has a robust TDM program for employees called the Commuter Choice Program. The TDM program consists of incentives for carpooling, vanpooling, riding transit, biking and walking. Over 600 employees take advantage of the Commuter Choice program. Approximately 12% of campus daytime employees use an alternative mode. Less than 1% of the patients and visitors arrive in alternative modes.
Utilities and Infrastructure

The Sacramento campus has an extensive utility infrastructure. The central co-generation plant provides normal and emergency electrical power, chilled and hot water for heating and cooling, and process steam to most campus buildings. The Central Plant uses natural gas provided by Pacific Gas & Electric Company. The Plant is designed to accommodate some growth in utility demand. The campus owns and operates its own telecommunications infrastructure.

Sanitary sewer and storm water drainage systems are connected to the City of Sacramento utility systems. Solid waste is separated into appropriate waste streams. Medical waste and hazardous chemical and radioactive waste is packaged and labeled, and categorized for shipment to appropriate off-campus disposal sites.

Potable water is provided by connection to the City of Sacramento domestic water system. The campus owns and operates two wells which supply irrigation water to all campus grounds.

Environmental Considerations

Local Factors

Climate

Sacramento has a Mediterranean climate characterized by cool, wet winters and hot, dry summers. Humidity is typically high during winter but low during summer. The average year has 73 days with a high over 90 °F. During summer, the delta breeze blowing from the San Francisco Bay Area into the Central Valley cools down the region during the evening. Rain tends to fall only between mid-October and April, with an average of 58 days of annual rain, and resulting in an average yearly precipitation of 17.93 inches. On average, 96 days of the year have a fog, mostly in the morning. The fog season runs from October to March.

Biological Resources

The Sacramento campus is almost entirely developed with either buildings, parking lots, roads, or landscaped areas, leaving no suitable habitat for sensitive species and no wetlands. While it is unlikely that the site is used as a migratory wildlife corridor, trees on the site provide suitable nesting habitat for common birds known to occur in the area. In addition, the City of Sacramento recommends retention of trees and protection of “heritage” trees. Ongoing campus activities to protect trees and to increase tree plantings throughout campus are supportive of these conditions.
Planning for Sustainability

**University of California Policy on Sustainable Practices**

The University of California Policy on Sustainable Practices is a system-wide commitment to minimize the University’s impact on the environment and reduce the University’s dependence on non-renewable energy sources. In compliance with the policy, UC Davis is preparing (2009) a Climate Action Plan, which will include both the Davis and Sacramento campuses.

The University of California Policy on Sustainable Practices promotes the principles of energy efficiency and sustainability in the following areas:

- Green Building Design
- Clean Energy Standard
- Climate Protection Practices
- Sustainable Transportation Practices
- Sustainable Operations
- Recycling and Waste Management
- Environmentally Preferable Purchasing Practices
- Food.

**Sacramento 2030 General Plan Goals and Policies on Sustainability**

The Sacramento 2030 General Plan places a strong emphasis on sustainability. The General Plan is based on the city’s Smart Growth principles, and features goals and policies that foster sustainable development and address climate change. These goals and policies run through each of the General Plan’s ten citywide elements.

Some of the goals and policies most relevant to the UC Davis Sacramento Campus LRDP are listed below. Note that this is not an exhaustive list but rather a sampling of those most relevant to the LRDP.

- Sustainable Development Patterns
- Sustainable Building Practices
- Heat Island Effect
- Transportation Demand Management
- Integrated Pedestrian System
- Water Conservation Programs
- Zero Waste
- Renewable Energy
- Energy Efficiency Improvements
- Stormwater Best Management Practices (BMPs)
- Urban Forest.
**Planning Principles**

Expansion of the Sacramento campus will require that functional considerations that are particularly crucial to the efficient operations of the hospital and clinics, be balanced with the opportunity to create a more attractive Health System campus that is a good neighbor and important institution within the Sacramento area.

Six planning principles have been identified and are illustrated on the following pages. These principles are intended to guide physical development of infrastructure and facilities. Their primary goal is to:

*Create a Framework that Improves the Quality of the Campus Environment while Providing the Flexibility to Support Significant Growth*

The planning principles are also intended to:

- Reinforce the Health System’s image as a world-class academic health center and support the vision and strategic plan.
- Provide an environment that helps attract and retain a diverse mix of patients and outstanding faculty, students and staff.
- Create a more campus-like feeling where appropriate with quality open space.
- Respect neighborhood concerns.
- Identify and mitigate adverse environmental effects.
- Complement and support the vision for the City of Sacramento.

**Principle #1: Ensure Appropriate Facilities Adjacencies**

Facility adjacencies help create efficiencies in operations and in the movement of patients, visitors, students, faculty, and staff. Recognizing existing major building investments, new facilities will be located in reasonable proximity to the current primary UCDHS mission-related uses (see Figure 12):

- Education and Research
- Hospital
- Ambulatory Care.

**Education and Research**

Education and research facilities are central to the mission of the Sacramento campus and currently include the Education Building, the three research buildings, the Institute for Regenerative Cures, and the Administrative Support Building. Significant growth is anticipated in these types of uses, with new facilities anticipated for new schools as well as substantial growth in research space. The education function will remain at the center of the Sacramento campus site, generally bounded by X, 47th, and 48th Streets and 2nd Avenue, providing good access to the hospital and ambulatory care facilities. To the south there is significant land available for future research facilities, which will enjoy good proximity to the existing research buildings and the teaching facilities of the academic uses. Other uses that would be appropriate in proximity to education and research would be those that support daily student life, and provide amenities for the entire campus population, such as food services and dining, bookstore, lounges and recreation facilities.
Principle #2: Improve Campus Open Space and Landscape Character

While the Sacramento campus has a number of attractive open spaces and landscaped areas, the campus falls short of being the welcoming environment that it might be. For instance, the campus lacks a large green quad or other major open space typically associated with an academic institution. Also, the site does not yet capture the special nature of “the City of Trees” that characterizes the City of Sacramento, especially the downtown, State Capitol area, and downtown neighborhoods.

The planned program growth at the campus provides an excellent opportunity to improve the open space character of the campus (see Figure 13). Components will include:

- **Improve the open space environment** to create a comfortable, more campus-like character in the Education and Research District.
- Create a large, multi-purpose open space in the Education and Research District, suitable for a variety of uses such as graduation ceremonies and informal recreation.
- **Create two new pedestrian malls** connecting primary destinations of students, faculty and staff: the hospital, the education and research area, and the ambulatory care facilities.
- Continue strong landscape treatment of major roads to provide shaded sidewalks for pedestrians and an image similar to the great Sacramento downtown streets.
- Create a network of secondary, building-related courtyards with amenities such as benches and shade, to provide an outdoor destination for patients, visitors, faculty and staff.
- Establish a landscape edge around the campus that will buffer neighbors from campus facilities and operations and provide a green campus image appropriate to a campus of the University of California.
Principle #3:
Provide Convenient Access to and within the Campus

Providing convenient access to and connections within the campus is crucially important to the successful operations of UCDHS.

Although the campus is well-served by transit (light rail, bus and shuttle), use of these modes is not always possible. Patients and visitors are the most difficult group to encourage using alternative modes of travel. This is generally because the population changes frequently, arrives and leaves at different times, and can come from outside the Sacramento region. The staff, students, and faculty can be influenced to adjust their mode of travel and there are programs in place to reduce single occupant travel to campus.

As a result, for patients in particular, easily accessible, conveniently located parking is essential. In order to provide this access, patient destinations, whether at the hospital or in the clinics and other care facilities on the campus, will be readily identifiable and accessible via the Health Sciences Boulevard, comprising X Street, 48th and 50th Streets. Major destinations will face this boulevard, with patient drop-offs convenient to primary building entries (see Figure 14). Parking will be readily identifiable and easily accessed nearby.

Within the areas of education and research, parking will move to the periphery in order to support a more pedestrian-friendly, auto-free environment similar to a traditional higher education campus. This will allow the creation of new open spaces - a quad and malls - within this zone.
Service access will be provided away from primary pedestrian spaces in order to minimize conflicts with pedestrians.

The campus will continue to incorporate alternate means of transportation to and from the campus with a particular focus on the commute habits of faculty, staff and students. The campus will support improved transportation options such as working with RT to improve bus and light rail service to and near the campus, and identify potential improvements to campus-operated shuttle systems. The campus will implement appropriate alternate mode use incentives such as discounted transit passes; carpool matching services; preferential parking for carpools, vanpools and low emissions vehicles; and flexible car share programs for the campus. The campus will also implement parking management policies, such as pricing, to encourage use of alternate modes. Finally the campus will encourage students in particular to live in close proximity of the campus to facilitate daily commuting.

Principle #4: Improve Pedestrian Connections throughout the Campus

All areas of the campus will be improved for better pedestrian access. The open space system of the connecting malls will provide the backbone of the connection system. Pedestrian walkways and tree-lined sidewalks will provide additional connections and will ensure easy and efficient ways to move throughout the campus without needing to drive (see Figure 15).

These pedestrian connections will be treated consistent
Principle #5: Provide Attractive Campus Entries and Edges

Patient access will be focused at two street entry points: Stockton Boulevard and X Street, and Broadway and 50th Street (see Figure 16). These entries will provide access to the Health Sciences Boulevard, and will simplify access for patients at all clinical destinations. Access to parking for the hospital will also be from Stockton Boulevard and from the hospital main entry drop-off area.

In order to minimize impacts on surrounding neighborhoods, access to the campus for general traffic from V Street will be limited to only one location at 49th Street. Other existing entry points at 45th and 48th Streets will be closed to general traffic with only service or emergency vehicles allowed.

Students, faculty and staff will access the campus from the two patient entries, but will also be able to

with the prevailing downtown Sacramento landscape of shade trees, with low water use but attractive groundcovers and other plantings.

Building entries will be aligned to support these pedestrian connections and to make using them the most efficient way to move around campus. Amenities such as benches, good lighting and signage will support this system.

As noted in the preceding section, patient access will be designed to be clear and convenient, requiring minimal walking and with parking located in close proximity to the hospital and other destinations.

Figure 16: Principle #5
Provide Attractive Campus Entries and Edges
enter more directly to destinations and parking along Stockton Boulevard at 2nd Avenue, at or near 3rd and 4th Avenues, and at 49th Street and Broadway. This will help to reduce traffic within the campus and support a pedestrian orientation.

The Sacramento campus directly adjoins residential neighborhoods along the north and east sides. On these edges, wherever possible, the campus will maintain a landscape buffer. As explained in the following 2010 Land Use Plan section, buildings on the campus edges will be limited in height. In combination with the landscaped setbacks, this will provide a visual and physical transition from the smaller-scaled residential neighborhoods to the campus. In the Hospital land use along V Street, some existing buildings currently within the 40 feet buffer may remain.

**Principle #6: Continue to Plan and Operate a Sustainable Campus**

The University of California has been a leader in its sustainability practices. The Board of Regents directed the UC President to create a Policy on Sustainable Practices in 2003 which set ambitious goals to advance environmental practices. This policy continues to be updated. Recent reporting indicates that UC has achieved great advances in important areas of energy and waste. In addition UC has received recognition as a national leader in the full spectrum of sustainability areas and is considered among the top tier of “green universities.” The University is committed to developing a long term strategy for meeting the State’s goal of a reduction of greenhouse gas (GHG) emissions to 2000 levels by 2014, is further pursuing the goal of reducing GHG emissions to 1990 levels by 2020, and is developing an action plan for becoming carbon neutral.

UC Davis is preparing a Climate Action Plan for its Davis and Sacramento campuses. This plan will set specific targets and timelines for sustainable planning, design and operations. In the meantime, the Sacramento campus will continue its efforts to meet or exceed goals set by the Policy, through actions such as building design and operations, support of alternate modes of transportation, and the use of drought tolerant and native plant materials.