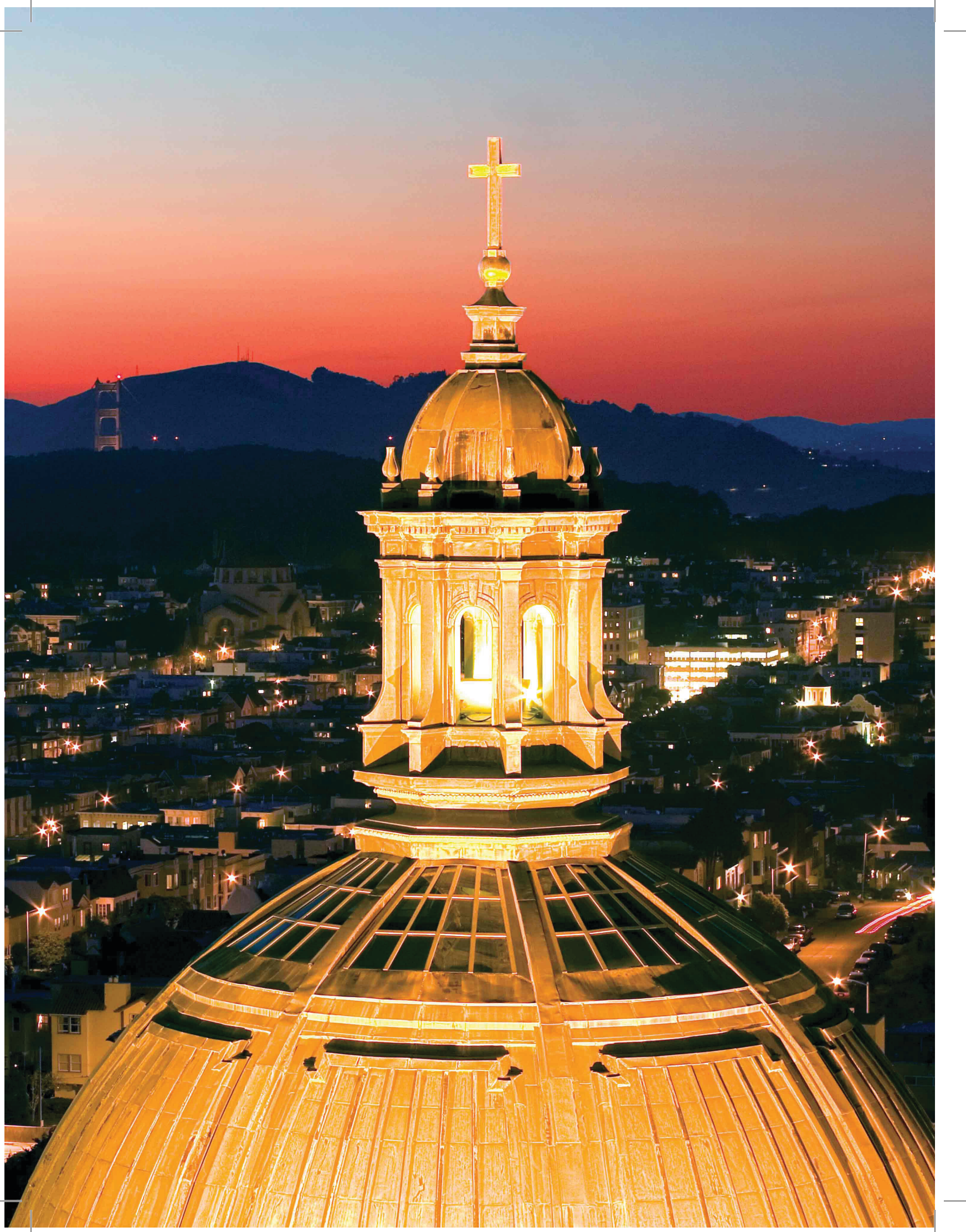




UNIVERSITY OF SAN FRANCISCO

INSTITUTIONAL MASTER PLAN
AUGUST 2013



/ Letter from USF Leadership

Located in the center of one of the world's most dynamic cities, the University of San Francisco challenges its students to a call to action — to change the world from here.

In 2008, the University of San Francisco developed USF 2028, a strategic plan to support its mission and to focus its endeavors over the next two decades. In USF 2028, five areas of distinction are identified— Jesuit Catholic tradition, academic excellence, our San Francisco location, diversity and a global perspective. These five qualifiers are closely interwoven strands that together, and only together, are the “whole cloth” of educational excellence in our distinctively Jesuit tradition.

As part of USF 2028, the University began work on its Institutional Master Plan (IMP). After a year of close collaboration with University stakeholders and neighbors, the plan includes an assessment of current conditions, identifies facility needs and recommends projects that will meet those needs, ensuring delivery of a high quality, holistic and engaging educational experience for our students. The IMP fully supports the strategic initiatives outlined in USF 2028.

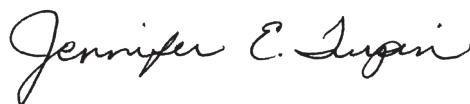
Our Institutional Master Plan draws from a key strategic initiative to optimize the use of the University's resources outside of its main Hilltop Campus, specifically its branch campuses and online learning, while carefully crafting academic programming to limit enrollment growth over the next 10 years on the Hilltop Campus.

The result is a comprehensive physical development and land use plan that supports USF 2028, guides change and growth with thoughtful care, and ensures we have the physical setting to provide a USF education in the Jesuit tradition.

Sincerely,



Rev. Stephen A. Privett, S.J.
President



Jennifer E. Turpin
Provost and Vice President
for Academic Affairs

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UNIVERSITY OF SAN FRANCISCO

Institutional Master Plan 2013

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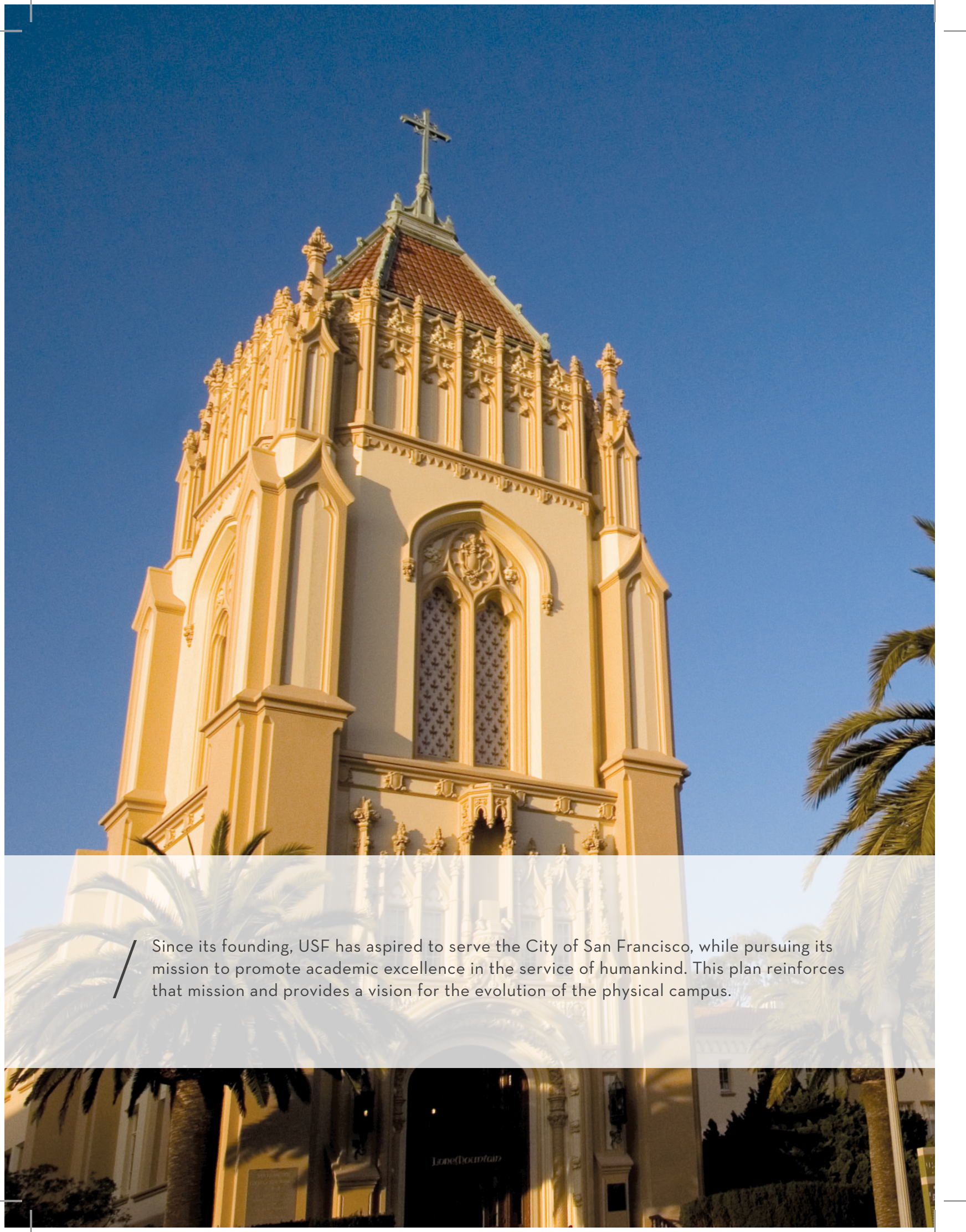
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Since its founding, USF has aspired to serve the City of San Francisco, while pursuing its mission to promote academic excellence in the service of humankind. This plan reinforces that mission and provides a vision for the evolution of the physical campus.

Lodovico il Moro

/ Executive Summary

The Institutional Master Plan for the University of San Francisco is a plan to ensure the continuing excellence and evolution of the University for the next ten years. The University of San Francisco (USF, or the University) is San Francisco's oldest University. For more than 150 years, the University has educated many of the City's and region's public, business, and academic leaders. Since its founding, USF has aspired to serve the City of San Francisco, while pursuing its mission to promote academic excellence in the service of human kind. This plan reinforces that mission and provides a vision for the evolution of the physical campus from 2012 through 2022.

USF's primary campus is the fifty-two acre Hilltop Campus, located just north of the Golden Gate Park Panhandle. The campus is integrated into the city, and is made up of two large parcels, and other adjacent properties. A table of all San Francisco property owned or leased by USF is included in Chapter 1. Upper Campus is located on Turk Boulevard between Parker Avenue and Masonic Avenue. Lower Campus is located one short block away between Golden Gate Avenue and Fulton Street. The total student enrollment on Hilltop Campus was 8,731 in Fall 2011. The faculty and staff population is 2,170. In addition to the Hilltop Campus, USF offers limited course work at two other locations in San Francisco, and throughout California. The San Francisco locations include a building at the Presidio and the Folger Coffee building at 101 Howard Street acquired in Fall 2012.

USF has deep connections to the economy, community, and cultural life of the City of San Francisco and the projects and initiatives proposed in this IMP support the City's Eight Priority Policies. Those policies serve as a guide to ensure that the qualities that make San Francisco unique are preserved and enhanced.

- The University **enhances the local economy and employment opportunities** through its continued financial viability. USF is the 15th largest employer in the City and its annual operating and capital expenditures, along with student and faculty/staff spending, total an estimated \$111 million in San Francisco. These economic activities ripple through the local economy, generating over \$323 million in economic impacts in the City.
- USF's proposal to build a new residence hall on Lone Mountain will contribute to **preserving the City's affordable housing supply**.
- The University will **protect and enhance the campus and nearby neighborhood character** by implementing traffic calming, landscape guidelines and visitor arrival features. As any passerby can attest, the University is a conscientious and diligent **steward of its open space and of campus architecture**.

- USF's investment in local traffic calming and the expansion of its transportation demand management plan will **support Muni, reduce impacts on neighborhood parking, and not overburden City streets.**
- In cooperation with City departments, USF is positioned to provide **support services in the event of a major emergency** or earthquake.

Plan Development

This Master Plan is the result of a collaborative process involving the University, residents of adjacent neighborhoods, the City of San Francisco, and numerous specialists in the planning, urban design, landscape architecture, transportation, and impact mitigation fields. The IMP process was led internally by USF's Master Plan Working Committee, which is composed of senior academic, facilities, student life, and administrative leadership. The Working Committee reported to and conferred with USF's governing bodies, including the President's Cabinet and the Board of Trustees.

The IMP Working Committee analyzed various development scenarios through several strategic filters: meeting the University's mission, insuring academic rigor, insuring financial health and viability, insuring an enriching student experience, and mitigating neighborhood impacts.

The committee concluded that a distributed campus and enrollment model that includes a less than 1% growth in Hilltop enrollment provided the optimal combination of meeting key strategic goals. The plan diverts growth away from the Hilltop while developing alternative revenue streams; it provides for new academic space to accommodate already crowded and outdated academic facilities, it modernizes and optimizes the use of current facilities, and it provides modern housing facilities that benefit the student population while also reducing transportation impacts on surrounding neighborhoods and the broader city.

USF submitted its last IMP in 2004 and has since submitted updates to the City, including the most recent in 2010. The 2004 IMP proposed a variety of



△ USF LOCATIONS IN SAN FRANCISCO

projects to support academic and administrative uses as well as enhance the student experience. Most of the projects proposed in 2004 have been completed, notably the renovation of the Lone Mountain Chapel for additional office space, the renovation of Campion, now Kalmanovitz, Hall, improvements to War Memorial Gym, and the in-fill of the Fromm Courtyard to create new classrooms. The proposed science building, now named the John Lo Schiavo SJ Center for Science and Innovation, is completed and will open in August 2013.

Engagement Process

As part of the master planning process, USF worked closely with neighbors from the neighborhoods surrounding the campus. Collaboration was particularly close with the University Terrace Association (UTA). The University Terrace (UT) neighborhood lies between the upper and lower portions of the Hilltop Campus. USF also engaged other neighbors and neighborhood associations, including the Ewing Terrace Neighborhood Association and the Francisco Heights Neighborhood Association. The University held approximately fifty community meetings over the course of the planning effort and continues to meet regularly. Issues covered included enrollment growth and accommodation, transportation and parking, traffic calming and pedestrian safety, acoustics, student behavior, and the impact of USF activities on the neighborhood. Neighborhood engagement is ongoing.

In addition to USF's engagement of the neighboring community, USF faculty, staff and students provided input on the Master Plan through numerous meetings and Campus Town Halls.



Trends in Higher Education

The higher education system in the U.S. has seen dramatic changes over the last decade, and more significant changes are expected in the years ahead. Tuition has risen across the industry in response to decreased government funding and higher fixed costs. At the same time, demand for higher education is rising. As state colleges and universities in California raise tuition, more and more students are applying to and attending private institutions like USF.

The market changes in higher education increase competition for the most talented students. This competition applies pressure to increase both financial aid and programmatic and facilities expenditures. Students also expect high levels of personal support, innovative academic programs and high quality facilities. USF is committed to continuing to provide excellent educational experiences to a diverse student body in the context of this challenging higher-education market. To do so, it must continually optimize its programs, facilities, and operations.

Academic Development

In order to satisfy program demand from students and employers, USF will implement four major academic-programming strategies over the institutional master planning period. These include: expanding the School of Nursing into the School of Nursing and Health Professions, which now offers a Masters in Public Health; refining science and technology programs; enhancing and integrating arts programs; and increasing global diversity on campus. This Master Plan is designed to accommodate the growth and change of USF's academic programs.

Student Life

USF is a community grounded in the Jesuit principles of inquiry and service. USF provides for the education of the whole person and therefore offers students a wide range of academic and non-academic activities. USF



has made the integration of academic and student life a high priority, and is developing new living-learning communities that will surround students with curious and academically engaged peers.

USF believes that students' personal and academic needs should be supported holistically and recognizes the benefits of integrating the life of the mind with all other aspects of a student's life. The University's plan to provide additional housing, a new dining commons, and improved athletics and recreation facilities will facilitate this integration.

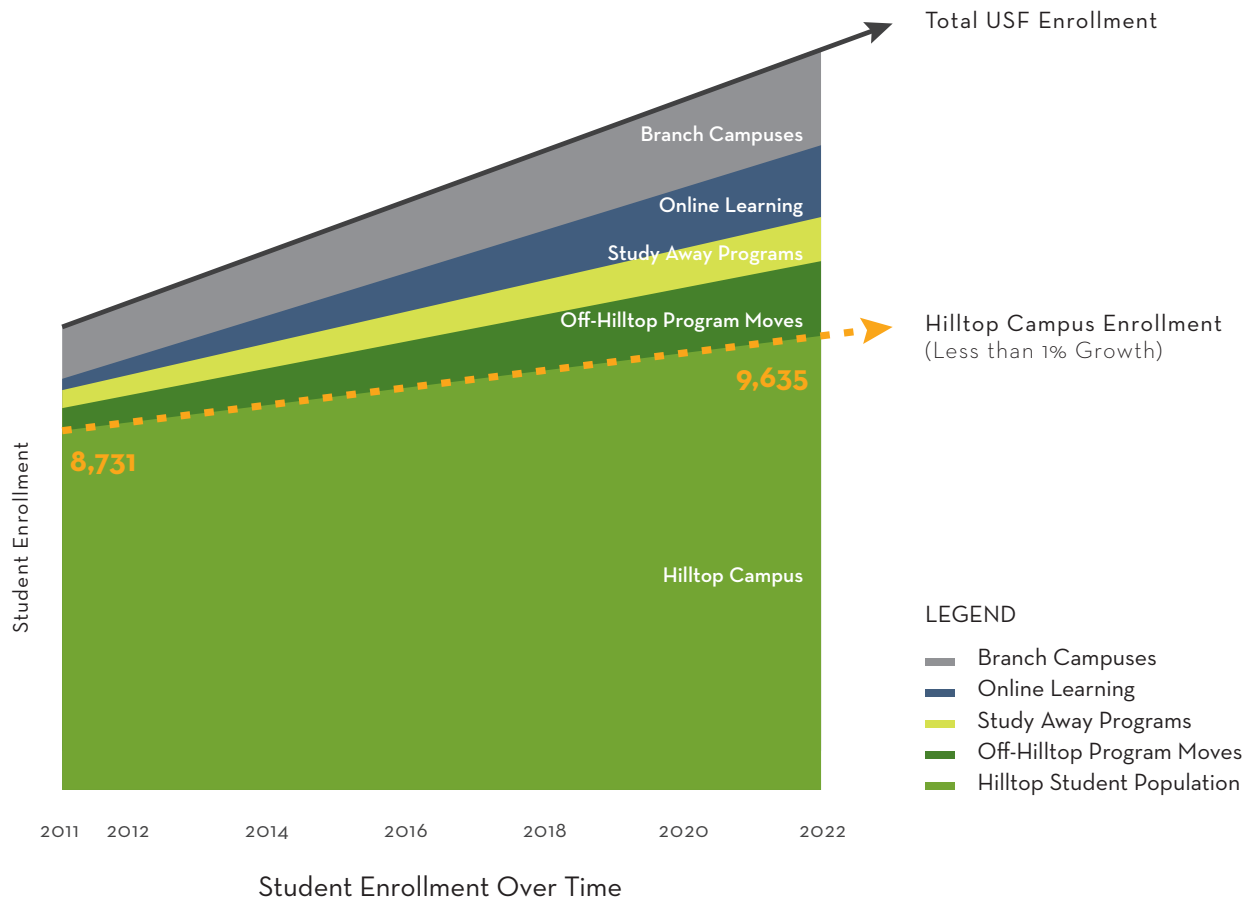
Plan Summary

CAMPUS FACILITY PROGRAM

To accommodate the demand for new and expanded programs, the University will implement a distributed campus plan. This plan will move some independent graduate programs off the Hilltop Campus to strategic locations in San Francisco, where they will be better able to serve students and be integrated with San Francisco. USF will also increase enrollment at its branch locations outside San Francisco, develop an online program for graduate students, and promote study-away programs. USF plans to increase enrollment on the Hilltop Campus by less than 1% per year, on average, through 2022.

The University anticipates a need for 60,000 to 75,000 gross square feet of academic and support space at the Hilltop Campus. These space needs include new classrooms, instructional labs, faculty and staff offices, and study space, in new facilities.

USF houses the smallest percentage of undergraduates in its residence halls of any of its peers, and USF's dormitories operate at full capacity. In response, USF plans to increase the percentage of undergraduates housed on the Hilltop Campus and build 635 new student housing bedrooms on the Hilltop Campus. The new student housing will be designed as living-learning space.



△ DISTRIBUTED CAMPUS PLAN

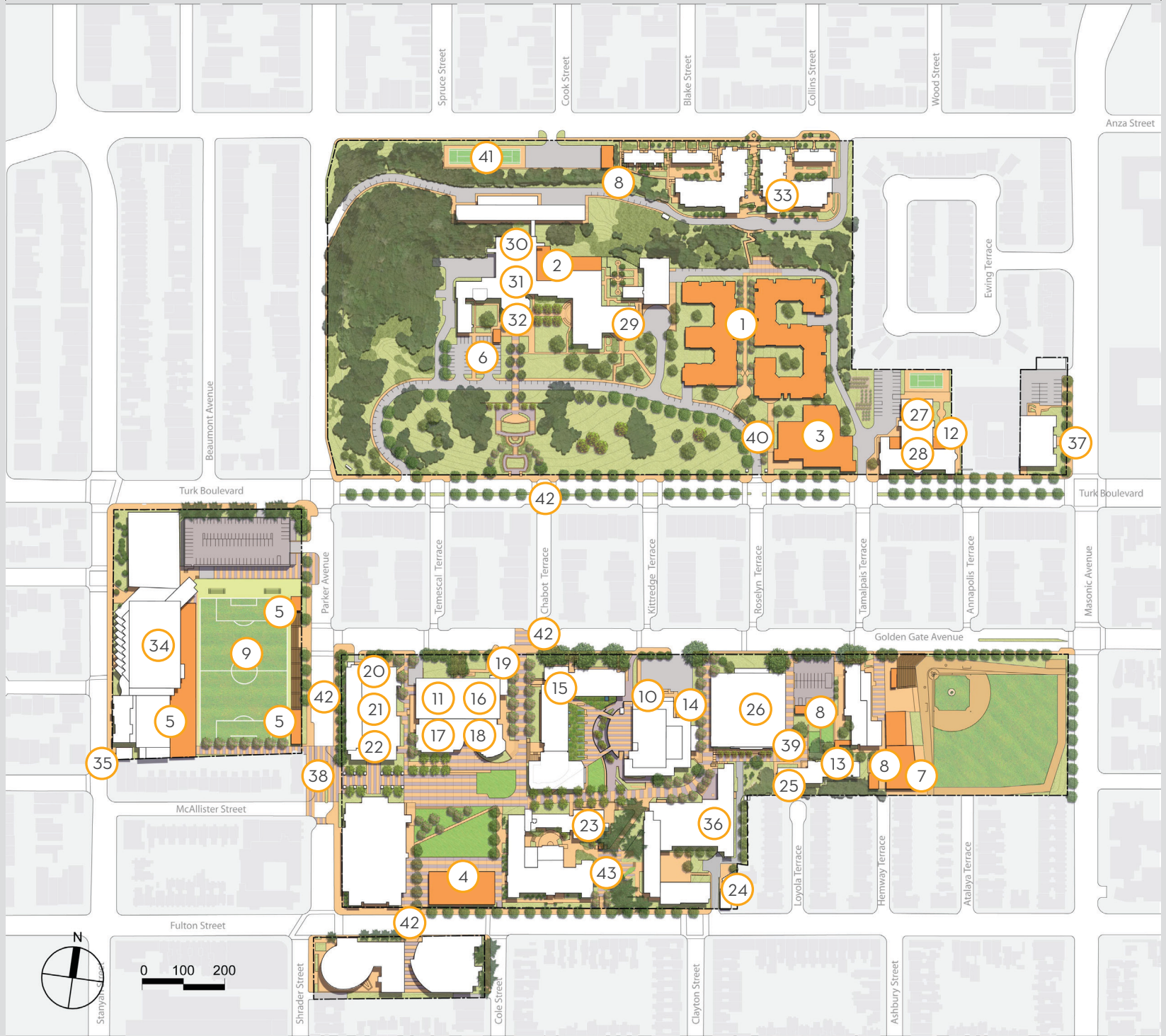
The key elements of the Hilltop Campus physical master plan are:

- Accommodation of enrollment growth of less than 1% annually on average, over the next ten years.
- Enhancement of the image and identity of the University through the physical environment with strategic building, landscape, and wayfinding improvements.
- Retention and accommodation of a mix of building uses on the Upper and Lower Campuses.
- Creation of a stronger visitor arrival experience and a safe, cohesive, and user-friendly pedestrian environment.

POTENTIAL PROJECTS

Campus facilities are a significant factor in student and faculty recruitment and retention. They provide the physical platform for student life and learning as well as influencing visitors' impressions of the University. USF must invest in its facilities to ensure that they are not only modern and attractive, but also meet or exceed the peer standard, particularly in housing and learning facilities.

The University has translated the needs for facility growth and renewal into the list of capital projects for the Hilltop Campus shown on the following pages. A description of these projects is included in Chapter 2 of this report.



△ POTENTIAL PROJECTS, 2012 - 2022

LEGEND

- USF Hilltop Campus Boundary
- Existing Buildings
- Proposed Buildings

POTENTIAL HILLTOP CAMPUS PROJECTS, 2012-2022

NEW CONSTRUCTION

1. Upper Campus Student Residence Hall and Parking
2. Upper Campus Dining Commons
3. Upper Campus Academic Building
4. Welch Field Academic Building
5. Mixed-Use Buildings at Negoesco Field
6. Visitor Center on Lone Mountain
7. Ulrich Field Intercollegiate Baseball Facility Improvements
8. Grounds Storage and Maintenance Facilities
9. Parking Under Negoesco Field

BUILDING RENOVATIONS / UPGRADE

10. University Center and Harney Science Loading Facility
11. Gleeson Library Roof Space Enclosure
12. 2350 Turk Boulevard Courtyard Infill
13. Hayes-Healy/Gillson Common Area Front Desk
14. University Center Terrace Infill
15. Existing Harney Science Renovation
16. Library Learning Commons and Entrance Renovation
17. Gleeson Rare Book Room Vault Renovation
18. Gleeson First Floor Renovation (Current Disability Services Offices)
19. Cogeneration Plant Technology Upgrade
20. Fromm Hall X-Arts Renovation
21. St. Ignatius Parish Meeting Space and Office Renovation, Including Courtyard Infill (Fromm Hall)
22. Fromm Hall Lounge Renovation
23. Cowell Hall Learning and Writing Center Refurbishment

24. Fulton House Student Housing Renovation (1982 Fulton Street)
25. Hayes-Healy/Gillson Lounge, Bathroom and Sleeping Room Renovation
26. War Memorial Gym New West Entrance and Interior Renovation
27. 2350 Turk Boulevard Renovation
28. Presentation Theater Refurbishment
29. Lone Mountain Stacks Renovation
30. Lone Mountain Main Lower Level ADA Upgrade
31. Lone Mountain Main Mechanical, Electrical, and Plumbing Upgrade
32. Lone Mountain Main Window Replacement
33. Loyola Village Renovation for Student Lounge Space and Exterior Refurbishment
34. Koret Interiors Refurbishment
35. Mission House Renovation (284 Stanyan Street)
36. Phelan Ground Floor Renovation
37. 281 Masonic Classroom Renovation

SITE IMPROVEMENTS

38. Parker Street Visitor Arrival Area
39. Hayes-Healy/Gillson Forecourt
40. Lone Mountain Drive Realignment
41. Replacement Tennis Courts
42. Streetscape Improvements on Golden Gate, Turk, Parker, Fulton
43. Bicycle Storage Facility

Open space improvements throughout campus including enhanced campus arrival, pedestrian gateways, new plantings, paving material upgrades, screening of service/parking areas, wayfinding signs, and installation of public art

Impacts and Mitigations

Chapter 3 of this report outlines in detail USF's neighborhood engagement practices, its current impact on its neighborhood and the city at large, and the projected impact of implementing the Master Plan.

The extent to which USF has engaged its neighbors in this planning process represents an affirmation of the University's commitment to a positive shift in USF neighborhood relations. As the plan was being developed, USF held approximately fifty meetings with community members on issues related to the IMP development, traffic calming and pedestrian safety, noise, student behavior, and other neighborhood concerns.

At the outset, USF's neighbors articulated a number of primary neighbor concerns regarding the impact of the University on the neighborhood.

The primary concerns are:

- Enrollment growth and its effect on quality of life
- Pedestrian safety
- Traffic on neighborhood streets
- University-related parking on neighborhood streets
- Student behavior
- Students and staff passing through the neighborhood
- Noise at outdoor fields
- Noise and disruption from service and delivery vehicles
- Impact from one-time USF events and ongoing programs that draw outside attendance
- Quality of the physical environment, particularly at the University's neighborhood edge

Throughout the planning process, USF has carefully considered concerns related to the impact the University has on the neighborhood. USF's commitment to growing at less than 1% per year on the Hilltop Campus for the plan duration represents a significant strategy to mitigate this impact.

USF is addressing additional neighborhood concerns through new policies for management of ongoing University functions. For example, the University has installed noise management systems at the baseball and soccer fields. USF has also established a position within the Student Life office that is specifically dedicated to improving student/neighbor relations. Other impacts and mitigations are detailed in Chapter 3.

TRAFFIC CALMING

Many people arrive daily at the Hilltop Campus, using a variety of transportation modes. The University has partnered with the UTA to develop a traffic calming and pedestrian safety plan for the UT area. This plan aims to slow traffic and increase safety along Golden Gate Avenue, Turk Boulevard, and UT streets and to reduce congestion and parking demand on UT streets. The plan conforms with the City's Better Streets Initiative. USF and the UTA will work with the San Francisco Metropolitan Transportation Authority (MTA) to develop a plan for implementation.

The key interventions of the Traffic Calming plan include:

- A planted median and road diet on Turk Boulevard
- Bulb-outs at major pedestrian crossings
- San Francisco bike lane connections
- Restricting traffic and parking on UT streets
- Redesigning Golden Gate Avenue to promote a pedestrian atmosphere and slow traffic
- Aligning Upper Campus drive with the City street grid

Transportation Impact Study

The evaluation of the IMP's potential impact on traffic, transit, bicyclists, pedestrians, loading, and construction activities showed that the IMP is not expected to result in any significant impacts to the surrounding transportation network according to the standards established by the City and County of San Francisco.

Travel demand characteristics and forecasts for the USF Hilltop Campus are based on the projected number of students and employees, as well as on travel survey responses by faculty, staff, and students. The following key findings for each travel mode are:

- The IMP's contribution toward unacceptable levels of vehicular traffic would be minimal. The IMP is expected to have a less than significant traffic impact under all scenarios through 2022.
- The IMP would have a less than significant impact on transit.
- Improvements to facilities for bicyclists proposed by the IMP are consistent with the San Francisco Better Streets Plan and Bicycle Plan.
- Improvements to facilities for pedestrians are consistent with the San Francisco Better Streets Plan.
- The IMP is expected to have a less than significant impact on pedestrian traffic congestion.

The traffic analysis assumes that the mode split and travel patterns to and from the Hilltop Campus are the same in future years. While USF has identified a comprehensive Transportation Demand Management (TDM) strategy that would encourage non-auto travel to and from campus those potential impacts are not incorporated in the TIS; therefore, the traffic analysis is conservative. The IMP's minimal contribution to traffic operations is expected to be further reduced with the planned TDM program.

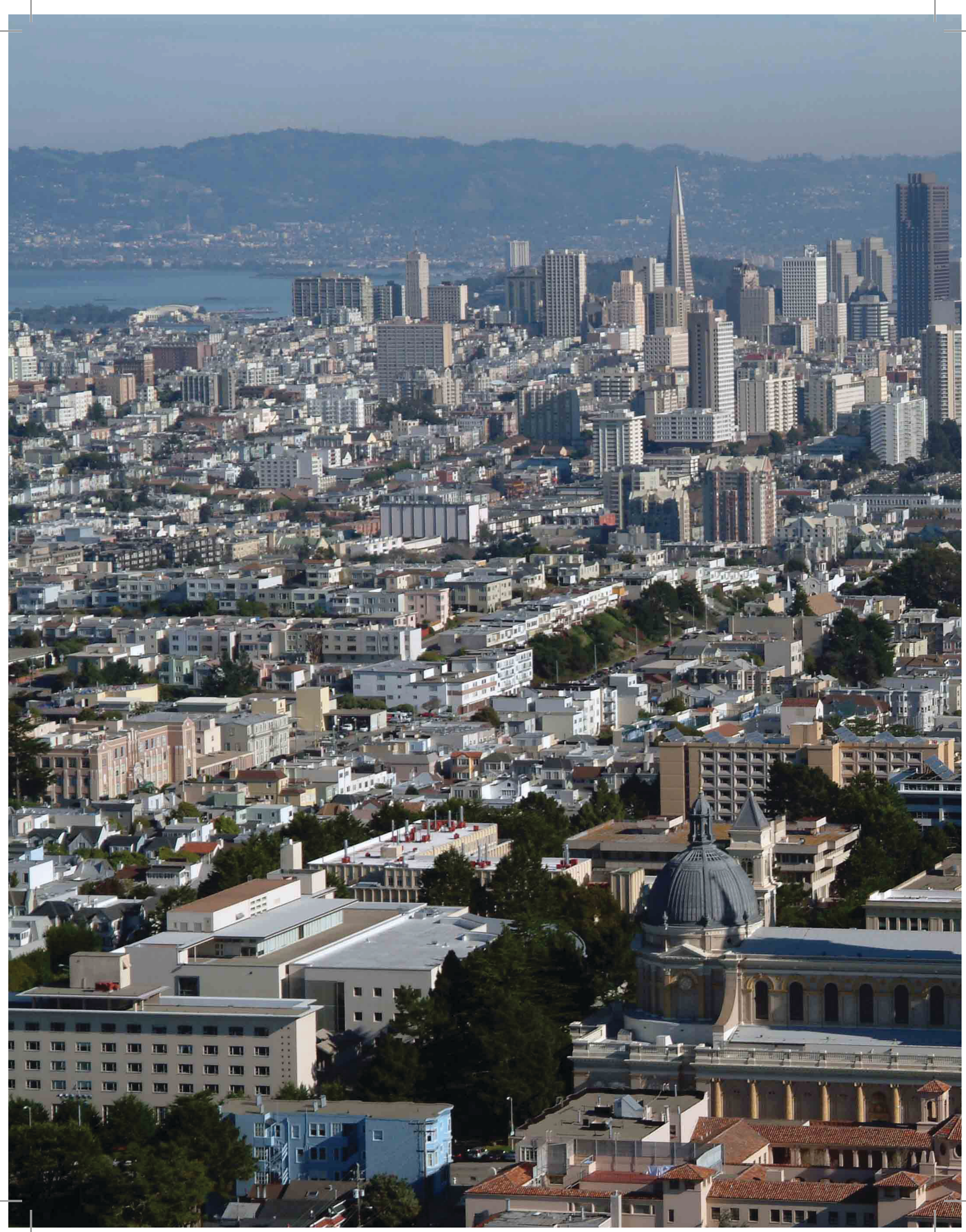
TRANSPORTATION DEMAND MANAGEMENT

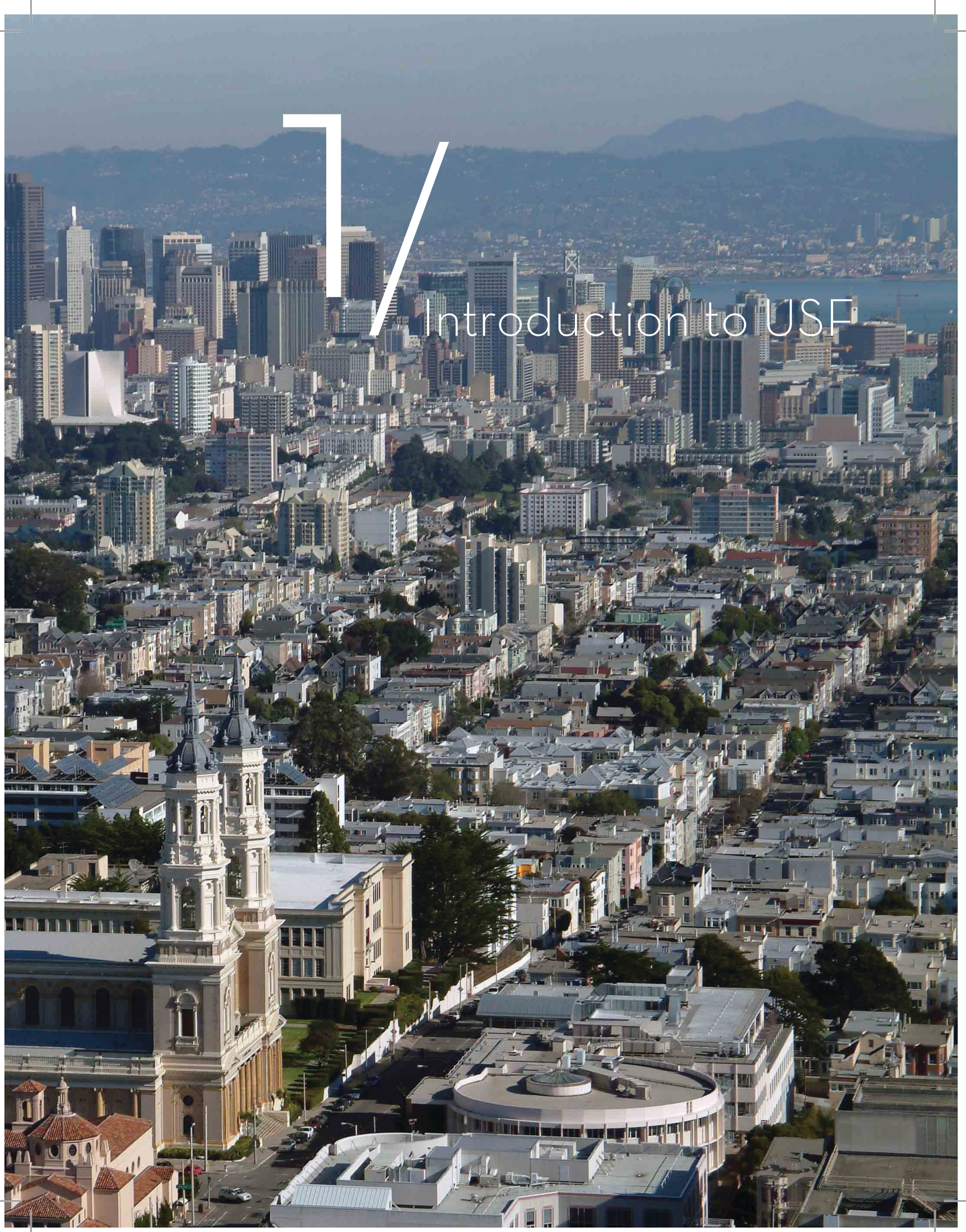
Even with projected growth having a less than significant impact, the University is committed to mitigating intensity of use on the Hilltop. USF has identified strategies to supplement its current Transportation Demand Management plan (TDM). Although it is currently estimated that 69% of trips to campus do not involve single occupant vehicles, the primary goal of USF's TDM strategy is to further reduce the number of people who drive alone to campus because they have the largest impact compared with people who use other modes of transportation.

The updated TDM plan includes strategies to offset the IMP induced increase in vehicle trips and vehicle miles traveled by USF faculty, students and staff. The University has identified fourteen strategies to augment the campus TDM program currently in place. Two of the key measures to track success of the program are the drive-alone rate and the peak hour parking demand.

IMP Impact and Compliance

The IMP is consistent with the City's eight Priority Policies and with all sections of the General Plan of San Francisco and advances many of its objectives. The IMP also complies with the City's Downtown and Better Streets Plans. Environmental impact is expected to be minimal. The distributed campus plan proposed in this IMP is a strategy that allows the University to meet its mission, remain financially viable, and manage its impact on the surrounding neighborhoods.





Introduction to USF



For more than 150 years since its founding in 1855, the University has served the citizens of San Francisco, California, and the wider world. It is dedicated to learning in a Jesuit Catholic tradition, and to educating the hearts and minds of students so that they may become just, compassionate, and visionary leaders.

/ Introduction to USF

The University of San Francisco is a doctoral intensive and community engaged Jesuit Catholic university. For more than 150 years since its founding in 1855, the University has served the citizens of San Francisco, California, and the wider world. It is dedicated to learning in the Jesuit Catholic tradition, and to educating the minds and hearts of students so that they may become just, compassionate, and intelligent leaders.

During the University's first six decades of service the main campus was relocated several times from its original location on Market Street, and was settled in the early 1900s on what is now known as the Hilltop Campus between Fulton Street and Turk Boulevard, near the geographic heart of the City of San Francisco. Since then, the University has established program offerings at two other locations in the City of San Francisco and at five centers in other cities in Northern and Southern California.

Institutional Overview

USF 2028 UNIVERSITY VISION

In August 2009, USF underwent a strategic planning process and elaborated on its vision for the future, summarized in the USF 2028 Planning Document (USF 2028). USF 2028 articulates five qualities that are central to the pursuit of its mission. The following is an abbreviation of the USF 2028 vision. The full document is included in Appendix 4.

“The core mission of the University of San Francisco is to ‘promote learning in the Jesuit Catholic tradition’ (Mission Statement). In this tradition, education aims at fully developing every dimension of a person’s humanity — intellectual, moral, social, religious and aesthetic—so that our graduates, in addition to mastering a requisite body of knowledge, think clearly, analyze critically, communicate effectively, evidence a disciplined sensitivity to human suffering, construct lives of purpose and meaning and work effectively with persons of varying background and cultures for the common good.

In pursuit of its mission, USF offers students a demanding, integrated and holistic education that is the product of:

1. Jesuit Catholic tradition
2. Academic excellence
3. San Francisco location
4. Diverse experiences, perspectives and opinions within the University community and the Bay Area
5. A global perspective.

The University’s goal is to interweave these five qualities into a single multi-hued tapestry that is Jesuit Catholic education at the University of San Francisco.”²

DEGREE PROGRAMS

Academic programs at USF are housed in one college and four schools: the College of Arts and Sciences; the School of Education; the School of Law; the School of Management; and the School of Nursing and Health Professions. All of these entities are driven by a dual emphasis on academic rigor and social justice.

As an urban institution, the integration of education and student life at USF involves engagement with the City itself. Students and faculty treat the City of San Francisco and its larger context as their research laboratories, while remaining attentive to the societal impact of their work.

USF is a comprehensive university, offering bachelor’s, master’s and doctoral degrees through over one hundred degree programs. USF’s teaching offerings are complemented by the research conducted at its twenty-one interdisciplinary centers and institutes.

STUDENT LIFE

Student life at USF is as vibrant and varied as the City of San Francisco itself. USF is host to just over one hundred student organizations with a broad range of focuses, from women’s rugby to Alpha Sigma Nu — the Jesuit National Honor Society. The number of student organizations—including twenty-one multicultural and international groups and eleven service-oriented organizations—demonstrates a high level of student dedication to service and mutual understanding in fulfillment of the University mission. USF’s Student Senate actively advocates for students as their elected representatives with the University’s administration and strives to foster compassion, understanding, and cooperation in the community.



Students collaborate on a class project.

USF has an engaged and active residential student population. All freshman students are required to live on campus, and some sophomores, juniors, and seniors also choose to do so. Creating a student experience that combines living and learning is central to USF's mission to educate students as complete individuals.

Athletics and recreation are an important part of student life at USF and contribute significantly to the holistic educational experience. USF's NCAA Division I teams include men's basketball, soccer, baseball, golf, tennis, track and field, and cross-country; and women's basketball, cross-country, golf, soccer, tennis, volleyball, and track and field. In the fall of 2010, there were 223 student-athletes at USF, 156 of who had full or partial athletic scholarships. For other students, USF's Koret Health and Recreation Center offers the opportunity to exercise independently, receive personal training, and participate in group exercise classes, intramural sports, club sports, and outdoor adventure programs.

POPULATION CHARACTERISTICS

According to the USF Fall 2011 Enrollment Census Report total enrollment for the term was 9,837 students; with 8,731 students enrolled on-campus at the San Francisco Hilltop Campus and 1,106 students enrolled at other sites. Of the 8,731 enrolled on-campus, 5,497 students were undergraduates and 3,234 were graduate and professional students. Of the 1,106 enrolled at other sites, 74 students were undergraduates and 1,032 were graduate and professional students.

USF's student body is co-educational (37.6% male and 62.4% female) and represents diverse ethnic, religious, social, and economic backgrounds, from 47 states and 75 countries. The average undergraduate student age is 21. The average graduate student age is 30. Approximately one-third of USF's undergraduate students come from families where they are the first person to attend college; and 62.5% of students work while attending school.

Sixteen percent of USF students come from families living in the City of San Francisco. Fifty-seven percent are from outside San Francisco in the State of California; thirteen percent are from other U.S. states, and fourteen percent are international students.

The USF student population breakdown is:

- African American: 4.8%
- Asian: 20.6%
- International: 12%
- Latino: 15.6%
- Native American: 1.9%
- Native Hawai'ian/Pacific Islander: .5%
- Unspecified: 4.1%
- White: 40.6%

Among traditional undergraduate students, the religious affiliations were:

- Buddhist: 2.0%
- Catholic: 38.5%
- Hindu: 0.6%
- Jewish: 2.1%
- Muslim: 1.5%
- No religion: 10.2%
- Other: 8.1%
- Protestant: 6.6%
- Unspecified: 30.4%

FINANCIAL AID

For the 2011-2012 academic year, 54.9% of USF's undergraduate students received institutional financial aid; 15.2% received state aid; and 56.9% received federal financial aid, including: (Note: A student can receive more than one type of financial aid in the same year.)

- Pell Grants: 26.9%
- Perkins Loans: 9.0%
- Work Study: 19.5%
- Supplemental Educational Opportunity Grants: (2.4%)

USF FACULTY

In Fall 2011, the faculty population (headcount) was 992 and the staff population was 1,178. Over 1,000 USF employees live in the City of San Francisco.

AFFIRMATIVE ACTION POLICY

“The University is an equal opportunity institution of higher education. As a matter of policy, the University does not discriminate in employment, educational services and academic programs on the basis of an individual’s race, color, religion, religious creed, ancestry, national origin, age (except minors), sex, gender identity, sexual orientation, marital status, medical condition (cancer-related and genetic-related) and disability, and the other bases prohibited by law. The University reasonably accommodates qualified individuals with disabilities under the law.”⁴

The University in Context

USF IN THE CITY OF SAN FRANCISCO

Located near the geographic heart of San Francisco, USF has deep connections to the economy, community, and cultural life of the city.

ECONOMY

Over 1,000 USF employees live in the City as do the majority of students. In Fiscal Year 2011–2012, USF is generating substantial economic impact on both the San Francisco and larger regional economy. USF is responsible for directly employing approximately 2,000 faculty and staff in San Francisco, making it the 15th largest employer in the City. Annual operating and capital expenditures by the University, along with student and faculty/staff spending, totals an estimated \$111M in San Francisco. These economic activities in turn, ripple through the local economy, ultimately generating over \$323 M in economic impacts in San Francisco.⁵

⁴ USF Equal Opportunity and Non-Discrimination Policy, December 2007

⁵ University of San Francisco Economic Imports Report, February 2012
BAE Urban Economics

Includes direct, indirect, and induced economic impacts from USF annual operations, capital expenditures, household income from faculty/staff households, and student spending.

USF's innovative professional degree programs are unique in responding directly to the economic development goals of the City of San Francisco. For example, the new M.S. in Biotechnology to be offered by the College of Arts and Sciences will provide a unique curriculum combining business management and sciences tailored specifically to San Francisco's burgeoning bio-sciences industry. USF is currently involved in numerous collaborative research projects with other San Francisco institutions, including the University of California, San Francisco, San Francisco State University, and the San Francisco Bay National Estuarine Research Reserve.

COMMUNITY

Community engagement and service learning are critical components of the University's mission. This commitment is manifest in a wide range of the University's programs, academic curriculum, faculty research, and student activities. All undergraduate students at the University must complete a service learning requirement in order to graduate. About 46% of the Hilltop Campus student population volunteer off campus and, overall, those students devote approximately 200,000 volunteer hours per year in community service in San Francisco. Among students who volunteered, those that volunteered for San Francisco public schools donated more time, averaging 17 hours per month, while those that volunteered for San Francisco government agencies donated almost 19 hours per month. The University has more than fifty student organizations and six living-learning communities dedicated to community service.

In 2009, USF was ranked as one of the hundred top universities in the nation for civic engagement in a study entitled "Saviors of our Cities," authored by Dr. Evan Dobell, president of Westfield State University. Because of the University's high level of community engagement, the Corporation for National and Community Service has placed USF on the President's Higher Education Community Service Honor Roll for the last six years (2006-2012). In 2011, USF was one of just seventy-six colleges and universities in the U.S. to be designated a "community engaged" institution by the Carnegie Foundation for the Advancement of Teaching in the categories of curriculum engagement and outreach and partnerships.

CULTURE

In addition to USF's service and economic-related engagement in San Francisco, USF makes a significant contribution to the intellectual and cultural life of the City and the world. In 2010 alone, faculty members wrote forty-two books, articles, and book chapters, received thirty-four awards, including three Fulbright Scholar Program awards, and presented at or organized nineteen conferences. In 2011, an unprecedented three faculty received Guggenheim Fellowships, awarded for those who "have already demonstrated exceptional capacity for productive scholarship or exceptional creative ability in the arts." Many faculty are called upon to speak to the media on current affairs issues in their areas of expertise.

USF offers a wide range of cultural events and exhibitions that are open to the public, including exhibitions at the Thacher Gallery, the Davies Forum lecture series; and numerous other public lectures and performances.

USF is a truly diverse and multi-cultural institution annually ranked by US News & World Report in the very top tier of national universities for Campus Ethnic Diversity and host to a large international student population.



△ FIGURE 1: USF LOCATIONS IN SAN FRANCISCO



Hilltop Campus



101 Howard Street



Presidio (920 Mason Street)

August 2013

USF LOCATIONS

THE HILLTOP CAMPUS

The largest independent university campus in San Francisco, USF's main campus is located on a hilltop with dramatic views overlooking the City. The campus consists of two primary sites as well as several small adjacent sites, which together comprise the Hilltop Campus. The total Hilltop Campus area is approximately fifty-two acres.

As of 2012 USF also offers programs at two other locations in San Francisco (see Figure 1), and five centers in other cities around the San Francisco Bay Area and in Southern California.

The Hilltop Campus's two primary sites are called Upper Campus and Lower Campus. As illustrated in Figure 2, the Upper Campus (also known as Lone Mountain) is located one short block north of the Lower Campus on a large parcel bounded by Anza Street, Parker Avenue, Turk Boulevard, and Masonic Avenue. Ewing Terrace, a private residential area, is located in the northeast corner of this block.

The Lower Campus is located on the block between Golden Gate Avenue, Parker Avenue, Fulton Street, and Masonic Avenue. USF shares this block with three residential cul-de-sacs: Loyola, Hemway, and Atalaya Terraces. The Jesuit Saint Ignatius Catholic Church stands at the corner of Parker Avenue and Fulton Street on a site that is contiguous with, but separate from, the campus.

Other campus areas include the Koret Recreation Center, which occupies most of the block between Turk Boulevard, Stanyan Street, McAllister Street, and Parker Avenue; the University of San Francisco School of Law, on Fulton Street between Shrader and Cole Streets; 2350 Turk Boulevard, just east of Lone Mountain; and 281 Masonic Avenue, at the corner of Turk Boulevard and Masonic Avenue.

Between Upper and Lower Campus is a residential area called the University Terrace. The area is bounded by Masonic, Golden Gate, and Parker Avenues and Turk Boulevard. The neighborhood comprises low-rise residential buildings, the majority of which are single-family homes.

USF is located close to San Francisco's iconic Golden Gate Park. The Lower Campus is three blocks north of the Panhandle and one block east of the main Golden Gate Park block. Angelo J. Rossi Playground, located three short blocks west of the Upper Campus, provides additional recreational facilities to the USF and neighboring communities.

USF is centrally located in San Francisco and has good access to three significant cross-city thoroughfares: Masonic Avenue; Fulton Street; and Geary Boulevard. The campus is well served by public transit, which connects it to the City and region. Fulton Street and Geary Boulevard are major transit corridors, and six MUNI lines run within one block of campus. There is also a Golden Gate Transit route on Geary Boulevard.

101 HOWARD STREET

The University recently acquired the historic Folger Coffee Building at 101 Howard Street in downtown San Francisco. The building is listed on the National Register of Historic Places, and has easy access to freeways, the Bay Bridge, and public transportation. USF has relocated select programs from the Hilltop Campus to the 101 Howard Street building. These are primarily graduate level School of Management (SOM) programs.

THE PRESIDIO

The Presidio location has accommodated graduate students pursuing Masters of Science degrees in Financial Analysis, Risk Management, and Investor Relations. These programs will move as a result of the 101 Howard Street acquisition. Four graduate programs from the School of Nursing and Health Professions are scheduled to move from the Hilltop to the Presidio campus in the summer of 2013.

The School of Nursing and Health Professions also rents hotel space, currently from the Villa Florence Hotel, for its Executive Leadership Doctor of Nursing Practice, an executive level program that meets every 2-4 months.

USF students are also placed at sites around the City for assignments required to fulfill degree requirements, such as placements at schools, hospitals, local non-profits, businesses, and government entities.



△ FIGURE 2: EXISTING HILLTOP CAMPUS MAP

LEGEND

--- USF Hilltop Campus Boundary

1. Lone Mountain Pacific Wing
2. Lone Mountain Main Building
3. Lone Mountain North
4. Studio Theater
5. Rossi Wing/Administration
6. Loyola House
7. Loyola Village
8. Underhill Building
9. USF Presentation Theater
10. 2350 Turk Boulevard

11. 281 Masonic
12. Koret Center
13. Negoesco Field
14. Mission House
15. Fromm Hall
16. Gleeson Library
17. Gleeson Plaza
18. Welch Field
19. Kendrick Hall
20. Dorraine Zief Law Library
21. Kalmanovitz Hall
22. Harney Science Center

23. John Lo Schiavo, S.J. Center for Science and Innovation
24. Cowell Hall
25. University Center
26. McLaren Conference Center
27. Tarantino Plaza
28. Malloy Hall
29. Fulton House
30. Phelan Hall
31. Memorial Gymnasium
32. Gillson Hall
33. Hayes-Healy Hall
34. Ulrich Field & Benedetti Diamond

PROPERTY OWNED AND LEASED BY USF

The following listing of property owned or leased by the University throughout the city is organized by location. It details building name, block and lot number, gross square feet (gsf) of floor area, number of floors, number of classrooms, number of beds, primary use, and ownership status.

▽ TABLE 1: PROPERTY OWNED AND LEASED BY USF

BUILDING NAME	BLOCK # / LOT #	FLOOR AREA	# FLOORS	# CLASS- ROOMS	# BEDS*	PRIMARY USE	OWNERSHIP
LOWER CAMPUS							
Cowell Hall 2395 Golden Gate Ave.	1145 3	46,224	4	17	–	Academic	Owned
Fromm Hall 650 Parker Ave.	1145 3	68,063	5	5	192	Academic, Residential, & Conference	Owned
Fulton House 1982 Fulton St	1173 18	5,200	3	–	12	Residential	Owned
Gleeson Library and Geschke Learning Center 2495 Golden Gate Ave.	1145 3	73,184	4	1	–	Academic	Owned
Gillson Hall 2325 Golden Gate Ave.	1145 3	121,122	8	–	368	Residential	Owned
Harney Science Center 2445 Golden Gate Ave.	1145 3	103,739	5	20	–	Academic	Owned
Hayes-Healy Hall 2305 Golden Gate Ave.	1145 3	79,350	10	–	376	Residential	Owned
Hayes - Garage Golden Gate Ave.	1145 3	47,633	4	–	–	Parking	Owned
John Lo Schiavo Center for Science and Innovation 2455 Golden Gate Ave.	1145 3	58,000	5	17**	–	Academic	Owned
Kalmanovitz Hall 2130 Fulton St.	1145 3	98,888	4	23	–	Academic	Owned
Kendrick Hall 2195/2199 Fulton St.	1190 1	107,741	3	7	–	Academic	Owned
Koret - Garage 501 Parker Ave.	1144 1	74,525	2	–	–	Parking	Owned
Koret Health 222 Stanyan St.	1144 1B	124,553	3	2	–	Parking, Academic & Recreation	Owned
Malloy Hall 2345 Golden Gate Ave.	1145 3	55,230	4	6	–	Academic	Owned
McLaren Hall 2345 Golden Gate Ave.	1145 3	21,148	3	–	–	Academic	Owned

BUILDING NAME	BLOCK # / LOT #	FLOOR AREA	# FLOORS	# CLASS- ROOMS	# BEDS*	PRIMARY USE	OWNERSHIP
LOWER CAMPUS (CONT)							
Memorial Gymnasium 2335 Golden Gate Ave.	1145 3	77,252	2	–	–	Athletic	Owned
Mission House 284 Stangan St.	1144 1A	1577	3	–	–	TBD	Owned
Phelan Hall and McLaren Center 2345 Golden Gate Ave.	1145 3	119,655	8	–	509	Mixed Use	Owned
University Center 2375 Golden Gate Ave.	1145 3	95,800	5	–	–	Student Life	Owned
Zief Law Library 2101 Fulton St.	1190 1	67,014	3	–	–	Academic	Owned
UPPER CAMPUS (ALSO REFERRED TO AS LONE MOUNTAIN)							
281 Masonic Avenue	1107 4	27,779	3	5	–	Academic	Leased
2350 Turk Blvd.	1107 6	65,095	3	16	–	Academic	Owned
Underhill 2400 Turk Blvd.	1107 008	8,000	1	3	–	Academic	Owned
Lone Mountain Main 2800 Turk Blvd.	1107 008	134,485	3/4	31	52	Mixed Use	Owned
Lone Mountain North 330 Parker Ave.	1107 008	88,326	8	–	269	Mixed Use	Owned
Lone Mountain Rossi 2800 Turk Blvd.	1107 008	23,788	4	1	–	Administrative	Owned
Loyola House 2600 Turk Blvd.	1107 008	30,892	4	–	–	Jesuit Residence	Owned
Loyola Village 301-401 Anza St.	1107 009- 144	166,770	4	–	338	Residential	Owned
Maintenance and Storage Facilities (various locations)	–	2485	1	–	–	Maintenance	Owned

BUILDING NAME	BLOCK # / LOT #	FLOOR AREA	# FLOORS	# CLASS-ROOMS	# BEDS*	PRIMARY USE	OWNERSHIP
OTHER SAN FRANCISCO LOCATIONS (ACADEMIC/OPERATIONS)							
101 Howard Street	3740 001	90,088***	5	6	–	Academic	Owned
Pedro Arrupe 490 6th Ave.	1539 2	22,409	4	–	97	Residential	Leased
Presidio Building 920 Mason St.	1300 001	8,000	1	3	–	Academic	Leased
1855 Mission Street	3548 035	13,000	2	–	–	Facilities	Leased

* Source: Residence Life, January 2012 / Number includes students and staff/faculty (75 total) beds. Number of beds in each residence hall may vary slightly from one term to another.

** These classrooms are scheduled to be brought online in the 2013-14 academic year.

*** Number indicates rentable square footage. In 2012 USF occupied approximately 25,000 SF of the 101 Howard Street building and now occupies an additional 13,230 SF in 2013.

RESIDENTIAL PROPERTIES

The following residential properties are owned by USF and rented to USF faculty and staff at market rate. None are rented by students. The University has no plans to change this practice.

▽ TABLE 2: RESIDENTIAL PROPERTIES

PROPERTY LOCATION	BLOCK #	LOT#
22 Chabot Terrace	1147	15
25 & 27 Chabot Terrace	1146	2
28 Chabot Terrace	1147	14
34 Chabot Terrace*	1147	013
35 Chabot Terrace	1146	4
47 Chabot Terrace	1146	6
52 Chabot Terrace*	1147	010
53 Chabot Terrace	1146	7
239 & 241 Masonic Avenue	1109	3C
59 & 61 Roselyn Terrace	1148	8
186 Stanyan Street	1138	13
2745 & 2747 Turk Boulevard	1147	16

* Properties subject to an option to repurchase by the University

FACILITIES CONDITION

Although the buildings on the Hilltop Campus are attractive, many do have ongoing and deferred maintenance requirements. Forty-four percent of the building space in use is over fifty years old. By 2010, the asset reinvestment backlog, including infrastructure improvements, modernization, and repair, totaled \$174.6 million.

NORTHERN AND SOUTHERN CALIFORNIA USF LOCATIONS

In addition to its locations in San Francisco, USF offers courses at five centers in Pleasanton, Sacramento, San Jose, Santa Rosa, and the Los Angeles area. These sites allow USF to provide education to students who are not able or do not wish to attend classes in San Francisco. Many students are supporting families, working full-time, or financially unable to move or commute to San Francisco. Degree programs at these locations generally serve graduate students and students working to complete their bachelor's degrees after some years away from school. USF's locations outside San Francisco have classroom facilities, study spaces, and permanent staff on site. Most also have library facilities.

USF states on its website:

“We know... that offering strong academic programs designed to allow our students to balance the many demands placed on them is not enough. We recognize we need to offer programs in locations and at times that are convenient, and we need to ensure that our students, and the faculty who teach them, are supported with appropriate academic and administrative services. We believe one of the best ways to meet these needs is through our full service centers located throughout [California].”⁶

These campuses not only increase USF's ability to provide access to a high quality education to students in a range of life stages, but they also represent an opportunity for USF's growth and expansion beyond the Hilltop location.

This Institutional Master Plan, prepared specifically for the City and County of San Francisco, considers USF's various San Francisco locations, but focuses on the Hilltop Campus.



△ FIGURE 3: USF BRANCH CAMPUSES IN
NORTHERN AND SOUTHERN CALIFORNIA

⁶ <http://www.usfca.edu/regions/>



In 1863, the University of San Francisco was located at the south side of Market Street, between Fourth and Fifth streets. Source: Legacy & Promise, 150 Years of Jesuit Education at the University of San Francisco, 2005

HISTORY OF USF

THE EARLY YEARS

Established by the Jesuit Fathers in October 1855, USF was the City of San Francisco's first institution of higher education. This original college, known as Saint Ignatius Academy, opened its doors as a "Jesuit college for the youth of the city." The University's first home was on the south side of Market Street between Fourth and Fifth Streets.

In 1859, the State of California issued a charter with the title "Saint Ignatius College," which empowered the College to confer degrees. In 1862, the College constructed a new building on the same site. The first Bachelor of Arts degree was conferred in June 1863.

The College moved in 1880 to a new building on Van Ness Avenue near the Civic Center, the current site of the Louise M. Davies Symphony Hall. Twenty-six years later, the 1906 San Francisco fire and earthquake destroyed the institution and all its laboratories, libraries, and art treasures. The College was relocated to temporary quarters at Hayes and Shrader Streets within the year.

Development of the University's current site began with the purchase of the Ignatian Heights property at Fulton Street and Parker Avenue in 1909. In 1914, Saint Ignatius Church was dedicated, followed in 1921 by an adjacent faculty residence. Six years later, the academic functions of the College were moved to what is now known as Kalmanovitz Hall.

Upon the occasion of its Diamond Jubilee in 1930, and at the request of civic, professional, and industrial leaders of San Francisco, Saint Ignatius College became the University of San Francisco.

THE COLLEGE OF ARTS AND SCIENCES

The Department of Letters, Science, and Philosophy officially became the College of Arts and Sciences in 1926 to reflect the changes taking place within the College, including an increase in the number of elective courses offered to students. In 1927, to accommodate the growing student population, the Liberal Arts building, (Campion Hall, now Kalmanovitz Hall) was completed and dedicated and the entire University was moved to its present location.

The College is now the largest academic unit at USF, with a September 2011 enrollment headcount of 3,820 undergraduate and 830 graduate students. Also in 2010 Jennifer Turpin, Dean of the College since 2003, was named USF's provost, the first woman to occupy that position in the history of the University.

SCHOOL OF LAW

The USF School of Law was established in 1912, with classes held in the Grant Building on Market Street. Matthew I. Sullivan, who later became Chief Justice of the California Supreme Court, was the School's first dean. In 1917, the School moved its classes to the building on Hayes and Shrader Streets, the temporary quarters for the University following the earthquake and fire of 1906. The School of Law relocated to the current USF campus in 1927. The School now occupies Kendrick Hall, built in 1962, expanded in 1982, and renovated and rededicated in 2004; and the Dorraine Zief Law Library, opened in Fall 2000.

SCHOOL OF MANAGEMENT

The School of Management comprises the former Colleges of Business and Professional Studies.

The business program was founded in 1924 as a four-year evening certificate program. The Bachelor of Science degree was first awarded in 1935. In 1947, the College of Business Administration became a separate academic division. In 1974, its name was changed to McLaren College of Business, and the program was moved to the McLaren Center. In 1990 the name of the school was changed to the McLaren School of Business; and in 1999 to the School of Business and Management.

The College of Professional Studies was founded in 1975. It offered an innovative selection of undergraduate degrees in the evenings and on weekends, mostly to working adults who had undertaken some college work but had not completed a degree. In 1983, Michael O'Neill, former dean of the USF School of Education, developed a master's degree in nonprofit administration in the College of Professional Studies, one of the nation's first master's degrees in the nonprofit field.

The University of San Francisco created the School of Business and Professional Studies by merging the School of Business and Management with the College of Professional Studies in June 2009. The School of Business and Professional Studies was renamed the School of Management in June 2011, retaining the names McLaren School of Management for undergraduates, and Masagung Graduate School of Management for the graduate program.



USF Zief Law Library

SCHOOL OF EDUCATION

In 1948, the University established the Department of Education. From its inception, and through the 1950s and 1960s, the Department had a highly regarded teacher preparation program and several master's degree programs. In 1972 the Board of Trustees expanded the Department to become the School of Education, and in 1975 the first doctoral students were admitted to study for the newly approved Doctor of Education degree. Currently, the School enjoys a well-established reputation as a leading School of Education dedicated to meeting the needs of professional educators through academic programs, research, and other services.

SCHOOL OF NURSING AND HEALTH PROFESSIONS

A nursing department at USF was founded in the 1940s as a cooperative effort with the Sisters of Mercy. The School of Nursing was formed in 1954 and accredited by the National League for Nursing when the first class graduated in 1958. Classes were held in Harney Science Center, with administrative and faculty offices at St. Mary's Hospital, until Cowell Hall was built in 1969. The School began offering a Master of Science program in Nursing in the fall of 1984. The School has been continuously accredited since 1954, receiving its most recent affirmation from the Commission on Collegiate Nursing Education (CCNE) and Doctor of Nursing Practice (DNP) in October 2008. In 2011, the School of Nursing broadened its scope to offer the Master of Public Health degree, and was renamed the School of Nursing and Health Professions.

Existing Hilltop Campus Analysis

CAMPUS CHARACTER

The Hilltop Campus, which occupies fifty-two acres, encompasses spaces with a wide variety of character. The Upper Campus, situated on the top of Lone Mountain, was designed in a traditional campus form, with wide lawns and trees spread out along Turk Boulevard, framing an impressive and welcoming array of buildings built in a neo-traditional southern European style. The north side of Upper Campus is steeply sloped towards Anza Street, and is invisible from the south side of the hill. The buildings in this area are more modern. The Lone Mountain dorm is a mid-century modernist building, while Loyola Village is built in a modern Santa Fe style. The buildings on Upper Campus are typically three to four stories tall, though the Lone Mountain dormitory building rises eight stories. While the building is tall, it is not imposing because it is visually sited against the north side of Lone Mountain.

Arranged along a central pedestrian spine, the buildings on the Lower Campus are constructed in a range of architectural styles in keeping with the eras in which they were built. Saint Ignatius Catholic Church, at the corner of Parker Avenue and Fulton Street, was the first building constructed on the block occupied by Lower Campus. Though the church is not owned by the University, it is nevertheless a defining feature of the campus. The church was built in 1914 in an eclectic 'Jesuit Baroque'⁷ style. The first University buildings, like Campion Hall, were constructed adjacent to the church in a complementary traditional style. Subsequent buildings were built in restrained contemporary styles.

⁷ <http://www.stigniussf.org/a/docent.htm>

The spires of Saint Ignatius and the tower on Lone Mountain distinguish the Hilltop Campus and are visible across much of the City.

Campus open space also contributes to the University's character and identity, creating some of the most memorable sites on campus, an amenity for the University community and neighborhood residents alike. The soccer field and baseball diamond, on opposite ends of the campus, provide space for active recreation, while Welch Field, Gleeson Plaza, Tarantino Plaza, and the landscape at Lone Mountain offer opportunities for passive recreation and socializing. In the intensely built urban environment of the neighborhood and campus, these spaces create a sense of visual openness and spaciousness.

Topography is a defining feature of the campus. Lone Mountain, the highest point on Upper Campus, is approximately one hundred-fifty feet higher than Lower Campus, while grades on both campuses slope over eighty feet from west to east. This varied topography creates excellent opportunities for dramatic siting of buildings; however, the landforms can present challenges for pedestrian and vehicular circulation.

The local micro-climate sometimes limits outdoor gathering and activities because of cold wind and fog, although sunny days are frequent.

Strengths of the existing campus form include:

- The Upper Campus has a dramatic sense of arrival, approach, beautiful grounds, and striking views.
- Upper Campus architecture is traditional and stylistically coherent.
- The Lower Campus core forms an attractive pedestrian mall surrounded by welcoming buildings.
- Welch Field serves as a traditional quad-like open space, surrounded by modern and traditional architecture.

Concerns about aspects of the existing campus form are:

- Lower Campus buildings face towards the campus center rather than outward toward the neighboring community.
- In some areas edge conditions are dominated by parking, service, and traffic concerns.
- Visitors cannot easily see into the Lower Campus core from the street.
- Wayfinding is unclear.
- Visitor services and information are limited.



Most freshmen live in dormitories located on the east side of the Lower Campus. Loyola Village, an apartment building located on Anza Street on the north side of campus, is restricted to junior, senior, and graduate student residents. Some faculty and staff also live in Loyola Village. The Jesuit community is housed in Loyola House, on Upper Campus.

Student life on campus is focused around University Center, the building that serves as USF's student union. It houses the University's main dining hall, the bookstore, student affairs offices, and study and meeting spaces. A second dining facility, the Wolf and Kettle, is located in the Lone Mountain building on Upper Campus. Other auxiliary food service facilities are located at the School of Law and the School of Education.



△ FIGURE 4: EXISTING BUILDING USE

LEGEND

- | | | | |
|---|-----------------------------|--|--|
| ----- | USF Hilltop Campus Boundary |  | Field/Court |
|  | Academic & Administration |  | Mixed Use Residential Academic/Administration |
|  | Residential |  | Mixed Use Student Life and Academic/Administration |
|  | Recreation & Athletics | | |
|  | Storage and Maintenance | | |

NEIGHBORHOOD CHARACTER

The USF campus is distinctive in its residential neighborhood. It is an attractive, contained urban campus characterized by many beautiful buildings, expansive open spaces, and relatively unbroken campus edges. USF is surrounded largely by low-rise single and multi-family dwellings; the University Terrace neighborhood lies between the Upper Campus and the Lower Campus. The Panhandle, Francisco Heights, West of Lone Mountain, Laurel Heights, and Ewing Terrace residential neighborhoods surround the Hilltop Campus. Non-USF institutional buildings adjacent to the Hilltop Campus are larger in scale than nearby residential buildings and provide a varied urban context. These buildings include: the Blood Center of the Pacific, at 270 Masonic Avenue; The Sisters of the Presentation, at 2340 Turk Boulevard; the Carmelite Monastery of Cristo Rey, at 721 Parker Avenue; and Saint Mary's Medical Center, at 450 Stanyan Street.

Institutional uses and commercial areas in the neighborhood not immediately abutting the campus also represent variations in activity level and building scale in the surrounding urban fabric. A mixed-use neighborhood center, including a grocery store, cafes, bars, and restaurants, is located at the corner of Masonic Avenue and Fulton Street. The highest intensity commercial use is located on Geary Boulevard, north of Upper Campus. Geary Boulevard is a major east-west thoroughfare with a mix of local and destination retailers and services. The Golden Gate Park Panhandle and Golden Gate Park itself, major open space in San Francisco, are about four blocks south and west of the Hilltop Campus.

ZONING

The zoning of the campus and surrounding neighborhoods reflects the predominantly residential character of the area. The entire campus and most blocks immediately adjacent fall in the RH-1, RH-2 and RH-3 zones. These are residential, house-character zones, allowing from one- to three-family dwelling units on a parcel. The neighborhood also contains a few areas of RM-1 zoning, which allows low-density mixed-use. Most of the campus is in the RH-2 zone. This zoning allows post-secondary educational uses such as USF as an approved conditional use. The School of Law falls in the RH-3 zone. The housing between the Upper and Lower Campus is zoned RH-2, apart from a small area on Parker Avenue that is RM-1 (residential, mixed: houses and apartments district, low density: 1 unit per eight hundred square feet).

Two building height and bulk districts govern development of the campus. The Lower Campus is in the 80-D district. In this district, there is a building height limit of 80 feet. For the first 40 feet in height, there is no bulk restriction. Past this pedestal allowance, where buildings rise above 40 feet, building lengths cannot exceed 110 feet, and building diagonal dimensions cannot exceed 140 feet.

The Upper Campus is in the 40-X district. In this district, building heights are limited to 40 feet. There are no bulk restrictions in the 40-X district.⁸

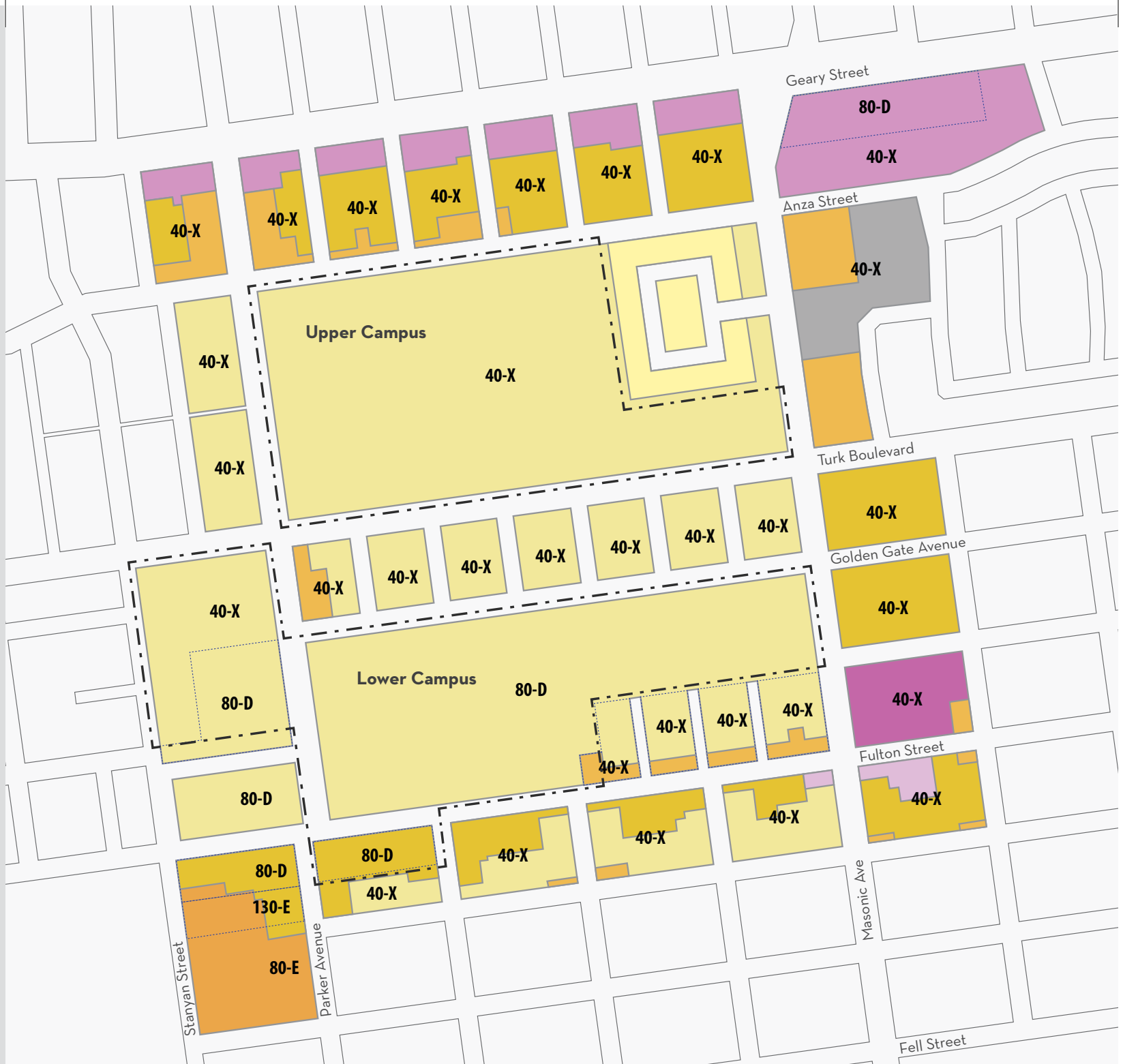
⁸ City of San Francisco Planning Code, Article 2: Section 201, and Article 2.5: Section 270, [http://www.amlegal.com/nxt/gateway.dll/California/planning/planningcode?f=templates\\$fn=default.htm\\$3.0\\$vid=amlegal:sanfrancisco_ca](http://www.amlegal.com/nxt/gateway.dll/California/planning/planningcode?f=templates$fn=default.htm$3.0$vid=amlegal:sanfrancisco_ca).



△ FIGURE 5: USF NEIGHBORHOOD CONTEXT

LEGEND

----- USF Hilltop Campus Boundary



△ FIGURE 6: ZONING

LEGEND

- | | | | |
|---|---|--|---|
|  | RH-1 One Unit Per Lot |  | NC-1 Cluster (1 Commercial Story) |
|  | RH-2 Two Unit Per Lot, Minor Secondary Unit |  | NC-3 Small Scale (2 Commercial Stories) |
|  | RH-3 Three Unit Per Lot |  | NC-S Shopping Center (2 Commercial Stories) |
|  | RM-1 Low Density (1 Unit per 800 sf) |  | Public |
|  | RM-2 Moderate Density (1 Unit per 600 sf) |  | Height and Bulk District |
| | |  | USF Hilltop Campus |

PEDESTRIAN CIRCULATION

The pedestrian experience at USF reflects the incremental development process through which the campus evolved. Because the Hilltop Campus comprises two separate sites within the urban fabric of San Francisco, the pedestrian experience is an eclectic blend of traditional campus pedestrian-oriented spaces, utilitarian pathways, and urban conditions. The following points outline the primary deficiencies of the pedestrian experience:

- Pedestrian routes lack strong hierarchy, such that pedestrians travel on dispersed routes through adjacent neighborhoods.
- There are areas of significant vehicular and pedestrian conflicts where campus edges meet City streets. This condition is exacerbated by the limited number of crosswalks and signals on Turk Boulevard and Golden Gate Avenue.
- Pedestrians walk in roadways on Upper Campus and in the University Terrace neighborhood.
- Transit locations are not well coordinated with pedestrian routes.
- Streets and campus drives are not well aligned, leading to poor visibility and dangerous diagonal street crossings in some areas.

The pedestrian experience will be unified and enhanced as part of the Master Plan.

VEHICULAR CIRCULATION

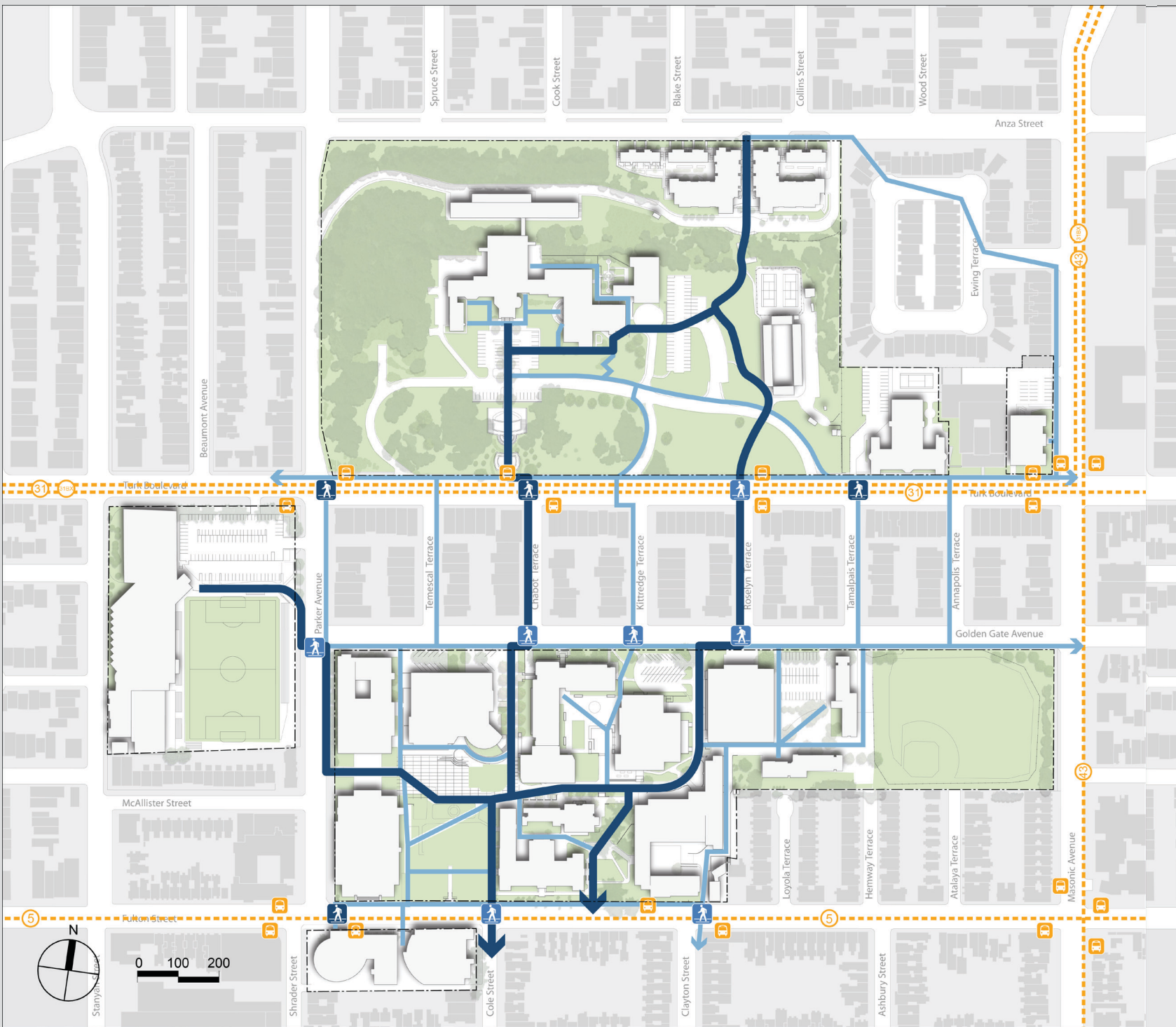
The drivers who arrive at USF include visitors, faculty, staff, service providers, and students. Visitors arrive at USF in need of direction, and stay only a short while. Faculty, like students, often come to campus for only part of a day. Staff generally arrive at USF in the morning and stay all day. Many full-time students arrive at USF on transit or by foot or bicycle, while part-time and evening students may live farther away and are more likely to drive.

There are no public vehicular roadways on the Lower Campus. The Upper Campus has two private drives: the main drive off Turk Boulevard and a drive behind the Loyola Village apartments near Anza Street.

VISITOR ARRIVAL

Visitors arriving at the campus face several challenges. The University's main address is 2130 Fulton Street; however, there are no visitor facilities at this location. This is the address of Welch Hall, the original building on campus, which was demolished and replaced by Welch Field. The Lower Campus information booth was on Golden Gate Avenue but has been moved to a temporary location on the top level of the Hayes-Healy parking garage.

Visitors to Upper Campus often arrive from the east on Turk Boulevard. They must drive past most of the campus and ascend a long driveway at the west edge of campus to reach the visitor booth, where they are given information and directed to parking.



△ FIGURE 7: EXISTING PEDESTRIAN CIRCULATION

LEGEND

- USF Hilltop Campus Boundary
- ➔ Primary Pedestrian Route
- ➔ Secondary Pedestrian Route
- Ⓜ Muni Line

- 🚏 Muni Stop
- 🚶 Signaled Crosswalk
- 🚶 Non-Sigaled Crosswalk



△ FIGURE 8: EXISTING VEHICULAR CIRCULATION

LEGEND

- | | | | |
|-------|-----------------------------|---|-------------------------|
| | USF Hilltop Campus Boundary | ■ | Structured Parking |
| ➔ | Primary Vehicular Route | ■ | Surface Parking |
| ➔ | Secondary Vehicular Route | ● | Primary Arrival Point |
| | Service Only Route | ● | Secondary Arrival Point |
| ▶ | Service Access Point | | |

WAYFINDING

USF is integrated into the urban fabric of San Francisco and needs a cohesive sign family to define the campus edge and help visitors navigate the site. Visitors who come to campus via all modes of transportation rely on wayfinding and directional signage.

There are currently too few directional signs on campus, and the existing signs have been provided ad hoc over time and lack a strong unified identity.

The following four issues are pervasive:

- Lack of a cohesive sign family.
- Absence of wayfinding signs where they are needed.
- Illegibility, or signs at an incorrect scale for the audience.
- Sign clutter, including signs mounted at varying heights, multiple signs placed on a single pole, repetitive signs in an area, and signs on a single pole facing multiple directions.

These issues combine to dilute the effectiveness of existing signs.



Multiple signs for various audiences on a single pole



Conflicting messages

Three examples illustrate these issues:

The pedestrian directional near the main entrance of the Lone Mountain building is located at a key decision point, but the information is not fully accessible. The map located high on the sign is difficult to read, especially for people in wheelchairs. The directional messages that coordinate with the map are helpful but no additional directional signs are located on Lone Mountain to help visitors find their destinations.

The historic entrance on Fulton Street at Welch Field is an example of sign illegibility. The text height is too small to be read by a visitor in a car, but the location of the text is not ideal for pedestrians.

On Turk Boulevard, the visitor vehicular entry sign is located on the wall next to the road leading towards

Upper Campus. The USF identity is situated facing visitors traveling east by car on Turk Boulevard; however, a vehicle may not legally make a left turn here. This sign should be oriented to face visitors coming west-bound on Turk Boulevard.

The Master Plan presents signage and wayfinding guidelines to eliminate sign clutter and provide signage consistency. The letter height and design for each sign in the Master Plan document has been carefully chosen to accommodate user needs.

MOBILITY

The current transportation and circulation conditions in the vicinity of the University of San Francisco can be described in terms of the existing roadway network, transit network and service, pedestrian conditions,



Pedestrian directional



Entry point lacks identity



USF identity on Fulton Street



USF identity on Turk Boulevard

bicycle conditions, parking supply and occupancy, and transportation demand management measures currently in place. A comprehensive transportation analysis, including a review of existing and future transportation conditions, is provided in the Appendix. Much of the data about existing transportation conditions is based on responses from USF faculty, staff, and students on a transportation survey conducted in 2010.

MODE SHARE

USF currently has a total Hilltop Campus population of approximately 10,900 people, including faculty, staff, and students. Based on a survey of USF faculty, staff and students, over two-thirds of the USF community do not drive to campus and arrive instead by foot, bicycle, public transit, or carpool. The current drive-alone rate of 31% is low when compared to other large institutions in San Francisco and represents a substantial decline in drive-alone rate identified the 2004 IMP. In fact, the drive-alone rate to campus has declined 24% since transportation surveys conducted in 1991 through a combination of increased transportation demand management and increased on-campus housing options for students.

VEHICULAR ACCESS

Several key local and regional streets provide access to the USF campus. Complete roadway classification definitions, which are defined by the Transportation Element of the San Francisco General Plan, are contained in the Transportation Study in the Appendix.

Regional Access

Regional access is provided by two main highways:

- **Highway 101 (US-101)** provides regional access to the site from the north and south. US-101 serves San Francisco and the Peninsula, the South Bay, and extends north via the Golden Gate Bridge to the North Bay. To the south, I-80 merges with US-101, connecting San Francisco to the East Bay via the San Francisco-Oakland Bay Bridge. I-80 provides primary access to the East Bay communities of Oakland and Berkeley, as well as to other major freeways in the East Bay (I-580 and I-880).
- **State Route Highway 1 (SR 1)** provides regional access from the Peninsula and South Bay to Marin County and the North Bay. Junipero Serra Boulevard, 19th Avenue and Park Presidio Boulevard are designated as SR 1 between I-280 and US-101. Access to USF from SR 1 occurs via Fulton Street or Turk Boulevard (via Balboa Avenue).

Local Access

Access to USF is provided by the following arterial roadways:

- **Masonic Avenue** is a north-south arterial with three lanes in each direction. As one of the flattest north-south routes in the area, it is attractive to pedestrians and bicyclists. Masonic Avenue is one of the only through streets that run north-south between Geary Boulevard and Fell Street in this part of San Francisco.
- **Geary Boulevard** is an east-west arterial that runs one block north of the Upper Campus. Geary Boulevard has three lanes in each direction and is designated as a Transit Important Street (Primary Transit Street) and a Neighborhood Pedestrian Street (Neighborhood Commercial Street).
- **Turk Boulevard** is an east-west arterial with two westbound traffic lanes, one eastbound traffic lane, discontinuous bicycle lanes, and on-street parking.
- **Fulton Street** is an east-west arterial that runs from the Great Highway to Franklin Street. Near USF it has two lanes and on-street parking in each direction. The roadway is designated as a Secondary Transit Street.
- **Stanyan Street** is a north-south arterial that has one lane in each direction with on-street parking on both sides. Stanyan Street connects neighborhoods south of Golden Gate Park to Geary Boulevard. Aside from Masonic Avenue, Stanyan is the only street in the area providing vehicle access both north of Geary Boulevard and south of Fell Street.

Local streets that provide direct access from these arterials include Parker Avenue, Anza Street, O’Farrell Street, and Golden Gate Avenue.

PARKING CONDITIONS

On-Campus Parking

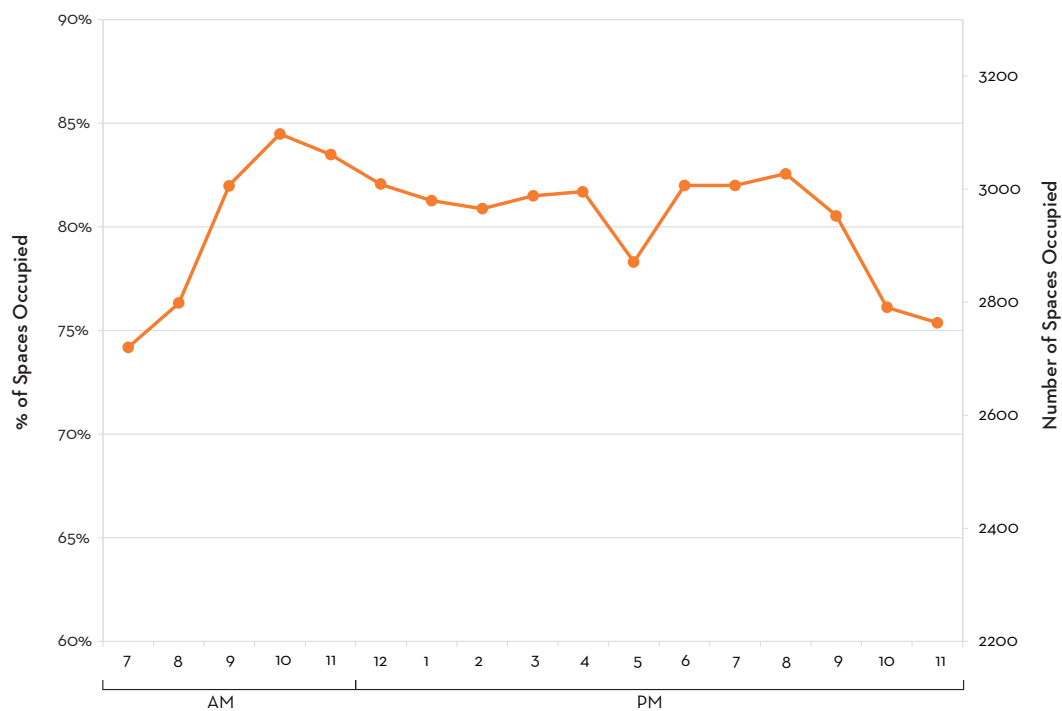
USF currently has seven parking lots and three parking garages on campus. Cars may also park on campus along the Lone Mountain drives. The total on-campus parking supply is 860 spaces. Of these, 710 are unassigned regular-use spaces, while the remaining 150 are designated for specific uses.

The transportation survey showed that 45% of those who drive to campus park in campus lots. The daily occupancy of those lots was surveyed on a typical school day and was found to be on average 56%. The peak occupancy hour was 11 AM to 12 PM when 93% of the regular parking spaces were occupied. During this time the majority of on campus parking lots/garages are at capacity. One exception is the School of Education Parking Lot, in which only 16 of its 32 regular parking spaces, or 50%,

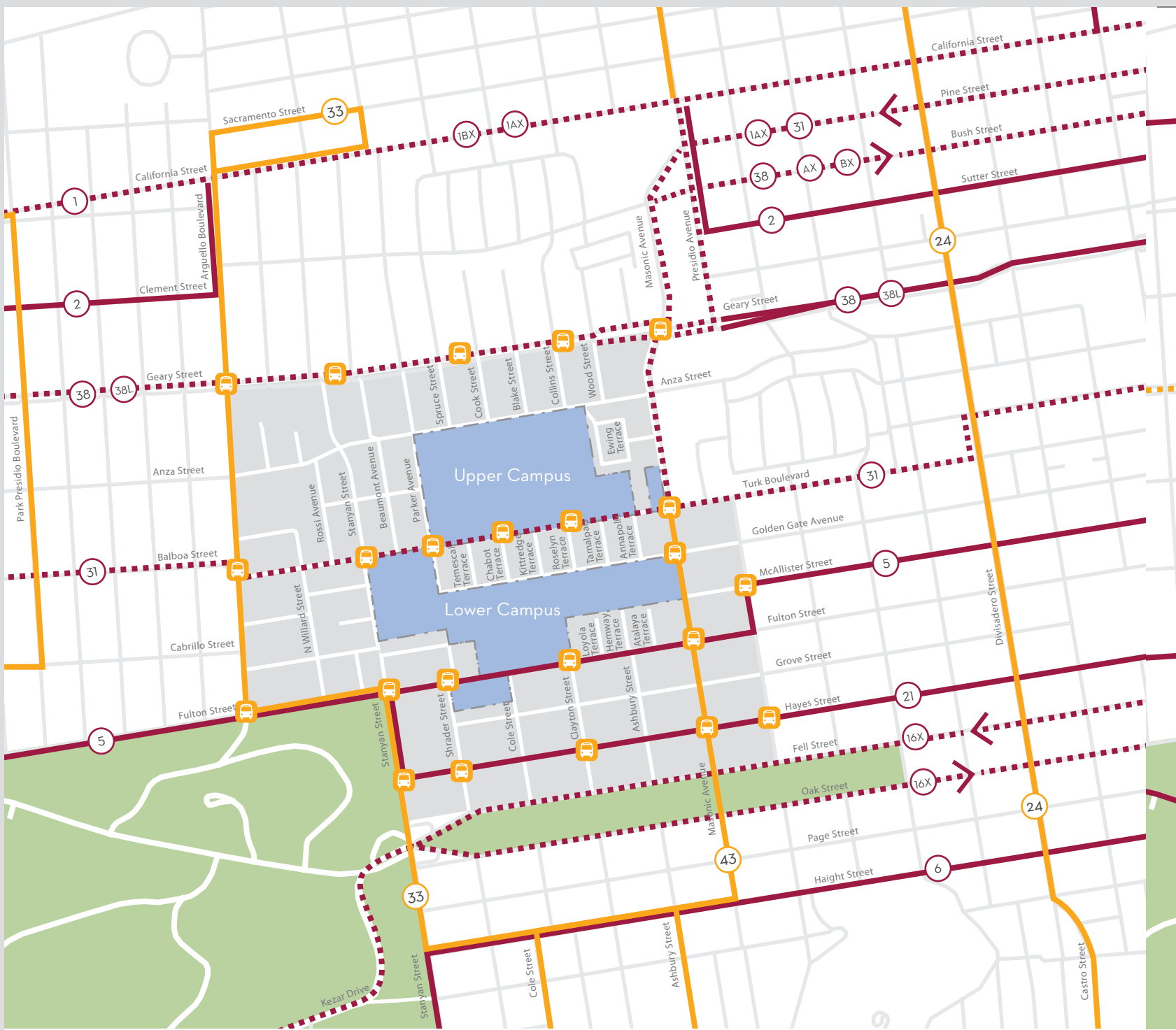
are occupied. The Koret Parking Lot lower level did not reach above a 79% occupancy rate, demonstrating that some on-campus parking spaces remained available throughout the day.

On-Street Parking

The transportation survey showed that 55% of USF faculty, staff and students who drive, park off campus. The residential streets surrounding USF were surveyed to determine the typical on-street parking occupancy rate. The area surveyed covers the streets within roughly one-half mile of campus, or about two blocks from each edge of the Campus, and includes a total of 3,670 on street parking spaces. Most of the on-street parking spaces in this parking study area fall within the City’s “BB” or “L” residential parking permit areas, which typically restrict vehicles without a “BB” or “L” parking permit from parking in one space for more than two hours between 8 AM and 6 PM. On-street parking spaces adjacent to USF’s campus along Anza Street, Parker Street, and Golden Gate Boulevard do not have residential parking permit restrictions.



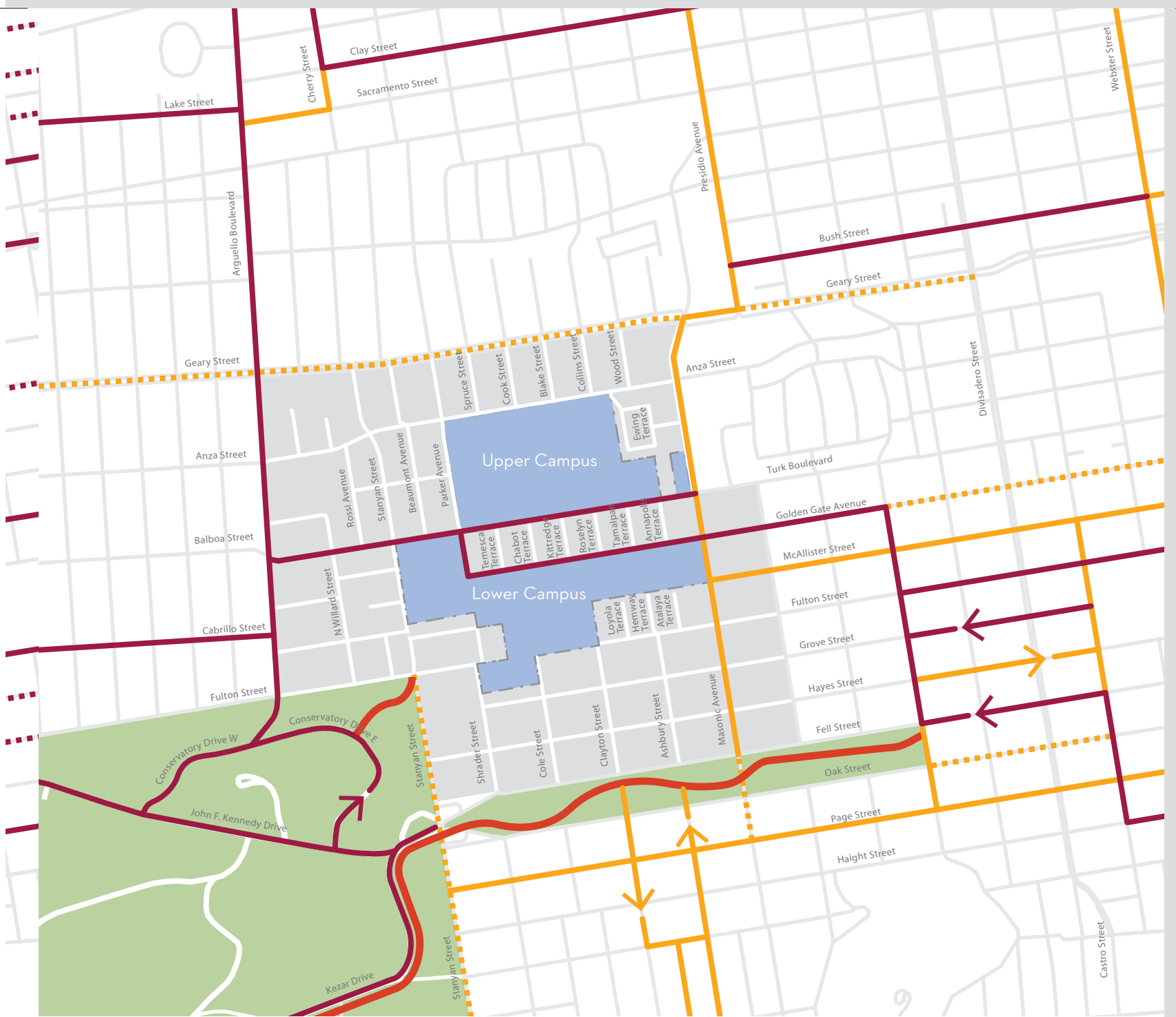
△ FIGURE 9: ON-STREET PARKING OCCUPANCY



△ FIGURE 10: CURRENT TRANSIT ROUTES

LEGEND

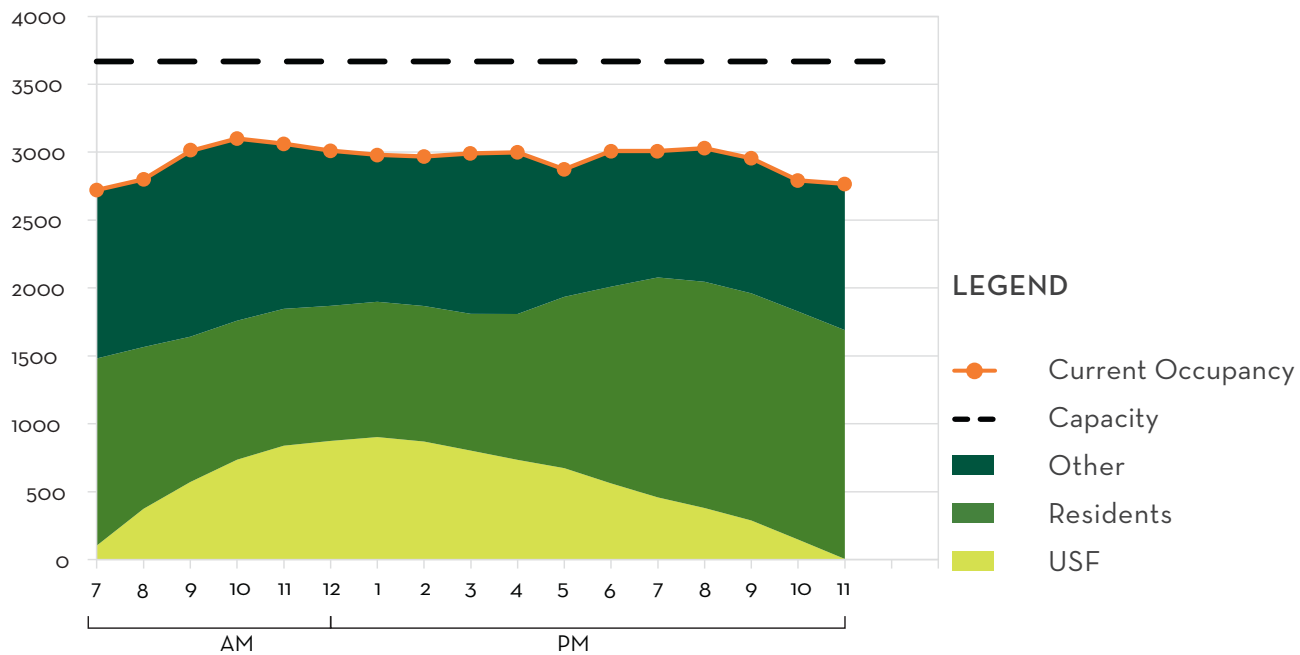
- USF Hilltop Campus Boundary
- USF Hilltop Campus
- Area of Study
- Cross Town Service
- To and From Downtown
- Express Service
- ← Direction of Travel
- 🚌 Bus Stops



△ FIGURE 11: BICYCLE FACILITIES

LEGEND

- USF Hilltop Campus Boundary
- USF Hilltop Campus
- Area of Study
- Class I Bike Path
- Class II Bike Lane
- Class III Bike Route
- Proposed Bike Plan
- ← Direction of Travel



△ FIGURE 12: ON-STREET PARKING DEMAND, OCCUPANCY AND CAPACITY

The On-Street Parking Occupancy graph (Figure 9) shows the on-street occupancy rate by time of day between 7 AM and 11 PM. Overall, the average daily parking occupancy rate between 7 AM and 11 PM was 80%; a peak occupancy rate of 83% at 10am. After midnight and before 7 AM, parking occupancy is generally below 75%. Parking near the campus – the area bounded by Parker, Anza, Masonic, and Fulton – was most occupied throughout the day, but did not exceed 95% occupancy. The residential areas to the north and west of campus generally had parking occupancy under 80% (and often under 75%); the area to the south of campus had a parking occupancy between 82% and 93%, and a higher occupancy at night. Detailed parking occupancy data is provided in the Transportation Study in the Appendix. This on-street parking data, which was collected in the same area as for the 2004 IMP, is consistent with the occupancy rates observed in 2003

The On-Street Parking Demand, Occupancy & Capacity graph (Figure 12) shows that USF faculty, staff, and students occupy approximately 15% of overall parking spaces, throughout the day. This on-street USF occupancy rate was based on the estimated number of USF-faculty,

staff and students who responded that they drive to campus and park on the adjacent streets, and by applying the time-of-day factors to reflect that not all faculty, staff and students are on campus at one time and that USF faculty, staff and students arrive to and depart from campus at various times throughout the day. The peak arrival time to campus is from 8 AM to 10 AM while the peak departure time from campus is from 5 PM to 7 PM. The number of on-street spaces occupied by USF faculty, staff and students peaks during the middle of the day, when approximately 25% of on-street spaces in the study area are occupied by USF-related vehicles, and decreases into the evening, as USF students and staff leave campus. As noted above, more parking is generally available later in the evening compared to the middle of the day.

US Census data, City of San Francisco residential parking permit data, and professional judgment was used to estimate the use of on-street parking by non-USF vehicles. Based on residential parking permit data and US Census data, residents occupy approximately 35% of overall spaces and 44% of occupied spaces, on average, throughout the day. Resident use of on-street parking is generally higher in the evening, when residents who drive to work return

home. Other uses, such as local retail, office, and medical uses, occupy 30% of overall spaces and 38% of occupied spaces, on average, throughout the day.

Based on the data from campus transportation survey and analysis described above, 1,670 USF-related vehicles are expected to park on or near campus during the mid-day peak hour. The occupancy study for on-street parking within one-half mile of the campus indicates that approximately 600 on-street parking spaces are available within the study area during the peak hour and more spaces are available at other times of day.

It should be noted that USF faculty, staff and students who have addresses within one of the residential parking permit zones near the campus are eligible to purchase and use a residential parking permit sticker on their vehicle.

TRANSIT NETWORK

Primary public transit access to the USF Hilltop Campus is provided by San Francisco Municipal Railway (Muni) bus service (Figure 10). Generally, a reasonable walking distance for transit access is a half mile or less. Muni routes within half a mile of USF are shown in the Transit Routes diagram.

The North Bay, East Bay, Peninsula, and South Bay are accessible via connections to Muni. The regional service providers are:

- Golden Gate Transit – North Bay
- Bay Area Rapid Transit (BART) – East Bay and the Peninsula
- Alameda County (AC) Transit – East Bay
- Samtrans/Caltrain – South Bay and the Peninsula

BICYCLE FACILITIES

Bicycle routes consist of bicycle lanes, trails, and paths. The bicycle routes designated by the San Francisco 2009 Bike Plan are shown in the Bicycle Facilities diagram (Figure 11). Bicycle facilities also include on-site bicycle parking for cyclists. Showers are available in the Koret Recreation Center for full-time staff, faculty, and students. USF has approximately 160 on-site bicycle parking spaces for employees and visitors; these spaces are located at eleven locations throughout campus.

LOADING FACILITIES

Loading takes place at seven locations on the Lower Campus, at two locations on the Upper Campus, and at one location at the Koret Center. Operations at these docks are explained in detail in the transportation report in the Appendix.

EXISTING TRANSPORTATION DEMAND MANAGEMENT PROGRAM

USF has had a transportation demand management (TDM) program since 1980, when it obtained a Conditional Use (CU) permit from the City to expand the campus to include the Kendrick Law School building located on Fulton Street. Under the CU, the City Planning Commission stipulated that the University should continue to implement Transportation Demand Management. Since 1980 USF has made numerous changes and additions to its TDM program. USF's current TDM program is described in Table 3.



The Master Plan will address the aesthetics of loading facilities along Golden Gate Avenue.

▽ TABLE 3: EXISTING TRANSPORTATION DEMAND MANAGEMENT PROGRAM

STRATEGY	DESCRIPTION
TDM Coordinator	The USF Manager of Parking and Transportation coordinates the TDM program.
Rideshare	Social networking based ridesharing service. USF community (faculty, staff and students) who opt into the service can look up rides or offer rides based on specific origin and destination points.
Carshare	USF community can sign up for a discounted membership and have access to Zipcars and City Car Share vehicles on campus.
Transit Subsidy	The Transit Pass Subsidy Program is available to all full-time faculty and staff that do not have a University parking permit.
SF Muni Class Pass	Students receive a sticker to attach to their ID, which provides unlimited rides on SF Muni.
Bicycle Facilities	Bicycle racks provided throughout campus. Showers for full-time faculty, staff, and students located in the Koret fitness center.
Guaranteed Trip Home	The Guaranteed Trip Home Program is available within San Francisco to faculty and staff who either carpool or take public transit to work.
Parking Permits	To park on campus, the USF community must purchase parking permits.
Reserved Carpool Parking	Parking spaces on campus are reserved for carpools.
ADA Shuttle Service	Shuttle around campus for USF community members registered with the Disability Services office.
Night Safety Shuttle Program	Free nighttime shuttle is provided by request to the USF community.
Safety Escort Service	Uniformed Public Safety officers escort service is provided to the USF community by request.
Telecommuting and Flexible Working Hours	Employees may apply for flexible work hours and/or telecommuting.

Source: Fehr & Peers, 2011

LANDSCAPE STRUCTURE

USF's campus landscape is a unique environment within the densely developed surrounding neighborhoods. Its assortment of formal and informal spaces offers the campus community and the neighborhood visual and physical enjoyment of a variety of green space and outdoor recreation areas.

The Hilltop Campus contains many mature trees and landscaped areas. Like much of western San Francisco, Lone Mountain and the surrounding area were originally sand dunes, covered with dune grasses and low scrub. By the early twentieth century, much of the area was developed with large cemeteries, which were removed by the 1930s. All of the USF landscape conditions are the result of campus development since that period, with native and non-native vegetation that form a range of open spaces.

The woodland hillsides of Lone Mountain appear to be the most "natural" landscape setting at USF, although the tree cover, mostly Monterey Pine and Monterey Cypress, as well as bay trees and eucalyptus, replaced the sand dune conditions only since the 1930s. The tree cover forms a prominent visual feature seen from Turk Boulevard, Parker Avenue, and Anza Street, and in views from more distant locations in San Francisco.

Some of the landscape issues to be addressed in the Master Plan include:

- Lack of landscape structure that supports the educational mission and campus functions.
- Lack of cohesion or unifying principle. Some areas on the campus are treated at a campus scale, while others are detailed at a more residential scale.
- An aging tree canopy across the campus.
- An understory and shrub planting layer that needs to be refurbished.
- Lack of aesthetic appeal to pedestrian walks that were formerly campus roads.
- An inconsistent landscape quality on the edges of campus, with a lack of visual appeal in some areas.



An aging tree canopy and outdated understory on Upper Campus.



Overgrown shrub planting needs trimming or replacement.



Lack of usable outdoor space affiliated with residential life.



2 /

Campus Master Plan





USF's Master Plan is the result of a focused strategic planning effort that integrates the University's academic, enrollment and financial plans with community and neighborhood interests. The plan responds to a rapidly changing higher-education environment and will guide the University towards a future of continuing success.



/ Campus Master Plan

This Institutional Master Plan is the result of a focused strategic planning effort that integrates the university's academic, enrollment and financial plans with community and neighborhood interests. The plan responds to a rapidly changing higher-education environment, which has shaped the University's strategies for enrollment, academic program delivery, finance, and facility improvements. It also reflects almost two years of close collaboration with University stakeholders and neighbors.

Purpose of the Plan

This University of San Francisco Institutional Master Plan is a comprehensive physical development and land use plan that will guide future facility and site improvements on campus from 2012 through 2022. In addition, this plan satisfies Section 304.5(b) of the San Francisco Planning Code, which requires educational institutions to prepare and file with the Planning Department an Institutional Master Plan (IMP) every ten years, with updates every two years. The purpose of the IMP is to inform City officials and the public of an institution's future plans and the impact of those plans. More specifically, an IMP is intended:

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 of 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 development 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 services, and particularly the planning of similar institutions in order to insure that costly duplication of facilities does not occur."¹

¹ San Francisco Planning Code § 304.5(a), 2007 [http://www.amlegal.com/nxt/gateway.dll/California/planning/planningcode?f=templates\\$fn=default.htm\\$3.0\\$vid=amlegal:sanfrancisco_ca\\$sync=1](http://www.amlegal.com/nxt/gateway.dll/California/planning/planningcode?f=templates$fn=default.htm$3.0$vid=amlegal:sanfrancisco_ca$sync=1).

USF submitted its last IMP in 2004 and has since submitted updates, including the most recent in June 2010. The 2004 IMP proposed a variety of projects to support academic and administrative uses as well as to enhance the student experience. Most of the ten projects proposed in 2004 have been completed, notably the renovation of the Lone Mountain Chapel for additional office space, the renovation of Campion, now Kalmanovitz, Hall, improvements to War Memorial Gym, and the in-fill of the Fromm Courtyard to create new classrooms.

The proposed science building, now named the John Lo Schiavo SJ Center for Science and Innovation, is scheduled to open in Fall 2013.

The 2012 IMP outlines USF's vision for academic affairs and student life and provides a comprehensive strategy for the maintenance and development of the grounds and facilities of the Hilltop Campus, through the year 2022. The campus landscape and buildings will continue to facilitate the delivery of a high quality, holistic, and engaging educational experience for students. Initiatives in the plan also affirm USF as a university deeply rooted in the City of San Francisco, enhance USF's reputation, and support USF's financial sustainability.

The plan includes an assessment of current conditions, identifies facility needs, and recommends projects that will meet those needs.

Planning Process

This Master Plan is the result of a collaborative process involving the University, residents of adjacent neighborhoods, the City of San Francisco, and numerous specialists in the planning, urban design, landscape architecture, environmental preservation, sustainability, and impact mitigation fields.

Early in the master planning process, the University articulated five strategic goals to guide development of the campus and to assist in evaluating campus development scenarios. These goals remain the foundation of this Master Plan. They are:

- **To further USF's mission**, with emphasis on the University's Jesuit Catholic tradition, student diversity, a global perspective, a location in the City of San Francisco, and a tradition of academic excellence.
- **To maintain and increase academic quality** through strategies that include engaged learning, outstanding and desirable programs, high-quality educational facilities, low student-to-faculty ratios, and an increase in courses taught by full-time faculty.
- **To provide a student experience that contributes to holistic student development**, including educating the mind, body, and spirit; fostering a living-learning campus; reinforcing a sense of community; and providing strong wellness, recreation, and athletics programs.
- **To maintain the University's financial health and stability** while providing the resources necessary to support USF's mission.
- **To increase safety around the campus and promote mutual understanding with USF's neighbors** through strategies that address traffic and parking, pedestrian flows, student behavior, noise, and the physical quality of the campus.

Toward achieving these goals, the Master Plan articulates a strategy for enrollment that builds on the existing distributed campus structure. This structure consists of the Hilltop Campus, other sites in San Francisco, and branch locations throughout the Bay area and Southern California. Priority projects to support the visions for academic and student life are identified in the plan, along with a physical framework for campus improvements for the next ten years and beyond. Each of these elements of the Master Plan is described in this chapter.

The IMP process was led internally by USF's Master Plan Working Committee:

- Jennifer E. Turpin, Provost
- Elizabeth Johnson, Vice Provost and Dean, Academic and Enrollment Services
- Peter Novak, Vice Provost, Student Life

- Michael London, Assistant Vice President, Facilities Management
- Elizabeth Miles, Master Plan Manager

The Working Committee reported to and conferred with USF governing bodies, including the President's Cabinet and the Board of Trustees. USF faculty, staff and students were also engaged in meetings that focused on traffic and pedestrian safety, and the general development of the Master Plan.

The consultants engaged in the Master Plan were:

- Sasaki Associates, Master Planning, Landscape Architecture
- Fehr & Peers Transportation Consultants, Traffic Calming, Transportation Demand Management, Traffic Impact Analysis
- Atkins North America, Environmental Impact Analysis
- Charles M. Salter Associates, Acoustics

As part of the approval process for the development of a new Center for Science and Innovation, USF agreed with the University Terrace Association (UTA) to submit an IMP by June 2012, two years earlier than required. The UTA neighborhood lies between the two largest segments of the Hilltop Campus. USF has also engaged surrounding neighborhood associations, including the Ewing Terrace Neighborhood Association and the Francisco Heights Neighborhood Association. In the course of this planning effort the University has held over seventy community meetings, including walking tours of the campus neighborhood and a meeting series that addressed issues of concern to USF neighbors. These issues included transportation, traffic calming, acoustics, student behavior, and the neighborhood impact of USF activities.



Peter Novak, Vice Provost for Student Life, talking with University Terrace Association President, Mira Ringler.



Jennifer E. Turpin, Provost, led the development of USF's Institutional Master Plan.

The primary community concerns raised by the neighborhoods prior to and throughout the planning process, which USF is addressing through this IMP and related work, were as follows:

- University growth and its effect on quality of neighborhood life
- Pedestrian safety
- Traffic and University-related parking on neighborhood streets
- Student behavior
- Students and staff passing through the neighborhood
- Noise at outdoor fields
- Noise and disruption from service and delivery vehicles
- Impacts from one-time USF events and ongoing programs that draw outside attendance
- Quality of the physical environment, particularly at the neighborhood edge

Plan Drivers

MEETING OUR MISSION AND STAYING COMPETITIVE

The higher-education system in the U.S. has seen dramatic changes over the last decade, and more significant changes are expected in the years ahead. Tuition has risen significantly across the industry in response to decreased government funding, higher fixed costs, and the recent and ongoing economic downturn. At the same time, demand for higher education is rising, particularly among students who are less able to afford college. As state colleges and universities in California raise tuition, more and more of those students are applying to and attending private institutions like USF.

The market changes in higher-education increase competition among colleges and universities for the most talented students. This competition applies pressure to increase financial aid and programmatic and facilities

expenditures. In addition, students expect higher levels of personal and facility support, and they require new and innovative academic programs in response to new technologies and economic conditions.

USF is committed to continuing to provide excellent educational experiences to a diverse student body in the context of this challenging higher-education market. To do so, it must continually optimize its programs, facilities, and operations.

Students increasingly demand coursework focused on service and social justice, as well as targeted professional graduate programs. National and state government administrations are promoting an increase in global awareness in higher education. USF's educational model is naturally well-suited to respond to these trends, with programs to educate nurses, teachers, and those in science, technology, and math professions, including an increasing number of graduate programs. USF has a strong commitment to global awareness and multicultural understanding, which it promotes through targeted academic programs, on-campus programming, study away programs, and international student enrollment on campus.

MAINTAINING FINANCIAL VIABILITY

USF must maintain its fiscal equilibrium by balancing a market-restricted revenue stream with ever-increasing expenses. On the revenue side, the University is 85% tuition-dependent. Endowment income provides only 2% of operating revenue. State and federal governments have reduced funding for financial aid and research grants. Nationwide, universities have been raising tuition in response to these conditions for several years; however, the educational marketplace and economic constraints restrict significant tuition increases, and future increases will be well below historic levels.

Despite its limited opportunities for increasing revenue, USF is facing ever-expanding costs for salaries, benefits, and operations. The following cost areas in particular are growing at rates significantly beyond current revenue growth:

- Utilities
- Health care and other insurance
- Need-based financial aid
- Technology
- Disaster planning and preparation
- Collective bargaining (six units)
- Service contracts and supplies

The following are areas of ongoing expenditure growth:

- Debt service for capital projects
- New faculty lines and academic programs
- Maintenance, including deferred maintenance

USF recognizes that it must optimize the efficiency of its operations as well as manage its revenue streams, particularly tuition income, to respond to these financial challenges. The University has developed a strategy to gain economic stability by distributing that growth throughout its program locations.

INVESTING IN FACILITIES

Campus facilities are a significant factor in student and faculty recruitment and retention. They provide the physical platform for student life and learning as well as influencing visitor impressions and experiences. USF must invest in its facilities to ensure that they are not only modern and attractive, but also meet or exceed the peer standard, particularly in housing and learning facilities. Aware that its housing types, mix, condition, and availability do not currently compare favorably with those at peer institutions, the University plans to improve its offerings. The USF physical plant has a significant need for maintenance and refurbishment, as noted in Chapter 1. Efficient building function and use, aesthetic appeal, and occupant health and safety

require ongoing care, improvement, and modernization of facilities. Ongoing care for and updating of facilities ensures ongoing building function and aesthetic appeal, as well as the health and safety of occupants. To avoid maintaining and operating unused or underutilized space, USF also continues to monitor scheduling and programmatic space needs.

Vision for Academic Development

The University of San Francisco is a nationally ranked university whose unique academic programs, holistic approach to education, and connections to the City of San Francisco generate significant demand for admission from prospective students. To further the vision articulated in USF's strategic plan – USF 2028 – the University plans to implement four major academic programming strategies over the next five to ten years:

- The School of Nursing has recently become the School of Nursing and Health Professions. This new school offers programs for a range of health professionals, including a Master of Public Health. Additional programs are currently under consideration by USF's President's Commission on Health Professions Education.
- USF will improve access to science and technology programs by refining and expanding its science, technology, and math programs.
- USF will expand and integrate its arts programs to promote interdisciplinary collaboration. This will be done by co-locating its programs in visual, performing, and allied arts, along with media arts and creative writing.
- USF will increase global diversity on campus by increasing the proportion of international students it enrolls.

Vision for Student Life

EDUCATING THE WHOLE STUDENT

The University of San Francisco is an academic and social community grounded in Jesuit principles of inquiry and service. It provides a holistic education and offers students a wide range of non-academic activities. USF has made the integration of academic support and student life a high priority, and is planning new living-learning communities in new residential buildings that will surround students with curious and academically engaged peers.

USF has reorganized dispersed student support services into a Center for Academic and Student Achievement (CASA). This center is the nexus of support for students and combines all types of advising on campus, including academic, personal, and disciplinary. It represents USF's belief that students' personal and academic needs should be supported holistically. The CASA will enable more efficient and integrated delivery of services to students, and will create a system that calls for greater accountability from students including their conduct in the community. Advisors become aware of all areas in which a student needs support or is failing, and will be positioned to practice intrusive advising if a student is in need but not asking for help. The Center is coordinated by the Division of Student Life and is housed in the recently renovated 3rd floor of the University Center.



USF's vision for student life is an integral part of the IMP.

ATHLETICS

The University of San Francisco has a long tradition of excellence in intercollegiate athletics. The Dons have won 12 NCAA National Championships, and for more than 100 years, student-athletes have competed with pride. As the University builds on these winning traditions, athletics has the unique ability to unify the USF community – alumni, current students, parents, faculty & staff, and friends – in an exciting, spirited, and family-oriented environment.

The athletic department maintains a vision that is guided and driven by Four Pillars of Success:

1. Excel in the Classroom
2. Win at the Highest Levels of Competition
3. Engage in the Community
4. Become Leaders in the World

By following these guiding principles, athletics can lead the way in strengthening a collective sense of school spirit, while building on USF's proud and storied history.

USF athletic teams compete and train in three facilities on the Hilltop Campus: War Memorial Gymnasium, Negroesco Soccer Field, and Benedetti Diamond at Ulrich Field. War Memorial Gymnasium is the home court for USF men's and women's basketball and women's volleyball teams. The building also houses locker rooms, training quarters, strength and conditioning facilities and administrative offices that support all teams. The men's and women's soccer teams train and compete at Negroesco Field and baseball practices and competes at Benedetti Diamond. The athletic facilities are antiquated and space is inefficiently distributed, which results in both a competitive disadvantage for some teams and inefficient facilities for support services and administration. USF plans to redesign existing spaces as well as modestly expand the footprint of some facilities in order to optimize available square footage and improve circulation.

LIVING-LEARNING COMMUNITIES

Residing in a living-learning community is an experience in community submersion in a particular subject matter. In a living-learning community, students, faculty, and staff who are interested in a topic or subject area live, study, work, and investigate their topic together. It is a residential experience designed to educate the whole person by integrating housing, dining, break-out and meeting areas, faculty and Jesuit-in-residence apartments, classrooms, study space, computer labs, fitness facilities, and music practice rooms. Study and living are completely integrated. While students who are part of living-learning communities learn a great deal about a given topic, they are also part of the larger community and take classes across the institution.

Compared to traditional students, students in living-learning communities:

- Reach higher levels of academic achievement.
- Express more commitment to civic engagement.
- Apply better critical-thinking skills.
- Make a smoother transition to college during their first year and have a lower drop-out rate
- Have fewer behavioral problems, including behaviors related to alcohol.
- Feel more strongly supported academically and socially.⁹

Faculty and staff in living-learning communities similarly have the opportunity to explore a subject matter they are passionate about, or to learn deeply about a new subject. Live-in communities promote collaboration among all groups, and give faculty and staff the opportunity to mentor students to a degree that is not possible in other settings.

For universities, living-learning communities put into practice the belief that academics and social life are inextricable and can be mutually reinforcing.

USF currently has five living-learning communities:

- St. Ignatius Institute
- Erasmus Community
- Esther Madríz Diversity Scholars
- Global Residential Community
- Martín-Baró Scholars Community¹⁰

The University plans to establish more living-learning programs. Ideally, communities will comprise approximately forty-eight students and two or more faculty and staff, though community sizes may vary. USF's ability to develop additional living-learning communities is limited by the current housing stock, as most residence halls do not currently contain dining, meeting, study, or classroom space; and there is limited opportunity to retrofit these facilities to this model.

As USF develops new housing, it will be designed to accommodate living-learning communities so that a higher percentage of students can participate in these programs.

⁹ National Symposium on Student Retention, Milwaukee 2007

¹⁰ <http://www.usfca.edu/centers/living-learning/>

HOUSING

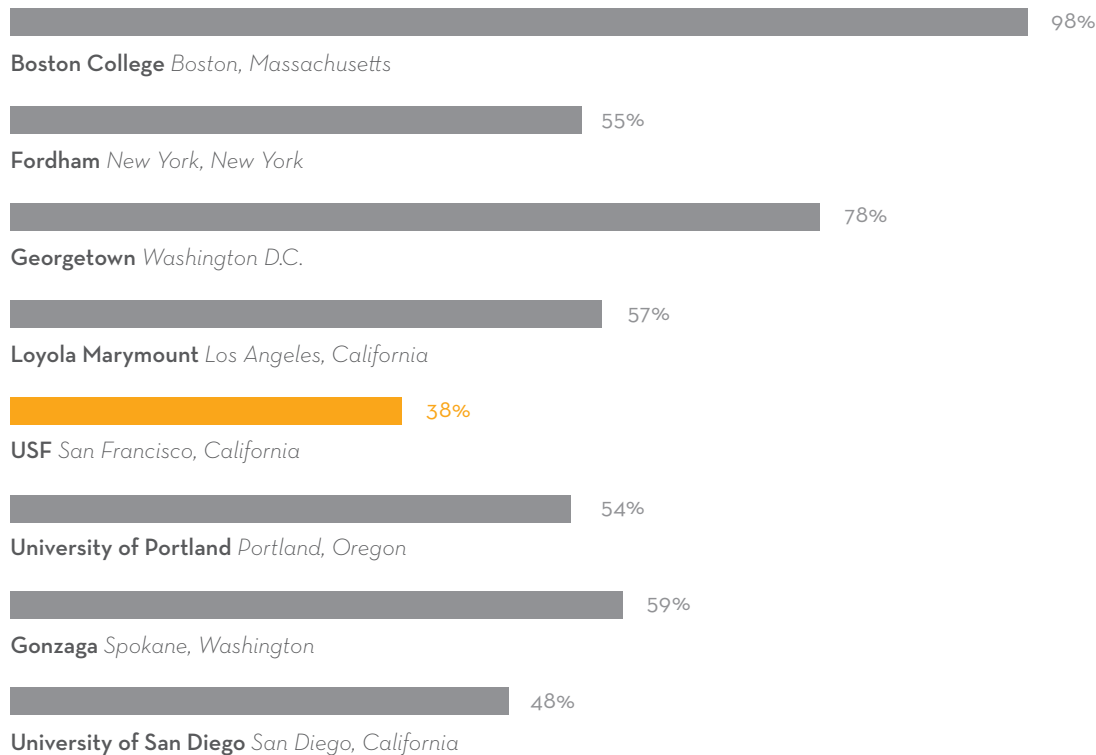
Living on campus, particularly in the early years of an undergraduate’s career, is a vital part of a student’s educational experience and transition to adulthood. Providing students with a holistic educational experience is part of USF’s mission, driving USF to provide on-campus housing for a significant proportion of students.

In Fall 2011, USF provided 2,045 beds of student housing on the Hilltop Campus, plus another 93 student beds off campus at Pedro Arrupe Hall, 490 6th Avenue. Together these facilities accommodate 38% of the undergraduate student population. Most of the University’s residence halls were built in the 1960s and consist mainly of small double or triple dorm rooms along double-loaded corridors in mid-rise buildings. Shared community and student-life spaces, such as lounges, informal study areas, and entertainment venues, are now common amenities at competitor institutions but are in short supply at USF.

USF’s quality and mix of housing is not competitive with many public and private institutions. Unlike USF, these institutions offer the range of housing types needed to support a contemporary, progressive student housing model, in which students gain more independence and personal space over time. Peer institutions, those that share similar educational philosophies and attract similar students, have been making significant investments in new housing over the last decade, and typically accommodate at least 50% of their undergraduates on campus (Figure 13).

USF plans to develop new student housing that will accommodate a higher percentage of students on campus, provide a range of housing options, and improve its competitive position.

▽ FIGURE 13: STUDENT HOUSING AT USF PEER INSTITUTIONS



Source: US News, World Report, and USF Data, 2011.

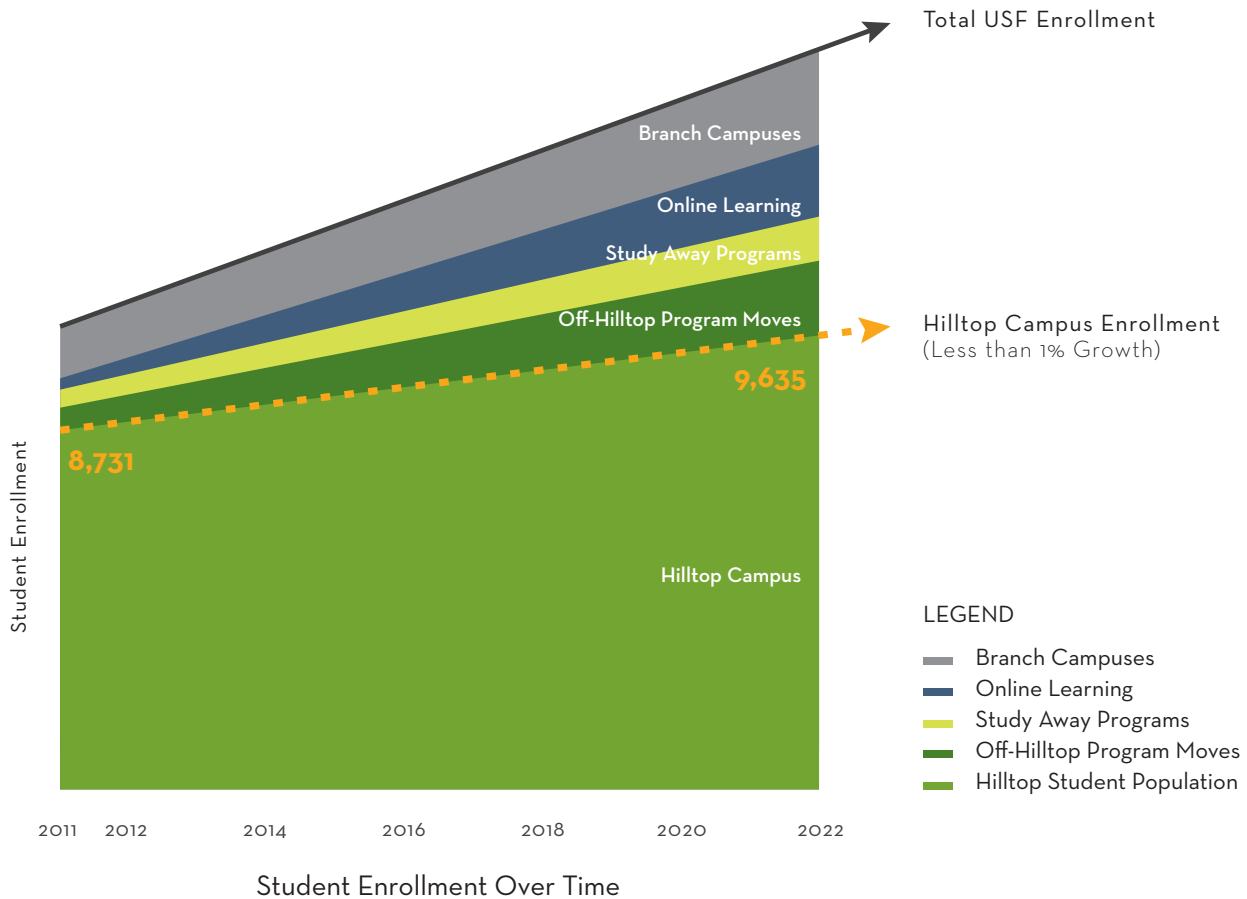
Distributed Campus and Enrollment Model

STRATEGY

Growth in tuition revenues has traditionally supported USF’s academic mission, sustained its financial health, and provided the means for the University to remain competitive in the higher-education marketplace. The University recognizes that growth on the Hilltop Campus cannot continue at historic rates, given the University’s limited land and facility resources, and the impact of growth on the neighborhoods surrounding the campus.

To address this challenge, the University has developed a comprehensive strategy to mitigate enrollment growth on the Hilltop Campus through a distributed campus model (Figure 14) that will consist of the following initiatives:

- Limiting enrollment growth on the Hilltop Campus to less than 1% annually.
- Relocating some programs from the Hilltop Campus to other University sites in San Francisco.
- Channeling program growth to the University’s branch locations in the San Francisco Bay Area and Southern California.
- Further developing online, hybrid, and study away programs, which do not require students to attend all of their classes on campus.



△ FIGURE 14: DISTRIBUTED CAMPUS PLAN

The University will limit enrollment growth on the Hilltop Campus to less than 1% annually on average, over the ten-year IMP planning period. The relocation of programs from the Hilltop Campus to other locations in San Francisco and the USF centers outside of San Francisco along with the development of online, hybrid and study-away programs provide an opportunity for additional revenue from non-traditional, previously untapped markets. Revenue growth in these new markets will help offset the diminished revenue stream resulting from growing Hilltop enrollment at a slower than historical rate.

PROGRAM RELOCATION CRITERIA

The University has established the following criteria for assessing potential program moves from the Hilltop Campus:

NON-ACADEMIC OPERATIONS:

- The unit can effectively and efficiently operate independently in an off-campus location.
- There are appropriate uses for the vacated space.



101 Howard Street is located at the corner of Howard and Spear streets in Downtown San Francisco.

ACADEMIC OPERATIONS:

- The program can effectively and efficiently operate independently in an off-campus location.
- Students in the program are not required to take courses from another USF school or college, or live in University housing on the Hilltop Campus.

OTHER FACTORS

- Moving to a new location would raise the visibility and profile of the University.
- The new location offers opportunities for program growth not available at the Hilltop Campus.
- Facilities could be significantly improved in the near term by relocating.
- The selected program will benefit in its new location by effectively turning the City itself into a classroom or laboratory for learning.

USF LOCATIONS IN SAN FRANCISCO

As described in Chapter 1, USF delivers programs from two sites beyond the Hilltop Campus in San Francisco: the Presidio and 101 Howard Street. The following is an overview of the strategy for these two sites.

PRESIDIO

The University will continue to lease space at the Presidio to accommodate academic programs over the IMP planning period. Until recently the University has offered School of Management graduate programs at the Presidio. These programs have been moved to the facility at 101 Howard Street. Graduate programs in other departments such as select nursing programs will be moved from the Hilltop Campus to the Presidio to further distribute programs away from the Hilltop.

101 HOWARD STREET

The University has relocated School of Management graduate programs from the Hilltop Campus to the 101 Howard Street facility. The relocation of these programs to the facility will further University goals to become more

visible and more tightly woven into the fabric of the City, and will facilitate access to current business and civic partners while creating opportunities for potential new partnerships.

Approximately 25,000 square feet of the building became available for USF use in 2012. Now USF is occupying an additional 13,231 square feet on the third and 4th floors as classrooms and office space. Minor classroom renovations have been completed to accommodate relocated functions. Some renovations for other moves may be needed within the time horizon of this IMP, but the specific nature of these other renovations is currently unknown.

USF LOCATIONS OUTSIDE SAN FRANCISCO

USF currently delivers programs from leased facilities at five locations outside the City of San Francisco: in Pleasanton, Sacramento, San Jose, Santa Rosa, and the Los Angeles area. Further development of programs at the branch locations is central to USF's strategy to mitigate enrollment growth at the Hilltop Campus. While the University is currently working on the overall program delivery strategy for these branch locations, it has established a goal to double enrollment in its programs at its San Jose, Sacramento, and East Bay campuses over the next ten years. In December 2012, USF filled a new position, the Vice Provost for Branch Campuses, to manage the growth and development of both the University's branch campuses and online programs.

ONLINE AND HYBRID PROGRAMS

USF is currently developing online and hybrid educational delivery capabilities that will allow students to complete portions of their coursework without coming to campus. Online programs will focus on professional graduate programming, and will expand educational access while generating revenue for USF.

The approach to online and hybrid programs will be gradual. USF expects that it will enroll 300 to 500 (headcount) online students within the next five years and could potentially serve as many as 2,000 to 3,000 students by 2022.

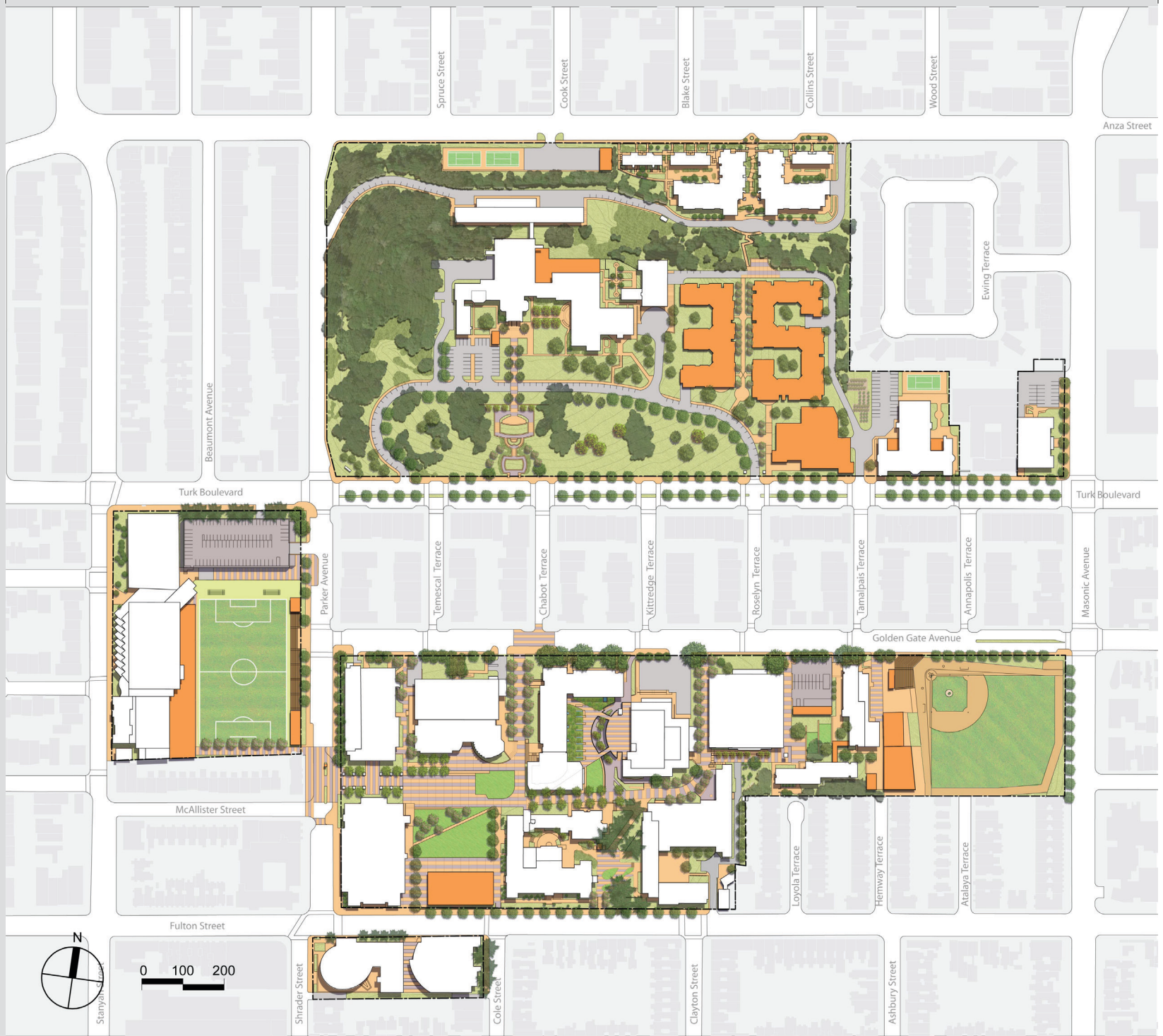
STUDY AWAY PROGRAMS

Study away programs provide students with personally and academically enriching experiences. USF endorses both domestic and international study away experiences. In the 2010-2011 academic year, 290 USF students participated in semester-long study away programs. USF anticipates that this number will increase to approximately 800 students per semester, or 1,600 per year over the IMP planning period.

Hilltop Campus Enrollment

The University is projecting that enrollment growth on the Hilltop Campus will grow at an average rate of less than 1% annually over the ten-year IMP planning period. Given a Fall 2011 enrollment of 8,731 headcount students on the Hilltop Campus, this growth factor predicts estimated enrollments of 9,213 in 2017 and 9,635 in 2022. It is important to note that the enrollment projections are averages and that actual enrollments for any particular year are likely to fluctuate as programs are relocated from the Hilltop Campus, and as online programs are implemented. The relocation of programs to the University's new facilities at 101 Howard Street and the Presidio create a mechanism that will help slow the historical growth on the Hilltop Campus through 2022.

USF anticipates that faculty and staff populations for the planning period will increase in proportion to enrollment growth (see Table 4). The balance of the enrollment growth planned to meet education demand, the University's mission-related goals, and financial needs will occur at off-Hilltop USF centers, and through growth in online, hybrid, and study away programs.



△ FIGURE 15: ILLUSTRATIVE MASTER PLAN FOR THE HILLTOP CAMPUS

LEGEND

- USF Hilltop Campus Boundary
- Existing Buildings
- Proposed Buildings

▽ TABLE 4: USF PROJECTED STUDENT, FACULTY, AND STAFF HEADCOUNT – HILLTOP CAMPUS

	FALL 2011*	FALL 2017 PROJECTED	FALL 2022 PROJECTED
	POPULATION	POPULATION	POPULATION
Resident Students	2,082	2,717**	2,717
Non-Resident Students	6,649	6,496	6,918
Total Students	8,731	9,213	9,635
Faculty Headcount	992	1,047	1,095
Staff Headcount	1,178	1,243	1,300
Total Faculty & Staff	2,170[^]	2,290	2,395
Total Population	10,901	11,503	12,030

* Based on USF 2011 Enrollment Census (does not include the Fromm Institute)

** Assumes a 635 bed increase by 2017

[^] Faculty and staff headcount at 9/28/11

Note: In Fall 2012, Hilltop Campus enrollment was 8,601. Total USF enrollment, including branch campuses, was 10,017.

Hilltop Campus Master Plan

This Institutional Master Plan articulates strategies for academics, student life, and accommodating planned growth in enrollment within a distributed campus structure. The following sections of the plan focus primarily on the physical development and maintenance of the University's Hilltop Campus. They address goals for the development of the campus, facility needs, potential development sites, capital projects, transportation and access, open space and landscape, and pedestrian circulation and wayfinding.

The key elements of the Hilltop Campus physical master plan are:

- Accommodation of enrollment growth of less than 1% annually on average, over the next ten years.
- Enhancement of the image and identity of the University through the physical environment, with strategic building, landscape, and wayfinding improvements.
- Retention and accommodation of a mix of building uses on the Upper and Lower Campuses.
- Creation of a stronger visitor arrival experience and a safe, cohesive, and user-friendly pedestrian environment.

POTENTIAL DEVELOPMENT SITES

Given the dramatic topography of the Hilltop Campus, land that can easily accommodate future development is limited. An assessment of potential development sites identified opportunities in the following areas within the next five to ten years:

- Upper Campus, eastern area between Loyola House, Loyola Village, the east property boundary, and Turk Boulevard
- Welch Field, adjacent to Fulton Street
- Negroesco Field site

Smaller sites for building renovations or additions have been identified as well, and are described on the following pages under Master Plan Projects. Additional sites may be developed in the future, but will be reserved for potential use after the ten-year planning period. These include Ulrich Field and the area to the west of the Lone Mountain complex on the Upper Campus. Sites which have prior development on their area are deemed to be more preferable for future development than previously disturbed sites.

FACILITY NEEDS FOR THE HILLTOP CAMPUS

In 2010 USF engaged Sightlines, a facilities-management consultancy, to evaluate the University's classroom utilization rates. Sightlines found that the average classroom utilization rate, or percentage of classrooms that are in use at any given time, is 94%. The national institutional space planning guidelines recommend a target classroom utilization rate of 65%. USF's 94% utilization is an indication of a possible shortage of classroom supply. Although classroom utilization rate is high, position utilization is 60%, indicating that the size and distribution of classrooms may need adjustment.

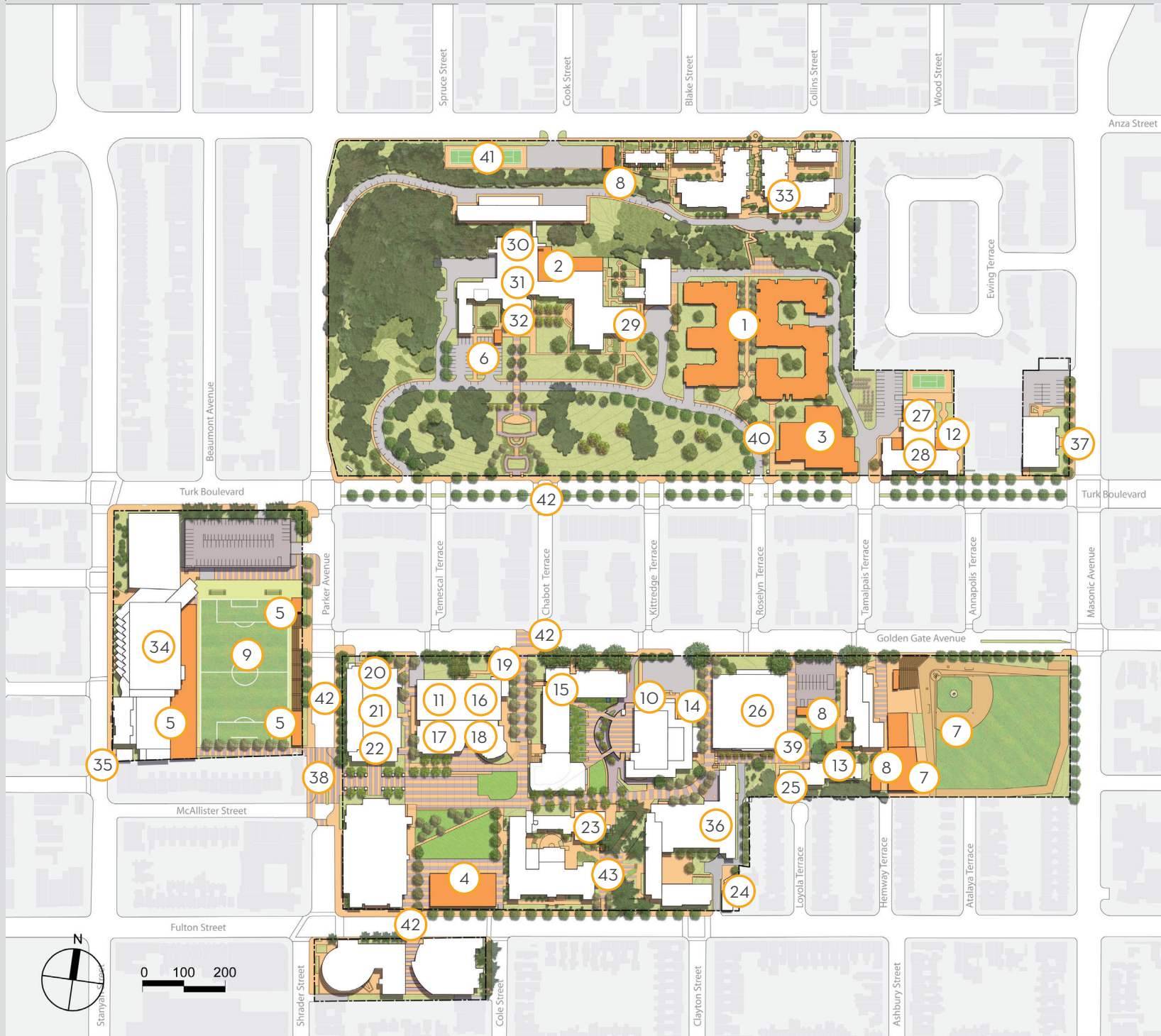
A further analysis of USF's broader space needs reveals that to accommodate planned annual enrollment growth, and to enable the University to offer new cutting-edge academic programs to meet the needs of future students, the University will need approximately 60,000 to 75,000 gross square feet (gsf) of academic and support space, including new classrooms, practicum and computational space, faculty and staff offices, and study space, in new facilities.

USF houses the least number of undergraduates in its residence halls of any of its peers. At the same time, those dormitories operate at full capacity. To facilitate the transition to living-learning spaces as well as increase the percentage of undergraduates housed on the Hilltop Campus, USF will build 635 new student housing bedrooms on the Hilltop Campus.

USF generally plans to limit its development within the current footprint of the Hilltop Campus. The University occasionally is presented with acquisition opportunities and evaluates each opportunity on a case by case basis. The acquisition of 101 Howard is an example of such an opportunity where the features of the property supported and enhanced the mission and strategic direction of the University.

Master Plan Projects

The University has translated the needs for facility growth and renewal for the Hilltop Campus into the description of capital projects and campus improvements on the following pages. The projects are organized by priority need within five- and ten-year periods, and include new construction, building renovations and upgrades, as well as site improvements. It is possible that circumstances in the future may obviate the need for certain of these projects.



△ FIGURE 16: POTENTIAL PROJECTS, 2012 - 2022

LEGEND

- USF Hilltop Campus Boundary
- Existing Buildings
- Proposed Buildings

POTENTIAL HILLTOP CAMPUS PROJECTS, 2012-2022

NEW CONSTRUCTION

1. Upper Campus Student Residence Hall and Parking
2. Upper Campus Dining Commons
3. Upper Campus Academic Building
4. Welch Field Academic Building
5. Mixed-Use Buildings at Negoesco Field
6. Visitor Center on Lone Mountain
7. Ulrich Field Intercollegiate Baseball Facility Improvements
8. Grounds Storage and Maintenance Facilities
9. Parking Under Negoesco Field

BUILDING RENOVATIONS / UPGRADE

10. University Center and Harney Science Loading Facility
11. Gleeson Library Roof Space Enclosure
12. 2350 Turk Boulevard Courtyard Infill
13. Hayes-Healy/Gillson Common Area Front Desk
14. University Center Terrace Infill
15. Existing Harney Science Renovation
16. Library Learning Commons and Entrance Renovation
17. Gleeson Rare Book Room Vault Renovation
18. Gleeson First Floor Renovation (Current Disability Services Offices)
19. Cogeneration Plant Technology Upgrade
20. Fromm Hall X-Arts Renovation
21. St. Ignatius Parish Meeting Space and Office Renovation, Including Courtyard Infill (Fromm Hall)
22. Fromm Hall Lounge Renovation
23. Cowell Hall Learning and Writing Center Refurbishment

24. Fulton House Student Housing Renovation (1982 Fulton Street)
25. Hayes-Healy/Gillson Lounge, Bathroom and Sleeping Room Renovation
26. War Memorial Gym New West Entrance and Interior Renovation
27. 2350 Turk Boulevard Renovation
28. Presentation Theater Refurbishment
29. Lone Mountain Stacks Renovation
30. Lone Mountain Main Lower Level ADA Upgrade
31. Lone Mountain Main Mechanical, Electrical, and Plumbing Upgrade
32. Lone Mountain Main Window Replacement
33. Loyola Village Renovation for Student Lounge Space and Exterior Refurbishment
34. Koret Interiors Refurbishment
35. Mission House Renovation (284 Stanyan Street)
36. Phelan Ground Floor Renovation
37. 281 Masonic Classroom Renovation

SITE IMPROVEMENTS

38. Parker Street Visitor Arrival Area
39. Hayes-Healy/Gillson Forecourt
40. Lone Mountain Drive Realignment
41. Replacement Tennis Courts
42. Streetscape Improvements on Golden Gate, Turk, Parker, Fulton
43. Bicycle Storage Facility

Open space improvements throughout campus including enhanced campus arrival, pedestrian gateways, new plantings, paving material upgrades, screening of service/parking areas, wayfinding signs, and installation of public art

FIVE-YEAR PROJECTS

NEW CONSTRUCTION

Upper Campus Student Residence Hall and Parking

This project is intended to address a portion of the University’s need for student housing. The project consists of 635 new bedrooms of housing to be developed on the east side of the Upper Campus, on the site of the Underhill building and its surrounding area. The approximately 300,000 gsf facility will be designed to accommodate living-learning programs, and will include student life, academic, study, and meeting spaces. The residential complex will be sited on a slope that leads up to the Lone Mountain building, and will be four stories high over a 160-car parking garage.

Upper Campus Dining Commons

A potential renovation of the current Wolf & Kettle café to accommodate all the residents of the Upper Campus, including the proposed new Residence Hall, as well as other students, faculty and staff, reducing the need for travel to the Lower Campus for dining services.

Upper Campus Academic Building

This new academic building is expected to bring together the University’s arts programs and facilitate interdisciplinary program delivery and exploration. The building will be located on the east side of the Upper Campus, just uphill from Turk Boulevard. This building will be approximately 60,000 to 75,000 gsf, and three stories in height.

Mixed-Use Buildings at Negroesco Field

ROTC and selected intercollegiate athletic programs will be accommodated in a new building at Negroesco Field. The new facilities will provide offices, classrooms, locker rooms, and athletic support facilities. A third smaller building at the field will provide bathroom and vending facilities for fans and players.

Visitor Center on Lone Mountain

The Lone Mountain Visitor Center is an important component of the University’s effort to improve the look and spirit of the campus by presenting a cohesive visitor experience. Currently, the campus has no clearly defined entrance nor is there a welcoming starting point for visitors to begin their visit at the University. The Visitor Center at Lone Mountain will provide that entry point.



Future mixed-use development on Upper Campus.

Ulrich Field Intercollegiate Baseball Facility Improvements

New facilities will reorient the field, moving home plate to the northwest corner, and lowering the playing surface 6-8 feet below the current level to improve drainage and mitigate noise. The existing natural turf will be converted to artificial turf. The current batting cage will be placed underground. Ancillary services will be located in surrounding structures.

Grounds Storage and Maintenance Facilities

The Grounds facility currently located in Memorial Gym, lower level, is inadequate. The University plans to relocate this program to a site adjacent to the Hayes-Healy garage. The facility will be a 2,000 gsf enclosed structure for the storage of landscape equipment and supplies, and will contain a small office for the grounds foreman. An ancillary facility to service Lone Mountain will be located on Anza Street, to the west of Loyola Village. That facility will include a 1,600 gsf equipment maintenance and storage building, and a 3,000 square foot open-air yard.

Parking Under Negroesco Field

There is the potential to build a parking structure beneath the Negroesco Field. The parking structure would raise the field to approximately street level along Parker Avenue. The structure would contain approximately two hundred fifty to three hundred parking spaces in a single level beneath the field.

BUILDING RENOVATIONS OR UPGRADES

University Center and Harney Science Loading Facility

USF intends to consolidate a large portion of its Lower Campus loading facilities to a site north of the University Center, formerly a combination driveway, loading area, and parking lot. This site is currently being used as a staging area for the construction of the Center for Science and Innovation. On completion of that construction, USF will transition the space into a loading facility and will temporarily consolidate University vehicles at this location, thereby opening up parking at other facilities. This facility will help to alleviate delivery vehicle stacking on Golden Gate Avenue, and will also reduce pedestrian-vehicle conflicts by separating the current functions. A sound barrier wall along Golden Gate Avenue will mitigate the visual and noise impacts on neighbors.

Hayes-Healy/Gillson Common Area Front Desk

This project involves a consolidation of the entry and access to the Hayes-Healy and Gillson dormitories. It will be located in the forecourt between the two buildings and provide secure access to the dorms. The new entry will release space on the first floors of the two buildings to be used as lounge and residence rooms.

Existing Harney Science Renovation

The mechanical, electrical and plumbing systems of the Harney Science building are outdated and in significant need of capital improvements. Most of the building's interior has not been modernized since the facility was built in 1965. After the CSI project construction is completed, seventeen labs and classrooms in the existing Harney Science Building will be decommissioned. The remainder of the building may also be renovated.

Gleeson Rare Book Room Vault Renovation

USF maintains a collection of rare and valuable books and periodicals. The current rare book room in Gleeson Library is inadequate for proper climate and fire protection, storage, and display. The University plans to upgrade the facility with appropriate fire, climate control, security systems, and lighting.

*Gleeson First Floor Renovation
(Current Disability Services Offices)*

USF plans to reconfigure the existing Disability Services offices, after a future relocation of this function.

*St. Ignatius Parish Meeting Space and
Office Renovation, Including Courtyard Infill
(Fromm Hall)*

The St. Ignatius Parish desires to consolidate its office space to eliminate trailers currently located north of the Parish church. At the same time, the Parish plans to develop Parish meeting and gathering space, including music rooms and other support functions. This project will require renovating the north and west sides of the first floor of Fromm Hall, including the infill of the north courtyard and the possible addition of a second floor expansion over the courtyard and lower gathering space.

Fromm Hall Lounge Renovation

Currently there are no student lounges on the residential floors in Fromm Hall. Student lounges provide neutral study space in close proximity to student sleeping rooms. This project will renovate rooms that are currently sleeping rooms into lounge space. In addition, in order to accommodate the anticipated St. Ignatius Parish office project, the current general lounge on the first floor of Fromm Hall will be reconfigured and right-sized.

*Cowell Hall Learning and Writing
Center Refurbishment*

When the learning and writing center and related functions are relocated into Gleeson Library contiguous to the planned Gleeson Technology Center, the vacated space will be repurposed and modernized into what will likely be general inventory classrooms or seminar space.

*Fulton House Student Housing Renovation
(1982 Fulton Street)*

Fulton House currently houses up to twelve students. The facility requires renovation and modernization.

*War Memorial Gym New West Entrance
and Interior Renovation*

The main entrance will be moved to the west side of War Memorial Gym, in the campus interior, allowing easier access for the campus community and relieving the impact of crowds on Golden Gate Avenue. The current main entrance on Golden Gate will be converted to emergency exits only. Interior renovations will optimize the available space and provide offices, meeting rooms, locker rooms, and improved fan amenities.

Presentation Theater Refurbishment

The Presentation Theater provides one of the few large gathering spaces on campus with its 477-seat capacity. Because of the age of the facility, the seating, north exits, dressing rooms, and electrical systems all require upgrade and modernization.

Lone Mountain Main Lower Level ADA Upgrade

The Lone Mountain Main lower levels are not currently ADA accessible, and require modernization. This project will address the accessibility issues, and revitalize space which has not been renovated in over thirty years.

*Lone Mountain Main Mechanical, Electrical,
And Plumbing Upgrade*

The existing heating and piping system in the Lone Mountain Main building routinely leaks, causing property damage. The system requires replacement with a modern, energy efficient system that will provide reliable service.

Lone Mountain Main Window Replacement

The existing Lone Mountain Main windows have single-pane glazing that allows significant wind and water penetration. This project would upgrade the windows and improve energy performance and weather protection.

Koret Interiors Refurbishment

A significant amount of the interior space in Koret Recreation Center has not been refurbished since the original construction of the facility in 1989. Spaces such as Swig Pavilion require floor and wall treatment replacement, and other areas within the building require significant refurbishment and program optimization.

Mission House Renovation (284 Stanyan Street)

Mission House is a nineteenth century structure that was used as an office for a significant period of time well before USF acquired the property from Saint Ignatius High School in 2010. It requires significant life safety upgrades before it can be used for any University purpose. This project will involve the design and implementation of needed structural and architectural upgrades.

Phelan Ground Floor Renovation

The University plans to renovate its ground floor space. At this time, the precise use is undefined however it is likely to be designated as academic space.

SITE IMPROVEMENTS

Parker Street Visitor Arrival Area

To complement the proposed Lone Mountain Visitor Center, the University proposes to create a Visitor Arrival area on Parker Street between St. Ignatius Church and Fromm Hall. The entry, with broad views of the campus central green, will provide a clearly defined arrival point for the Lower Campus and reduce confusion for drivers and pedestrians arriving at the campus.

Hayes-Healy/Gillson Forecourt

The area between Gillson and Hayes-Healy dormitories is currently occupied by trailers providing temporary office space for Intercollegiate Athletics' coaches and staff. The University proposes to reconfigure that space to provide a more welcoming and aesthetic landscaped entry space for the freshman residential halls once the trailers are removed. The improvements would also conceal the proposed landscape maintenance building.

Lone Mountain Drive Realignment

The University proposes to realign Lone Mountain Drive so that the eastern outlet aligns with the City grid, increasing safety for pedestrians and vehicles. The direction of traffic flow will be reversed from one-way west to east to one-way east to west, allowing a more logical entrance from Turk Boulevard. This realignment is proposed in the context of the overall University Terrace Traffic Calming plan.

Streetscape Improvements

The University is considering general streetscape improvements along Golden Gate Avenue, Parker Avenue, Turk Boulevard, and Fulton Street. The improvements will include improved property-edge landscaping. Changes to the streetscape will be developed to complement traffic calming measures.

Bicycle Storage Facility

USF's Transportation Demand Management Plan includes a proposed secure and covered bicycle storage facility. The likely location would be in the area between Kalmanovitz and Malloy Halls.

Other Open Space Improvements

Open space improvements are planned throughout the campus, and will include enhanced visitor arrival, pedestrian gateways, new plantings, paving material upgrades, screening of service and parking areas, wayfinding signs, and installation of public art.

TEN-YEAR PROJECTS

NEW CONSTRUCTION

Welch Field Academic Building

This 39,000 gsf building will accommodate current and future space needs; a specific academic program has not yet been identified. The building will be sited on the edge of Welch Field at Fulton Street, creating a quadrangle framed by St. Ignatius Church, Kalmanovitz Hall, and the Gleeson Library/Geschke Learning Center. The site of the original USF residential building, this new building will bridge the grade change from Fulton Street to the field and will replace the existing stark retaining wall to create a more welcoming University presence along the street.

BUILDING RENOVATIONS OR UPGRADES

Gleeson Library Roof Space Enclosure

The University is considering enclosing the roof space of Gleeson Library. This would create approximately 20,000 gsf of usable space. The project would add a light-gauge structure approximately fifteen feet high that would mostly not be visible to surrounding properties.



Potential academic building on Welch Field and new visitor arrival location on Parker Street

2350 Turk Boulevard Courtyard Infill

Infilling approximately 1,700 gsf of currently under-utilized space in the courtyards at 2350 Turk Boulevard could provide much needed classroom and study space.

University Center Terrace Infill

Enclosing the unused terraces at the University Center would provide between 10,000 and 20,000 gsf of office and activity space.

Library Learning Commons and Entrance Renovation

The University plans a renovation of the Gleeson Library to create a learning commons, which would integrate library functions with information technology and other student study and support functions.

Cogeneration Plant Technology Upgrade

The USF cogeneration facility is approximately twenty years old and requires significant technology upgrades to operate more efficiently. This project will involve the expansion of the current cogeneration facility into an underground facility to accommodate newer turbine technology that runs more efficiently with state of the art emissions technology, and with less noise and vibration than the current reciprocating engine technology. The expansion could be located either under the current parking lot to the north, or in the Harney loading dock ramp area to the east.

Fromm Hall X-Arts Renovation

When the planned academic buildings are completed, it is likely that X-Arts will be moved into the new space, creating the opportunity to repurpose the vacated space for classrooms and offices.

Hayes-Healy/Gillson Lounge, Bathroom and Sleeping Room Renovation

In both Hayes-Healy and Gillson residential facilities, lounge reconfigurations are required to accommodate student needs for both quiet and group study. In addition, although the bathrooms were partially renovated within the past ten years, the remaining areas such as sink and toilet rooms now require modernization.

2350 Turk Boulevard Renovation

When the planned academic space is added, space moves will likely require the renovation of 2350 Turk Boulevard to accommodate classroom and office reconfigurations.

Lone Mountain Stacks Renovation

The Lone Mountain Main stacks, which served as the main library for the San Francisco College for Women, are no longer required as a library support facility. The space will be renovated as staff support space.

Loyola Village Renovation For Student Lounge Space and Exterior Refurbishment

Loyola Village is a housing facility for USF students. Originally designed as a residential condominium, the building requires upgrades to meet the needs of students. In particular, reprogramming space to provide study and social areas for students is required. The exterior of Loyola Village requires significant restoration and waterproofing upgrades.

281 Masonic Classroom Renovation

The University intends to renovate the existing space it currently leases at 281 Masonic Avenue to right size current program usage.

Replacement Tennis Courts

The construction of a residence hall on the Underhill site will displace the tennis courts that currently occupy the site. USF proposes to install two tennis courts on Anza Street, just east of Parker Avenue.

Alternatives to the University's Proposed IMP

The IMP Working Committee analyzed various campus development scenarios through five strategic filters: meeting the University's mission, insuring academic rigor, insuring financial health and viability, insuring an enriching student experience, and mitigating neighborhood impacts.

The Working Committee examined a no growth scenario and concluded that the absence of growth would impose significant financial constraints that would drastically suppress the University's ability to develop much needed new academic programs that serve the City and other populations. This, in turn, would undermine the University's academic core mission, particularly its dedication to reaching underserved populations.

A scenario that contemplates no additional physical development would result in increased crowding in classrooms, labs, and student facilities. The increased crowding would impact the quality of both the educational and campus experience. This scenario would also result in a decreasing percentage of students housed on campus that would, in turn, cause increased housing pressure in the City. This would also increase the number of commuting students causing increased congestion in nearby neighborhoods. Finally, without new facilities, USF's ability to attract quality faculty and students would be diminished, undermining the University's academic rigor and financial health.

The IMP Working Committee concluded that a distributed campus and enrollment model that includes a less than 1% growth in Hilltop enrollment, as described earlier in this chapter, provided the optimal strategy to meet key strategic goals. The plan diverts growth away from the Hilltop while developing alternative revenue streams; it provides for new academic space to accommodate already crowded and outdated academic facilities, it modernizes and optimizes the use of current facilities, and it provides modern housing facilities that benefit the student population while also reducing transportation impacts on surrounding neighborhoods.

ALTERNATIVE CAMPUS CONFIGURATION

In developing the proposed IMP, other building configurations were considered, but it was determined that the proposed configuration is most suitable in terms of both feasibility and sustainability. On the Lower Campus, it was decided, given current University needs and educational trends, potential construction costs and other factors, the sites described herein represent the best possible options. On the Upper Campus, the proposed development sites to the east of Loyola House are preferred because they are already in-use sites, occupied by the collection of deteriorated Underhill buildings, the adjacent parking lot, and the existing eastern exit drive. It was also determined that new buildings on these sites would create a desired connection between the Lone Mountain complex and the academic buildings fronting Turk Boulevard. They also serve as an opportunity to strengthen the north-south connection from Lower Campus to Loyola Village.

During the planning process, the open land on the west side of Lone Mountain was also considered for development, but it was determined that this area should be reserved as a potential long-term development site, beyond the time frame of this IMP.

Conditional Use Analysis

Planning Code Section 209.3 requires conditional use authorization for post secondary educational institutional uses in the RH-2 zoning district.

The following is a preliminary evaluation of whether the proposed projects discussed above, which are still conceptual, may or may not require conditional use authorization. Further discussion with the Planning Department will be required once additional details are known. Thus, this preliminary evaluation is for informational purposes only.

PROJECTS THAT ARE EXPECTED TO REQUIRE CONDITIONAL USE AUTHORIZATION

Subject to confirmation from the Zoning Administrator, it is expected that conditional use authorization would be required for the following proposed projects, which are more particularly described above.

- Upper Campus Student Residence Hall and Parking
- Upper Campus Dining Commons
- Upper Campus Academic Building
- Welch Field Academic Building
- Mixed-Use Buildings at Negroesco Field
- Parking Under Negroesco Field
- Mission House Renovation (284 Stanyan Street)
- Fulton House Student Housing Renovation (1982 Fulton Street)

PROJECTS THAT MAY OR MAY NOT REQUIRE CONDITIONAL USE AUTHORIZATION

The following proposed projects, which are more particularly described above, may or may not require conditional use authorization. That determination will ultimately be made by the Zoning Administrator.

- Visitor Center on Lone Mountain
- Ulrich Field Intercollegiate Baseball Facility Improvements
- Grounds Storage and Maintenance Facilities
- Fromm Hall St. Ignatius Parish Meeting Space and Office Renovation
- Gleeson Library Roof Space Enclosure
- University Center Terrace Infill
- 2350 Turk Boulevard Courtyard Infill
- Cogeneration Plant Technology Upgrade
- University Center and Harney Science Loading Facility
- Presentation Theater Refurbishment

PROJECTS THAT ARE NOT EXPECTED TO REQUIRE CONDITIONAL USE AUTHORIZATION

It is expected that conditional use authorization would not be required for the following proposed projects, which are more particularly described above. However, that determination will ultimately be made by the Zoning Administrator.

- Hayes-Healy/Gillson Common Area Front Desk
- Existing Harney Science Renovation (modernization and right sizing)
- Rare Book Room Vault Renovation
- Gleeson First Floor Renovation
- Fromm Hall Lounge Renovation
- Cowell Hall Learning and Writing Center Refurbishment
- War Memorial Gym New West Entrance and Interior Renovation
- Lone Mountain Main Lower Level ADA Upgrade
- Lone Mountain Main Mechanical, Electrical and Plumbing Upgrade
- Lone Mountain Main Window Replacement
- Koret Interiors Refurbishment
- Phelan Ground Floor Renovation
- Parker Street Visitor Arrival Area
- Hayes-Healy/Gillson Forecourt (proposed green entry space)
- Replacement Tennis Courts
- Lone Mountain Drive Realignment
- Streetscape Improvements
- Bicycle Storage Facility
- Open Space Improvements
- 2350 Turk Boulevard Renovation
- Fromm Hall X-Arts Renovation
- Library Learning Commons and Entrance Renovation
- Lone Mountain Stacks Renovation
- Loyola Village Renovation for Student Lounge Space and Exterior Refurbishment

- Hayes-Healy/Gillson Lounge, Bathroom and Sleeping Room Renovation
- 281 Masonic Classroom Renovation (conversion of office space to classroom space)

Changes Since the 2010 IMP Update

1. Parking

- Under CSI site permit #201008068321, prior to the start of site demolition for the John Lo Schiavo, S.J. Center for Science and Innovation, the University relocated the four parking spaces that would be lost by the end of construction, as requested by the City, to Lone Mountain, per the approved plans.

2. Pedestrian Circulation

- The University has installed decorative pavers on internal service drives on the Lower Campus.
- In July 2012, the University moved the fence and planted eleven trees on the southern edge of Golden Gate between Masonic and Tamalpais.

3. Vehicular Circulation Changes

- There have been no changes to vehicular circulation on campus since the 2010 IMP update.

4. Athletic Facility Changes

- Acoustic panels were installed in the baseball batting cage at Ulrich Field.
- New audio systems were installed at Negoesco & Ulrich Fields.
- The following improvements have been completed at War Memorial Gym:
 - Paint and carpet at the entry and lobby space on the main level.
 - Court floor, lighting, and seating upgrades.
 - Electronic message boards.
- Hagan Gym at Koret Center has been renovated with new windows, flooring, athletic fixtures, lighting and a scoreboard.

- The soccer field turf has been replaced (replacement in kind).

5. Landscape Changes

- A new plaza was created in front of the Gleeson campus library, which included the installation of decorative pavers, sculpture, and landscaping.
- Sections of the southern slope of Lone Mountain were replanted with native plants.

6. Facility Changes

- Construction of the John Lo Schiavo Center for Science & Innovation (site permit #201008068321) has been substantially completed. The building is scheduled to open for the fall semester 2013. The 58,000 square foot building contains 17 classrooms and teaching labs.
- Upgrades have been completed at the University Center, including renovation of the 3rd floor, an interior remodel of floors 1, 4, and 5, a kitchen equipment replacement on floor 2, patio enclosure on the 1st floor, renovation of the 2nd & 3rd floor restrooms, and an upgrade to the faculty lounge.
- Phase I and II of the Phelan Hall renovation has been completed, including a plumbing replacement bathroom renovation, installation of student lounges on each floor, renovation of resident minister apartments, installation of energy efficient windows, voluntary seismic work, exterior paint, and relocation of the student entry.
- At Kalmanovitz Hall, the amphitheater was completed and the Olivia Portal was installed.
- Construction of a new nursing skills lab was completed at 2350 Turk Boulevard.
- The Geschke Atrium roof was repaired.
- The boilers have been replaced at Phelan Hall and the University Center.
- Two boilers have been replaced in the Cogeneration plant.
- The second phase of the steam line

replacement was completed at Koret Center (called 007, under permit # 20100611722/M212487).

- The ramp at the entrance to Student Disability Services was replaced (under permit #201106279011).
- An ADA ramp was installed at Cowell classroom entrance (under permit #201106279010).
- Zief Law Library was reconfigured to accommodate technology upgrades.
- USF will apply for a permit to demolish the Underhill Building and replace it with temporary buildings.
- The McLaren entrance has been completed.
- USF will apply for a permit to add three classrooms in the lower level of Phelan Hall.
- USF will build three classrooms and some office space on the third floor of 101 Howard.

Landscape and Open Space Framework

The USF campus contains many mature trees and areas that are beautifully landscaped. As a result, the Master Plan focuses on strategic improvements and ongoing management of existing landscape elements, rather than comprehensive redesign. These improvements will enhance the image and identity of the campus, improve the overall campus experience, and enhance pedestrian safety.

The Master Plan establishes several landscape zones, which reflect existing areas with a common function, geography, character and design. The landscape zones are:

- Civic
- Gateways
- Interstitial landscapes
- Courtyards and plazas
- Gardens
- Streetscapes
- Woodland hillside
- Edges and buffers



△ FIGURE 17: PROPOSED LANDSCAPE AND OPEN SPACE FRAMEWORK

LEGEND

- | | | | |
|-------|-----------------------------|---|------------------------|
| ----- | USF Hilltop Campus Boundary | ■ | Garden |
| ■ | Buffered Edge | ■ | Woodland Hillside |
| ■ | Streetscape | ■ | Interstitial Landscape |
| ■ | Civic Zone | | |
| ■ | Gateway | | |
| ■ | Plaza | | |

The following sections describe the various zones. USF has landscape guidelines which contain detailed strategies for the improvement, maintenance and management of each landscape zone.

CIVIC

Civic zones are the grand public spaces of the campus. They provide an organizing structure to the campus, tie different areas together, and establish the identity of the University. They have lasting symbolic value. The two civic zones on the campus are Welch Field and the south slope of Lone Mountain fronting Turk Boulevard.

Objective and Guidelines

The objective for the civic zones is to protect and rehabilitate these historic landscapes. The design of civic spaces should be enduring, classical, understated and dignified. They should have an elegant, iconic simplicity that make them symbols of the University. Civic landscapes should be primarily pedestrian spaces. Recommendations for achieving these objectives include:

- Protect the mature tree canopy, establish replacement plantings to retain and enhance the scenic beauty of these historic areas, and enhance species diversity for the educational and ecological benefit of the campus.
- Replace palm trees along Upper Campus drive with a consistent canopy tree species to create a unified presence along this signature arrival into campus.
- Maintain turf as the primary ground cover to promote informal social gatherings, recreation, and historic characteristics.
- Restore overgrown foundation plantings with new, consistent materials compatible with the style and scale of the architecture.

GATEWAYS

Gateways are signature areas that mark the vehicular and pedestrian entrances to the campus. They contribute to the image and identity of the campus for passers-by. At the Upper Campus, a new vehicular gateway will be created with a realigned entrance drive from Turk Boulevard west of the School of Education building, to



The lawn on Upper Campus represents a civic zone to be maintained.



Campus gateways should be enhanced to create a welcoming sense of arrival.

align with the City street grid. The drive will lead to a visitor arrival area in front of the Lone Mountain Main building. The existing staircase and garden that lead from Turk Boulevard to the Lone Mountain Main building are iconic elements that form the pedestrian gateway to the Upper Campus.

On the Lower Campus, the plan includes enhanced gateways along Golden Gate Avenue between the Gleeson Library and the Harney Science Center and between the University Center and Memorial Gymnasium. A new gateway is planned at Parker Avenue as part of a Lower Campus point of visitor arrival. A new pedestrian gateway will lead from the Parker Avenue entrance to Welch Field through a corridor framed by St. Ignatius Church and Fromm Hall. Another gateway will improve views and access into Welch Field from Fulton Street.



Interstitial landscapes on campus are important transitional spaces and should enhance the pedestrian experience.

The two campus monument signs are also located within gateway areas at the edges of campus (at Parker Avenue and Turk Boulevard and at Golden Gate Avenue and Masonic Avenue).

Objective and Guidelines

The objective for the gateway landscapes is to evoke a welcoming sense to the public. General recommendations include:

- Create visual unity and human scale through a consistent palette of materials, lighting, and signage.
- Form consistent, evergreen backdrops for campus monument signs.
- Integrate seasonal color through the use of annuals and perennials.

INTERSTITIAL LANDSCAPES

Interstitial landscapes are the spaces between two or more defined landscape areas, and typically accommodate pedestrian circulation, as well as service and emergency vehicles. These transitional “pass-through” spaces connect to the surrounding City street grid through the campus gateways. Given their circulation function, they are often defined by wide areas of pavement. The landscapes surrounding interstitial spaces consist largely of canopy trees and foundation plantings.

Objective and Guidelines

Interstitial spaces should be designed to balance the functional demands of service and parking with the needs of pedestrians for safe, orderly and attractive paths of movement. General recommendations include:

- Create a hierarchy for pathway systems.
- Where desirable, identify gateway locations through the use of landscape features, plant material, lighting, and signage.
- Create visual unity and human scale through a consistent palette of materials, lighting, and signage.
- Plant consistent rows of trees along pathways to unify the canopy, form, color, and texture.
- Employ walls and planting to screen utility areas and soften massive building walls.

COURTYARDS AND PLAZAS

Courtyards are spaces framed by campus buildings. They are relatively small, inviting spaces with rich, diverse, human-scaled landscapes. Plazas are similar to courtyards in their scale and function, but are typically not framed by buildings on all sides.

The principal courtyards and plazas on the USF campus are:

- The area between Kalmanovitz and Cowell Hall and between Kalmanovitz Hall and Malloy Hall
- Gleeson Plaza
- The space between Malloy Hall and the McLaren Conference Center
- The new Center for Science Innovation plaza
- The area framed by Hayes-Healy and Gillson Halls
- The Loyola Village courtyards

New courtyards are also planned within the Upper Campus residence hall complex.

Objective and Guidelines

The overall objective is to allow courtyards and plazas to express a human scale and have a direct programmatic and qualitative relationship with their surrounding buildings. They should be enjoyable, comfortable spaces to inhabit.

General recommendations include:

- Design each courtyard space to have a consistent landscape theme. The themes for each courtyard should be different, responding to its unique setting and adding variety to the campus landscape.
- Provide rich, comfortable materials to provoke social gathering, studying, and contemplation.
- Incorporate water and art into the landscape.

GARDENS

The campus contains a number of garden landscapes that contribute to USF's unique identity. The gardens include:

- The area south of Memorial Gym, which provides a tranquil setting within the urban context of the campus.
- The native plantings along the south façade of Kalmanovitz Hall, which express the unique qualities of Northern California landscapes.
- The community garden on the east side of Lone Mountain, which provides students an opportunity to grow and cultivate seasonal food.
- The Rossi Courtyard within the Jesuit community residence, which is a well-manicured space that has the qualities of a residential garden (not open to the public).

Objective and Guidelines

The overall objective is to protect and maintain these special garden spaces on campus.

STREETSCAPES

Streetscapes are the public face of the University and contribute to the image of the campus within the broader community. Within the time frame of the plan, USF intends to take steps to improve the Turk Boulevard, Golden Gate Avenue, Parker Avenue, and Fulton Street streetscapes.

Objective and Guidelines

The overall objective is to design campus streetscapes as attractive public spaces that fulfill their functional requirements and contribute to a positive experience of the campus. General recommendations include:

- Develop a street environment that can be maintained given pedestrian and vehicular volumes.
- Create visual unity through a consistent palette of materials, color, and signage.
- Continue the tree planting program to replace lost trees or those that should be removed to minimize the safety risks during future storms.
- Create safe, clear, and attractive pedestrian crossings at appropriate locations.

WOODLAND HILLSIDE

A prominent feature of the Upper Campus landscape, the large woodland slopes on the west, north, and east sides of Lone Mountain are defined by large groves of pine and cypress trees with an understory of eucalyptus and bay trees. These areas provide multiple ecological benefits to the urban environment, including soil stabilization, water resources protection, carbon storage, habitat enhancement, and microclimate and air quality improvement.



The woodland hillside on Lone Mountain should be managed to maintain its ecological and aesthetic value.

Objective and Guidelines

The overall objective is to recognize and protect existing woodland hillside areas as ecological and aesthetic assets to the campus. General recommendations include:

- Manage existing woodlands to remove/control invasive species and maintain biodiversity and health.
- Replant with appropriate species whenever an existing tree falls or is removed for safety reasons.
- Removal of trees to preserve significant views of historic buildings on the hill or City landmarks (Golden Gate Bridge) should be managed to prevent overexposing large areas of the woodland floor.
- Exposed ground areas should be planted with native ground covers / grasses.
- Minimize development and human impacts within existing woodlands.

EDGES/BUFFER

Some edges of the campus are close to adjacent residential properties. These perimeter conditions require a buffer between the campus and these properties to prevent unwanted pedestrian traffic and preserve visual privacy.

The University will create or enhance a visual screen or buffer for these residential properties.

Objective and Guidelines

The overall objective is to provide a visual screen, or buffer, for the adjacent residential properties. General recommendations for achieving this objective include:

- Plant consistent evergreen trees and understory materials for each location.
- Maintain understory shrubs to a 6-8 foot hedge for adequate screening purposes.
- If necessary, install an opaque fence at select locations on University property to screen campus operations.

Visitor and Vehicular Arrival

The Master Plan will enhance the visitor arrival experience through new gateways, visitor amenities, and wayfinding improvements. Improved signage will direct visitors to new arrival area for both the Upper and Lower Campuses. The primary campus arrival area will be located on Upper Campus near the entrance to the Lone Mountain Main building, and will consist of a new visitor center and parking area. Access to the visitor center will be provided via a realigned entrance drive from Turk Boulevard west of the School of Education building, with vehicles entering on the east side of the drive. The secondary interior drive loop will be removed.

A secondary arrival point will be introduced on Lower Campus on Parker Avenue between Fulton Street and Golden Gate Avenue, providing a visitor booth and pull-out area. Visitor parking will be accommodated in the Koret Center parking area.

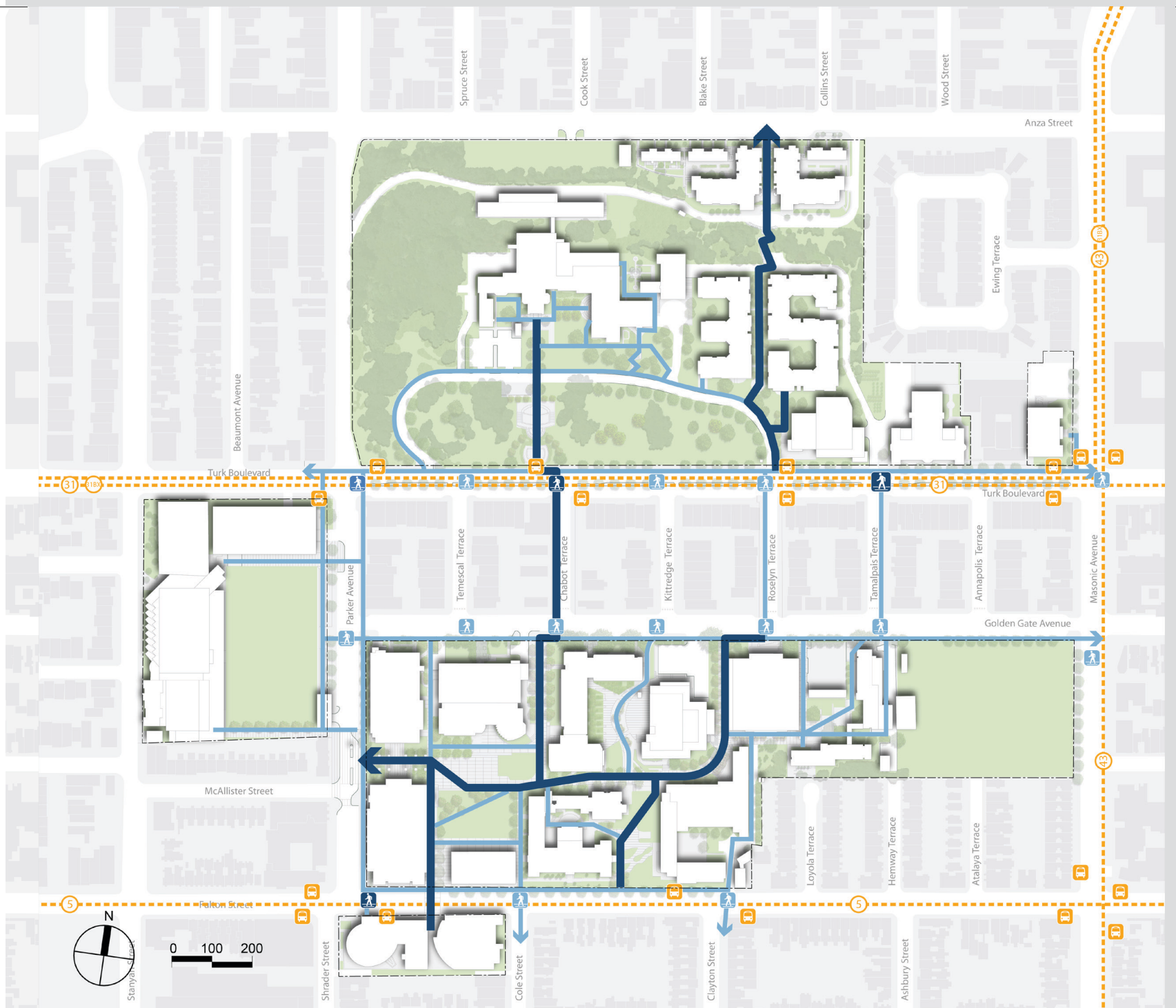
All other campus entrances will be improved for visitors arriving by transit, bicycle, or foot. Pedestrian signs will assist in navigating the campus.



△ FIGURE 18: PROPOSED VISITOR ARRIVAL AND VEHICULAR CIRCULATION

LEGEND

- | | | | |
|-----------|-----------------------------|---|-------------------------|
| — · — · — | USF Hilltop Campus Boundary | ■ | Structured Parking |
| — | Primary Vehicular Route | ■ | Surface Parking |
| — | Secondary Vehicular Route | ● | Primary Arrival Point |
| · · · · · | Service Only Route | ● | Secondary Arrival Point |
| ▶ | Service Access Point | | |



△ FIGURE 19: PROPOSED PEDESTRIAN CIRCULATION

LEGEND

- USF Hilltop Campus Boundary
- ➔ Primary Pedestrian Route
- ➔ Secondary Pedestrian Route
- #- Muni Line
- 🚌 Muni Stop
- 🚶 Sigaled Crosswalk
- 🚶 Non-Sigaled Crosswalk

Pedestrian Circulation

Pedestrian circulation will be clarified and concentrated on a network of major and secondary pedestrian routes on both the Upper and Lower Campuses. On the Upper Campus, the primary pedestrian routes include the existing Lone Mountain Spanish Steps and pathway from Turk Boulevard to the Lone Mountain Main building entrance, and a planned new connection from the planned gateway entrance on Turk Boulevard through to Loyola Village. The existing east-west pathway from the Lone Mountain Main entrance to the Underhill site will be extended to the new Upper Campus residence hall. A secondary pedestrian route connects Lone Mountain East, Loyola House, the new Upper Campus residence hall, and the Turk Boulevard frontage.

Major pedestrian routes on the Lower Campus include the existing central east-west pedestrian corridor from the Parker Avenue gateway to the baseball field, the existing pathway from Fulton Street to the library along the west edge of Welch Field, and the pathway from Golden Gate Avenue to the central east-west corridor. Additional secondary pedestrian routes along Golden Gate Avenue and through the Lower Campus create greater permeability throughout the Lower Campus.

Pedestrian crossings of Turk Boulevard, Golden Gate Avenue, Fulton Street, and Parker Avenue will be better defined to improve pedestrian safety as part of the IMP's traffic calming plan. New non-signaled crosswalks should be introduced at the intersection of Parker Avenue and McAllister Street and at the intersections of Golden Gate Avenue and Chabot and Tamalpais Terraces.

Mobility Management

TRAFFIC CALMING PLAN AND PEDESTRIAN SAFETY

Traffic calming seeks to reduce vehicle speeds, improve safety, and enhance quality of life. Measures to achieve these goals are typically focused on engineering solutions that oblige drivers to slow down or take an alternate route, though enforcement and education can also modify traffic movement. When carefully planned and designed, traffic calming initiatives also improve neighborhood character. Many traffic calming measures create more space for pedestrian movement, neighborhood activities and landscape features. Multiple studies have shown that slower moving and/or less vehicular traffic lead to safer and more connected neighborhoods and increased long-term property values.

In San Francisco, the climate for improving pedestrian and bicyclist safety and reducing the impacts of traffic on neighborhood streets is particularly strong. The City has recently adopted the Better Streets Plan to guide decision-making on street improvements across City agencies, including the Municipal Transportation Agency (SFMTA), Planning Department, Public Works, and the County Transportation Authority. The Better Streets Plan provides guidelines and design recommendations to create street designs that are appropriate for the people who use them and for the adjacent neighborhood. Goals of the Better Streets Plan include safe streets that support diverse public life, promote human use and comfort, and create convenient connections.

USF and the University Terrace Association initiated a traffic calming study to identify potential traffic and transportation safety improvements in the University Terrace neighborhood in June 2010 as part of the University's planning efforts. Residents of University Terrace and members of the USF community had expressed concern about safety in the neighborhood, primarily caused by driver behavior and pedestrian activity, particularly in the University Terrace neighborhood, which is located between the Upper and Lower Campuses and is bound by

Turk Boulevard on the north, Golden Gate Avenue on the south, Parker Avenue on the west and Masonic Avenue on the east.

The transportation conditions and specific traffic issues and opportunities in the study area were evaluated by Fehr & Peers, transportation planners and engineers, and Urban Design +, a design, planning and sustainability firm. They were tasked with identifying stakeholder concerns; reviewing applicable City policies; and collecting traffic data, including speeds, volumes, and collision information.

In order to develop a clear understanding of the vehicular and pedestrian issues effecting University Terrace and the USF campus, the project team conducted a wide analysis that focused on issues that affect circulation, safety and livability in four main zones: the University Terrace neighborhood, along Turk Boulevard, Golden Gate Avenue, and the USF campus. The analysis included a walking tour of the neighborhood with University Terrace Association and USF representatives, site observation on multiple occasions, traffic data collection, review of overview materials provided by UTA members, and a survey of neighbor and USF communities.

To understand the concerns and details about the issues in the project area, a comprehensive community outreach process was employed. This entailed approximately twenty meetings involving the University, University Terrace Association, students, and the City of San Francisco. The goal of the meetings was to identify and prioritize community concerns in the study area and discuss potential traffic calming measures to alleviate concerns.

In addition to the neighborhood meetings, a survey was distributed to University Terrace residents as well as USF faculty, staff and students. The purpose of this survey was to assist in identifying community concerns in the study area. This data was considered in conjunction with inputs from the neighborhood meetings among members of the University and UTA. The survey included questions about transportation patterns, safety concerns, travel behavior and challenges to accessing campus and residences, among others. Survey questions can be found in the Appendix. A total of 1,076 respondents provided input on the survey.

The traffic calming study also included a robust data collection effort, including vehicle traffic counts, speed surveys, pedestrian and bicyclist counts, parking analysis, and collision data, within the University Terrace neighborhood. General site observations and data collected supporting resident and consultant observations throughout the study area are available in the Transportation and Traffic Calming Study in the Appendix.

SITE ANALYSIS SUMMARY

This study identified a series of issues in five general categories:

Parking management in the UT neighborhood

Parking in the UT neighborhood is impacted by members of the public, including the USF community, parking throughout the UT. These impacts include lack of parking for visitors, high traffic volumes created by people looking for parking, unsafe driving maneuvers including mid-block U-turns and inattentive and high speed turns, and blocking of residents' driveways.

Traffic management in the UT neighborhood

The residential parking permit area in University Terrace (i.e., "BB") has a 2-hour time limit for non-residents which leads to regular turnover of the parking spaces. This space turnover ensures that if one looks long enough, odds are eventually a space will be found. The corollary to this turnover is that it creates traffic throughout the University Terrace streets as vehicles circulate looking for parking.

Pedestrian volumes in the UT neighborhood

Throughout the day, members of the USF community walk back and forth between the Upper and Lower Campuses. The resulting pedestrian volumes are significant. As the sidewalks in the University Terrace neighborhood were not designed for such volumes and are generally narrow and often obstructed, many people walk in the street, creating a potentially hazardous condition given the traffic volumes and frequently observed unsafe driving maneuvers.

Pedestrian safety on Golden Gate Avenue and Turk Boulevard

The high volume of pedestrians moving between the two USF campuses is evident on both Golden Gate and Turk and is impacted by dangerous conditions on each. On Turk, crossing signal timing at the signalized crosswalks is too short for the distance and volumes (22 seconds at Chabot Terrace); the medians are insufficient for safe refuge; the grade and sun angles impede sight distances on the street and for drivers making turns to/from the street; the downhill eastbound grade and unnecessarily wide street encourage speeding; the sidewalks at the bus stops are narrow; the bike lanes are not continuous; and distracted pedestrians jaywalk at both the intersections and mid-block (contributing are Upper Campus paths that are not aligned to the crosswalks). On Golden Gate, the street is unnecessarily wide (which encourages unsafe driving maneuvers such as mid-block U-turns); there are no signalized intersections; there is a high volume of pedestrians crossing in all directions; the bike lanes are not continuous; and the downhill grade encourages high vehicular speeds (including bikes and skateboards).

Vehicular impacts on USF campus edges

The edges of each of the campuses are inordinately impacted by vehicles. These impacts include parking, driveways, service vehicles, and the traffic volumes on both Golden Gate and Turk. Parking and services, which dominate the campus edges, create obstacles for pedestrians and cyclists. These issues challenge the university to provide safe, efficient operations and maintain a curb appeal within the community.

There is a broad menu of traffic calming devices that can effectively address some of the traffic issues identified as a result of the data collection and public outreach in University Terrace. These could be as simple as revised lane striping or more prominent crosswalk markings for the directional guidance of cars, bicycles and pedestrians; reducing speed and volume through various narrowing and volume devices; bulbouts that narrow the travel lane at intersections and create shorter crossing distance for

pedestrians; and “road diets,” which reduce the number of automobile travel lanes to benefit transportation modes (e.g. bike lanes, wider sidewalks.) or alternative uses (e.g. parklets, stormwater management). One of the more effective tools of traffic calming is full or partial-street closures that restrict the quantity and sometimes the type of travel on a given right-of-way.

The study team developed four alternative traffic calming scenarios. Each alternative is a combination of possibilities from an overall menu of ideas—the alternatives are organized around general themes, but many of the components can be recombined to generate other scenarios. A full description of the alternatives may be found in the Appendix. Regardless of the methods implemented, the ultimate evaluation of effectiveness is how well the measures meet the needs of street users and residents and provide consistency with community values and City policy. Potential traffic calming measures were identified and combined to form four alternatives for the communities to evaluate through a series of public and campus meetings. Neighborhood residents and other stakeholders evaluated the alternatives, selected the measures that were most effective to meet the project goals, and developed a preferred alternative.

Recognizing that no one idea will solve neighborhood and USF traffic issues, the community combined elements of the four alternatives to develop a comprehensive plan that results in changes to address existing traffic behavior and retains appropriate access to University Terrace and USF. A successful solution will be a comprehensive solution that both mitigates the identified issues and creates a safer and more welcoming community. The Preferred Plan, which represents a combination of elements from all four initial scenarios, is described here. Each of the ideas presented in the USF Traffic Calming Plan is based on these City-endorsed ideas in the Better Street Plan, providing a clear framework for City approval of the preferred plan.

PREFERRED PLAN

The Preferred Plan, which is acceptable to the UTA and USF, combines components of each of the four draft alternatives to create a plan focused on a safe and welcoming university and residential neighborhood. This Preferred Plan, “A Great Neighborhood” includes a number of key concepts such as restricting the turning movements on Turk Boulevard to prevent cut-through traffic; pedestrian crosswalk enhancements along Turk Boulevard; bus stop improvements; gateway treatments; and the reframing of the streets in the University Terrace neighborhood and adjacent to USF.

To create a welcoming, high quality university and residential neighborhood, the preferred alternative includes a planted median and road diet along Turk Street and gateway treatments at both Parker and near Masonic on Golden Gate Avenue. Each of the Terrace streets would have a partial closure at the southern end to restrict vehicles from entering Terrace streets from Golden Gate Avenue.

The combination of a median restricting certain turning movements on Turk Boulevard and the partial closures of the Terraces would maintain access for residents while discouraging vehicles from circulating through the Terrace streets looking for parking. Combined with managed parking restrictions – including the reduced time limit on BB parking – this plan would significantly decrease the amount of vehicular traffic on University Terrace streets and create a neighborhood-oriented environment for the community and safer environment for pedestrians.

On Golden Gate Avenue, bulbouts at crosswalks and gateway treatments at Parker and Annapolis will highlight and create clear entries into the neighborhood. There would also be an enlarged and enhanced crosswalk at Chabot Street that would align with the pedestrian path within the Lower Campus. This crosswalk would create an inviting and continuous pedestrian connection between the Lower Campus and Upper Campus along Chabot Terrace. Each of the Terraces would have at least one marked crosswalk with bulbouts shortening the distance required to cross Golden Gate. There would also be a

large planted island in the center of Golden Gate, just east of Annapolis Terrace. This island would act as both a traffic calming and gateway feature into the neighborhood.

Enhancements on Parker Street will create safer conditions for the campus community, enhance connections to the Koret Center and soccer field, and create a more attractive campus entry and edge. Curb extensions into the intersection of Parker and Golden Gate would create a much smaller intersection than what exists today. Planted areas between curb ramps could help channel pedestrians into the crosswalks at the intersection.

This Preferred Plan is comprehensive concept for improvements in the University Terrace and USF district, one that can both address parking and traffic safety issues and create a more welcoming environment for residents and members of the University Terrace and USF community. This preferred plan, as voted on by the University Terrace, will guide the development of the future design of streetscape improvements in the neighborhood.

TRANSPORTATION DEMAND MANAGEMENT

The purpose and goals of the Transportation Demand Management (TDM) plan is to reduce USF community generated vehicle trips from traveling to and from campus. By extension the plan would improve pedestrian safety, reduce vehicle emissions, and improve neighborhood quality of life.

EXISTING TDM PROGRAM

This section contains an evaluation of the existing TDM program at the University and identifies strategies for program enhancement. The objective of the evaluation was to gain knowledge about the existing TDM program; identify barriers that may be preventing the USF community from taking advantage of program benefits; identify opportunities for promoting TDM incentives; and consider new TDM initiatives at USF.

The evaluation included a review of existing transportation options on and near campus; a survey of students, faculty, and staff regarding the feasibility of future TDM options; and an analysis of parking supply and demand on and near campus.

Shuttle Service

From 2001 to 2006 USF, in cooperation with St. Mary's Hospital, provided a BART shuttle from campus. The service ran Monday through Friday throughout the year except holidays, and service was provided approximately every half hour. USF identification was required for purchase of shuttle tickets. This shuttle service was discontinued in 2006 because of cost and ridership concerns. USF currently operates a night safety shuttle in the immediate vicinity of campus.

In the online survey, when asked, "Why do you typically drive alone to campus?", 41% of drivers stated that they have no reasonable transit option, 7% stated that transit does not run late enough and 4% stated that they do not know which transit route to take. When asked, "If you currently drive alone to campus, what would encourage you to use an alternative to driving alone?," 37% of drivers responded a shuttle connecting USF to BART, 19% stated a shuttle connecting USF to another location, 15% responded a shuttle connecting USF to Caltrain and 10% stated an extended area of coverage for the night safety shuttle.

Parking Pricing

According to the online survey, nearly half of those who drive to USF pay nothing to park. However when asked if they would still drive to campus if the cost of driving increased, 8% said they would stop driving if prices increased by 25%, 41% said they would stop driving if prices increased by 50%, and 45% said they would stop driving if prices increased by 100%.

Carpool Parking

Twenty-five designated carpool parking spaces are available on campus, located at the Koret parking lot upper level. These spaces are reserved for carpool users before 10 AM and are open to all users after 10 AM. Currently, carpool parking permits are available only to faculty and staff. In 2010-11, 132 such parking permits were sold. However, during the morning hours



Parking on USF campus

the 25 carpool spaces in the Koret Parking lot were below 50% occupancy. While reserved parking is valuable, reserved parking in only one location or for only one user group may not be the best way to serve the needs of all campus users.

Ridesharing

USF has a private ridesharing network available through Zimride. Through this program, USF faculty, staff and students can find and share rides within the USF community. While allowing faculty, staff and students to find others commuting to the same location is beneficial, many additional potential rideshare matches exist if those outside the immediate USF community are included in the match pool. Even within the USF community, the online transportation survey results demonstrate further potential to encourage additional ridesharing. Among drivers, 28% indicated that they drive alone because they do not have anyone with whom to share rides.

Marketing Efforts

The campus survey considered whether faculty, staff, and students are aware of various TDM program components in place on campus, including guaranteed ride home, flex hours and telecommuting, carpool parking, ridesharing, and the safety escort. Only 21% of faculty and staff are aware of the guaranteed ride home program. When asked, “What are your main reasons for driving alone to campus?,” among faculty and staff who currently drive alone to campus, 24% stated “Need to get home in case of emergency” as one of their main reasons.

Only 24% of faculty and staff know about the potential to telecommute or work flex work hours. Finally, only 36% of faculty and staff know that reserved carpool parking is available; 44% of faculty staff and students are aware of the Zimride ridesharing program; and 47% are aware of the USF safety escort service.

Unmitigated Parking Demand Forecast

The average daily occupancy of on-campus parking lots on the USF campus is 56%, with a peak occupancy rate of 93% from 11 AM – 12 PM. The Appendix summarizes an analysis of parking supply and demand given the current campus population and expected campus growth, along with planned reduced on-street parking options. This analysis is based on information provided by the University, the survey responses, and observations from Fehr & Peers’ parking occupancy study. These numbers represent the expected, unmitigated demand for parking in ten years.

PROPOSED TDM PROGRAM

Based on the analysis of current TDM practices presented above and overarching goals of the IMP, the goals of the TDM plan are:

- Reduce future parking demand by 13% by 2022
- Identify strategies to operate the TDM program on a cost-neutral basis
- Meet the needs of the University while fulfilling the City of San Francisco’s requirements and minimizing impact to the surrounding neighborhood

- Implement a continuous monitoring system to track progress of the TDM measures and adjust the program as necessary every two years to achieve the required parking demand reduction

The University has identified fourteen strategies to augment the campus TDM program currently in place. These TDM strategies reflect:

- Needed trip reductions to match parking availability with campus growth
- Empirical literature on TDM efficacy
- Campus user survey responses regarding interest/ feasibility of candidate strategies

Based on the target peak hour parking demand reduction of 13%, the strategies discussed further below have been recommended for implementation to expand the current campus TDM Program.

Shuttle System

If supported by further analysis, USF may choose to implement a shuttle system to offer first/last mile connections from BART, Caltrain, and potentially other locations within SF with high demand for shuttle service. Implementing the following additional strategies will support the success of the shuttle program:

- Offer a “NextShuttle” app for smart phones that allows students/faculty to monitor shuttle routes.
- Conduct consistent outreach to ensure the USF community is aware of and use this service
- Conduct periodic monitoring to ensure the shuttle routes, service times, and headways are most efficient for the community.

Transit Subsidy (beyond Muni FastPass) for Students

If supported by further analysis, USF may expand the general transit subsidy program (which is currently available only to faculty/staff) to cover students. The University will consider the impact of extending the flexible subsidy to students (who currently are only provided a Muni Fast Pass) for use with Bay Area Rapid Transit (BART), Caltrain, Golden Gate Transit, or other transit systems.

▽ TABLE 5: PROPOSED TDM STRATEGY

CATEGORY	STRATEGY	% PEAK PARKING DEMAND REDUCTION ESTIMATE
Shuttle / Transit	Shuttle System	4 - 6%
	Transit Subsidy (beyond Muni FastPass) for Students	3 -4%
	Increase Prices of On-Campus Parking Permits (to help fund shuttle system)	1 - 2%
	Comprehensive Marketing Efforts	1 - 2%
Parking	On Street Time Restrictions	Less than 1%
	Expanded Preferential Parking Spaces for Carpools	Less than 1%
Other	Bicycle Sharing	Less than 1%
	Additional Bicycle Racks	Less than 1%
	Secure and Covered Bicycle Cages or Lockers	Less than 1%
	Discounts with Local Bicycle Shops	Less than 1%
	Enhanced Transportation Website	Less than 1%
	Commute Buddy Program	Less than 1%
	Expand Zipcar and City Car Share Presence on Campus	Less than 1%
	Expand Ridesharing Program	1 - 2%
TOTAL ESTIMATED PEAK PARKING DEMAND REDUCTION		10 - 15%

Source: Fehr & Peers, 2011

Increase Prices of On-Campus Parking Permits (to help fund shuttle system)

In December 2011, the University established a campus task force to begin an analysis of parking policies and procedures. Included in this process will be the analysis of increasing the price for all types of permits. Resulting funds could help offset costs of the shuttle system or transit subsidy.

Comprehensive Marketing Efforts

The University recognizes that marketing and information sharing is critical to the success of TDM strategies. The University will provide information sharing and marketing to promote commute trip reduction strategies including informational material and events. This may include: fairs, pamphlets, working with departments and student groups, holding drawings, participating in bike-to-work days, clean air days, and other marketing efforts.

PARKING

Expanded Preferential Parking Spaces for Carpools

The University may provide additional carpool parking spaces at major parking lots around campus. After 10 AM carpool spaces will be opened to general use to ensure efficient use of spaces.

OTHER STRATEGIES

Bicycle Sharing

The University may seek to implement a bicycle sharing program, including investigating the City's interest in USF hosting a pilot program. The initial concept under consideration is to allow the USF community access to free or inexpensive bicycles to use for mid-day trips to and from campus or to other campus locations.

Additional Bicycle Racks

The University will increase the capacity and convenience of bicycle racks. Additional bicycle racks will be provided in areas with high demand.

Secure and Covered Bicycle Cages or Lockers

USF will investigate the potential indoor bicycle cages or similar secure, covered storage.

Discounts with Local Bicycle Shops

The University will support student and faculty efforts to establish discounted bicycle rental rates (hourly, daily, and by the semester) at local bicycle shops. Discounts on bike purchases and maintenance may also be offered.

Enhanced Transportation Website

The University's existing transportation website will include information and/or links to transit agencies, walking maps, bicycle maps, commute trip planners, bike parking maps, videos or demos on safe bicycling, advocacy groups, and other useful commute information.

The website enhancements could include:

- Indicating carpool spaces on the campus parking map
- Consolidating the various transportation and parking websites to one location
- Featuring discounted carpool permit information
- Promoting the telecommuting/flex hours option for employees
- Promoting the free Muni pass for students
- Providing cyclists information on existing bicycle resources, maps, routes, and a link to the USF web portal: USFpedals

Commute Buddy Program

The University may implement a Commute Buddy program to match experienced transit and bike commuters with new alternative transportation commuters. Experienced commuters would volunteer time to assist new commuters in planning their transit and bicycle routes, how to make connections, tips on parking, suggestions on bicycle gear, and guidance on reading transit schedules.

Expand Presence of Zipcar and City Car Share

The University will analyze the potential to provide additional car share vehicles at various locations throughout campus. The University currently has located Zipcar spots at the Loyola lot and on the upper deck of the Koret lot to encourage ride-sharing and help decrease the reliance on automobile among Koret patrons.

Expand Ridesharing Program

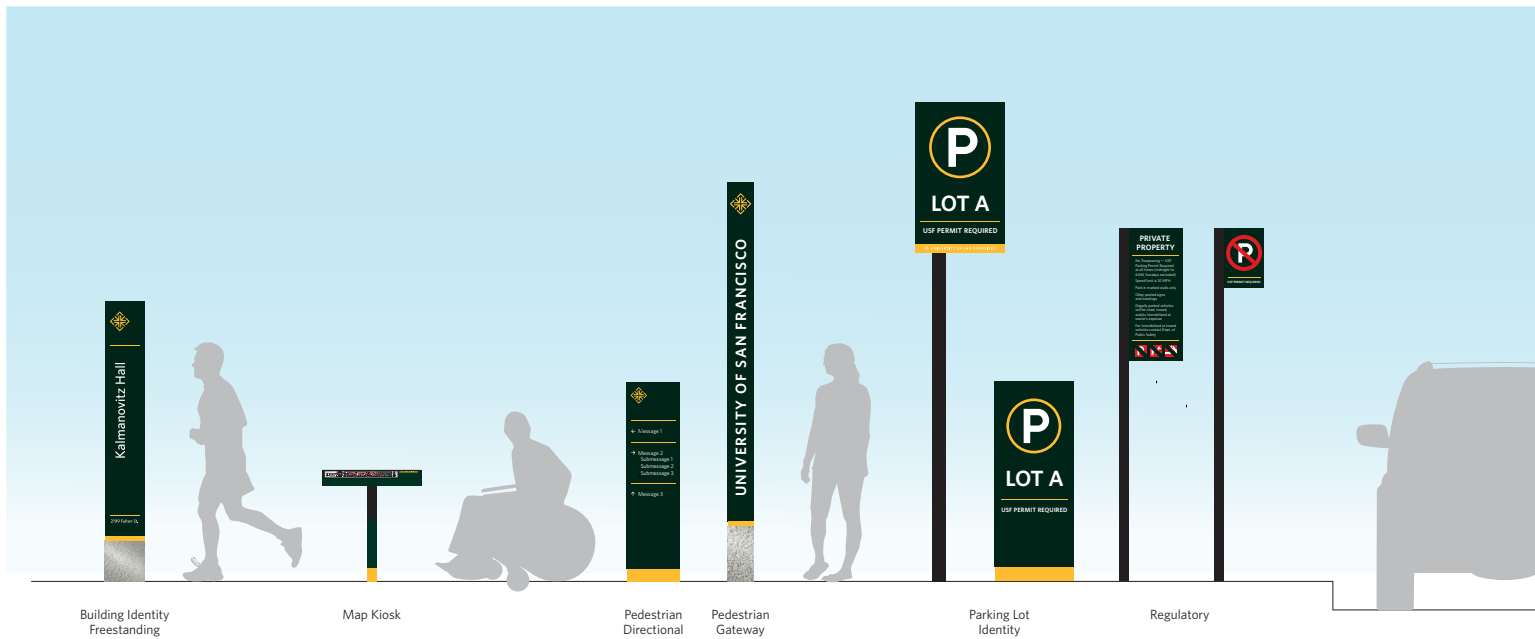
The University will make efforts toward expanding the current ridesharing program (Zimride) to include other universities in San Francisco

IMPLEMENTATION

To further develop the TDM Program, several next steps are needed to ensure proper implementation of a TDM program that meets the needs of the USF community and the goals of the IMP. These steps are outlined below:

- **Analysis of Program Elements**
Conduct a detailed analysis of the TDM Program elements described above. This will include analysis and determination of the following items:

- Shuttle route and shuttle stop locations
- Optimal shuttle route frequencies and periods of operation
- Implementation plan for transit subsidy expansion
- Pricing plan for parking permits
- Locations for bicycle racks and lockers
- Identification of marketing efforts
- Other items to fine tune each TDM program element
- **Funding and Implementation Plan**
Conduct a cost analysis and funding plan for the TDM program. For each TDM strategy, identify potential funding sources, determine the implementation lead, and create a timeline for implementation.
- **On-Campus Parking Usage Optimization**
The supply and demand analysis presented in this TDM Program assumes that on-campus parking can be better allocated via pass and lot assignments. Campus parking is currently used sub-optimally, with select lots oversubscribed while others have significant vacancies even at peak times. If this cannot be reconciled efficiently, more stringent TDM measures may be required.



△ FIGURE 20: WAYFINDING SIGNAGE FAMILY (WORK IN PROGRESS)

- On-Campus TDM Coordinator and Website**
 USF will consider designating an individual to monitor the TDM plan effectiveness, provide information regarding available transportation alternatives through a website, and coordinate with City agencies.
- Monitoring of Transportation Demand**
 The University will monitor transportation measures and programs on an annual basis to determine the success of the programs and to make decisions about the allocation of resources or changes in the services that may be needed to better address the needs of the University. The monitoring program will determine the success of the TDM Program by tracking key metrics and comparing to the existing conditions as documented in this study. These metrics include:
 - Drive-alone rates
 - Parking occupancy
 - Transit ridership

Wayfinding System

USF is currently developing a comprehensive wayfinding strategy for the campus. The strategy will establish locations for vehicular and pedestrian signs at major decision points, based on the site analysis and circulation described in Chapter 1. These signs will be designed to reinforce recommended paths of travel, enhance campus identity, strengthen campus entrances, and improve the overall visitor experience.

The campus signs will employ a common design vernacular including color, typography, shape, and materials. The sign family will consist of both vehicular and pedestrian signs. Vehicular signs will be sufficiently large to be read within three to five seconds at speeds over twenty-five miles per hour. These signs will include monuments, parking lot and garage identities, shuttle stops, and USF regulatory signs.

Pedestrian signs will be smaller and designed to strengthen the experience of pedestrians as they navigate the campus. These signs will include gateways, pedestrian directional signs, pedestrian maps, building identifications (free standing and building-mounted), and accessible pathway signs.





3



Engagement & Impact





The University of San Francisco is committed to being an active partner for positive change in its neighborhood, and to engaging neighbors in dialogue on university plans that will have an impact on the neighborhood.

/ Engagement & Impact

This chapter describes USF's current impact on its neighborhood and the city at large, the projected impact of implementing the Master Plan, and the mitigation measures the University has taken and will take to reduce potentially negative impact. It also describes the conformity of the Master Plan to the General Plan of the City and County of San Francisco, per the San Francisco Planning Code sec. 304.5(c)(3).

Campus Programs and Community Engagement

USF is a comprehensive university, which offers a full range of academic and extra-curricular programs and is actively involved in the academic life and culture of San Francisco and the world. As part of this engagement, USF often opens its events to the general public. These events include lectures, conferences, theatrical productions, and athletic competitions and camps. In addition to events, USF neighbors and the public are also welcome to enjoy many of the facilities at the University, including open space, dining services, and recreational facilities.

KORET HEALTH AND RECREATION CENTER

The Koret Health and Recreation Center provides a recreational and fitness environment for the campus community as well as over 12,000 community members (residents of the area bounded by California, Haight & Lyon Streets and 3rd Avenue are provided membership at a discounted rate). About 620 community members visit Koret daily. Koret membership includes access to a comprehensive fitness facility, fitness and wellness programs, outdoor recreation programs, and aquatics programs. Koret offers several programs that provide important community benefits such as CPR training and water safety training to children from local elementary schools.

INTERCOLLEGIATE ATHLETICS

USF's NCAA Division I Department of Intercollegiate Athletics hosts athletic competitions throughout the school year. Eight of the Department's fourteen sports hold home contests on the Hilltop Campus (men's & women's soccer, men's & women's basketball, baseball and women's volleyball). Competitions are held at Negoesco Field (soccer, seating capacity 1,900), War Memorial Gym (basketball & volleyball, 4,170), and Benedetti Diamond (450). Each sport hosts between 10 and 22 competitions per season, depending on NCAA requirements. Average paid attendance at USF's athletic events is 556 paid patrons/game, ranging from an average of 119 at baseball to 1,586 at men's basketball.

THACHER GALLERY

A public art crossroads in the University of San Francisco's main library, the Mary and Carter Thacher Gallery is a forum where creativity, scholarship, and community converge. Each year the Thacher Gallery presents exhibitions that probe community and aesthetic issues, provide multicultural and interfaith dialogue, and showcase the urban Jesuit university's commitment to social justice.

Along with its exhibition calendar, the Thacher Gallery presents free public programs to increase art appreciation and cross-disciplinary discussions on campus and in the community. These programs include artist lectures and panels, craft seminars, gallery publications, and guided tours. Exhibitions often complement University curricula across the disciplines, while the facility serves as a professional training ground for students interested in art and arts management. In 2007, the University opened a Rooftop Sculpture Terrace on the 3rd floor of Kalmanovitz Hall to serve as a venue for rotating outdoor exhibitions.

THE VISITING WRITERS SERIES

The MFA in Writing program presents a series of free literary readings and discussions called "Lone Mountain Readings" that are open to the public.

PERFORMING ARTS PROGRAMS

Performing Arts and Community Exchange (PACE) is an example of a course that introduces students to the theoretical and practical understanding of the field of community arts.

The course's Service Learning component includes working at a designated community site. In the Fall of 2011 students are working with inmates incarcerated in San Francisco Jail #9.

Another example of community engaged performance is the Dance Generators, an intergenerational performance company comprised of USF students and senior adults from the Bay Area.

Lastly, the Performing Arts and Social Justice major at USF engages the San Francisco community through several programs, including work with trans-gender Latina immigrants in community-theater in the Mission district, and with the Hunters Point neighborhood.

FROMM INSTITUTE

The Fromm Institute for Life Long Learning is a separate legal entity that was established in 1976 as a community resource for retired adults over 50 years of age. Considered to be a premiere program in the "learning in retirement" field of higher education, Fromm continues to serve as a model for lifelong learning programs. Fromm classes are held Monday through Thursday in three separate eight-week sessions per year at Fromm Hall. On average, there are approximately 450-500 Fromm attendees and 22 faculty members during any given session. The total Fromm enrollment has remained steady since 2003, at about 1200 people.

Fromm attendees are not included in the enrollment numbers for USF.

Neighborhood Dialogue

The University of San Francisco is committed to an active and productive dialogue with its neighbors on the University's plans and potential impact on the neighborhood. Throughout the IMP planning process, USF has actively engaged with neighbors, including members of the University Terrace Association (UTA), Ewing Terrace Association, and Francisco Heights Neighborhood Association. Since August 2010 USF has held approximately seventy meetings with community members on issues related to the IMP development, traffic calming and pedestrian safety, noise, student behavior, and other neighborhood concerns. A list of meetings is included in Appendix 4.

Meetings with the community are ongoing and will continue after the IMP is submitted to the City of San Francisco. For neighbors unable to attend particular meetings, USF has issued periodic planning update emails, as well as created a webpage¹¹ where neighbors can download updates and other planning materials.

¹¹ http://www.usfca.edu/neighborhood_news/

Hilltop Campus Neighborhood Impact

Early meetings with neighbors established a number of primary neighbor concerns regarding the impact of the University on the neighborhood. The primary concerns are:

- Enrollment growth and its effect on quality of life
- Pedestrian safety
- Traffic on neighborhood streets
- University-related parking on neighborhood streets
- Student behavior
- Students and staff passing through the neighborhood
- Noise at outdoor fields
- Noise and disruption from service and delivery vehicles and construction
- Impact from one-time USF events and ongoing programs that draw outside attendance
- Quality of the physical environment, particularly at the University's neighborhood edge

USF is addressing each of these concerns in the Master Plan and through new policies for management of ongoing University functions. Measures taken or planned to address each concern are described below.

ENROLLMENT

USF is planning to limit its population growth on the Hilltop Campus to less than 1% per year on average. The distributed campus plan will provide new opportunities for growth at branch campuses and online. The measures described below are intended to offset the impact of the limited growth that will occur on the Hilltop Campus.

PEDESTRIAN SAFETY AND TRAFFIC ON NEIGHBORHOOD STREETS

While USF does not control public streets or crossings, it is working with the neighborhood and the City to improve pedestrian safety and traffic congestion around campus. USF, in agreement with the University Terrace Association, retained Fehr + Peers, traffic consultants, to conduct a comprehensive study and propose a plan to mitigate pedestrian, traffic, and parking concerns. USF has also provided \$1.2 million to fund street and pedestrian improvements.

The proposed plan addresses traffic calming issues in conjunction with pedestrian safety issues. Plans for proposed streetscape improvements may be found in the Master Plan section, Chapter 2. A summary transportation impact study (TIS) may be found later in this chapter. Complete transportation impact, traffic calming and Transportation Demand Management studies may be found in the Appendices.

UNIVERSITY RELATED PARKING ON NEIGHBORHOOD STREETS

The University commissioned Fehr & Peers to conduct a full analysis of parking conditions on campus and within a one-half mile radius of the campus. Existing parking conditions are described in the Planning Context Chapter 1. The Master Plan identifies potential locations for structured parking to replace parking spaces that are displaced by new facilities and to support the incremental enrollment growth over the next ten years. Approximately 160 spaces could be accommodated under the residence hall on Upper Campus and approximately 250 spaces could be accommodated on the Negoesco Field site (with the field functions accommodated on a roof over the parking deck). In addition, the University continues to provide incentives to staff, faculty, and students in order to reduce parking demand. The number of parking spaces needed in the future will be determined as the TDM program is implemented and resulting reduction in automobile trips to campus is measured.

STUDENT BEHAVIOR

The USF campus is surrounded by several established residential neighborhoods. The University is committed to nurturing a strong and mutually respectful relationship with its neighbors, and has adopted a number of policies and procedures to that end.

All USF students are required to abide by the University's Student Conduct Code and are subject to disciplinary action if found in violation of the Code. The Student Conduct Code is divided into three categories that reinforce the commitment to creating an ethic of care amongst our student body: Respect for Self, Respect for Others and Respect for the Community. Behaviors that are governed by the Student Conduct Code include:

- Conduct that endangers the physical or psychological well-being of any person
- Destruction, damage, or misuse of University property or the property of any other person or group
- Violation of any University standard, policy or procedure
- Conduct in which a student is detained, cited, arrested or otherwise charged with violations of local, state or federal laws ¹²

Additionally, USF has a comprehensive set of strategies and programs designed to educate and guide student development. The programs are frequently examined, redesigned, and augmented. The proactive measures that USF takes to promote the development of students include:

- **Orientation activities**
Activities on the first day of student orientation include small group interactions that inform students about respect for the greater community that surrounds USF.

- **A community relations policy**
USF is one of the few institutions of higher education that has enacted a specific community relations policy (in 2006) for its students, which states that, "The University encourages its students to behave as exemplary citizens when present in the surrounding neighborhoods and to demonstrate respect and concern for all members of the local community." The Community Relations Policy is promoted via an online education program for students.
- **Community relations staff position**
USF has created a new position—Assistant Director of Student Conduct, Rights and Responsibilities/Community Relations—whose responsibility is to educate students about the neighborhood and their relationship with neighbors.
- **Student conduct oversight**
The Director of the Office of Student Conduct Rights and Responsibilities reports to the Assistant Vice Provost for Student Life. Eight full-time and eight part-time staff are trained in student conduct procedures (in addition to the new position cited above). Faculty and staff serve on the University Conduct Board and the Appeals Board. In addition to Public Safety Officers, seven staff members are on call every night to respond to student-related issues.
- **Neighbors and student life meetings**
SF has engaged with its neighbors through regular meetings to discuss new initiatives to improve student behavior in the community.
- **Health promotion, education, and monitoring**
USF offers a range of programs designed to educate students on general and college-age-specific health and behavior issues. Every full-time faculty and staff member is given an information folder that outlines how to report and manage distressing student behavior. The University also provides counseling services.
- **Cooperation with the San Francisco Police Department (SFPD)**
The University works with the SFPD to collaboratively address student behavior issues.

¹² University of San Francisco Student Conduct Code, <http://www.usfca.edu/fogcutter/studentconduct/>

Your Ticket to the City

WITH THIS TICKET COMES GREAT RESPONSIBILITY

Don't trade your golden ticket for a parking ticket. Read signs and be respectful of neighbors' driveways.	Remember: Just because you are awake does not mean that your neighbors are awake.	Respect our neighborhoods, this includes our neighbors' driveways, sidewalks, and stoops.
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— Have fun, be safe and be respectfull —

Community Relations Policy

<p>POLICY STATEMENT</p> <p>USF is located within an urban environment. The campus is surrounded by several residential neighborhoods. Guidelines for off campus conduct have been established in order to uphold standards of behavior that should be demonstrated by USF students when they are present in the surrounding neighborhoods. The University encourages its students to behave as exemplary citizens when present in the surrounding neighborhoods and to demonstrate respect and concern for all members of the local community.</p>	<p>STUDENT CONDUCT EXPECTATIONS</p> <p><i>Students are expected to demonstrate respect for all members of the local community regardless of their place of residence. The following are guidelines for all USF students:</i></p> <ol style="list-style-type: none"> 1 Be respectful to local community residents. Prohibited behavior includes but is not limited to: littering, loitering, destruction/trespassing of private property, public urinating, public nudity, using rude or abusive language. 2 Operate stereos or other electronic equipment at reasonable sound levels, especially late at night or early in the morning. 3 Maintain an orderly residence. Examples of a disorderly residence include, but are not limited to: violating drug and alcohol laws, hosting parties where there is public drunkenness, excessive noise, or other behavior in disregard of the rights of others, violating the sexual assault or sexual harassment guidelines as defined in the Fogcutter Student Handbook. <p>In all cases involving student misconduct off campus, the University reserves the right to exercise disciplinary action. Students or organizations found responsible for violating these regulations will be subject to the same sanctions imposed for on campus violations.</p>
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Golden Ticket, distributed to all USF Students when they receive Muni passes.

STUDENTS AND STAFF PASSING THROUGH THE NEIGHBORHOOD

The University recognizes that students, faculty, and staff passing through nearby neighborhoods may sometimes be disruptive to neighbors. Further, it is not possible to prevent literally all conduct related annoyances. USF is addressing these concerns in several ways. In addition to the enhanced programs to raise student awareness of campus neighbors, the increased parking restrictions on University Terrace streets proposed in the Traffic Calming Plan are expected to result in a reduced volume of USF students, staff and faculty looking for parking and walking along University Terrace streets. In addition, pedestrian traffic between Upper and Lower Campuses is expected to be decreased by the new dining facility, academic building, and residence halls planned for the Upper Campus. These new facilities will allow the University to fully meet many student and staff needs on campus and reduce traffic between Upper Campus and Lower Campus. Finally, in 2012 USF instituted a trash pick-up program, the Neighborhood Clean Up Crew, whereby students collect trash in the USF environs. During the academic year, up to six students work up to eighty hours per week in this effort.

NOISE AT OUTDOOR FIELDS

The University engaged sound consultant Charles Salter to analyze noise levels coming from USF's sports fields. The complete report is in the Appendices. In response to neighbors' specific concerns, the University installed new sound systems for the baseball and soccer fields based on the results of the study. USF has also installed acoustic buffering in the batting cage to reduce noise. The public address system shift for the soccer field has resulted in a reduction of neighborhood noise by an average of eight decibels, a noticeable difference. The noise of a passing car is approximately ten decibels louder than the noise produced by a game. The sound buffering in the batting cage was determined to reduce sound coming from the baseball field to pre-batting cage levels.



"Welcome to the Neighborhood" poster distributed by Student Housing and Residential Education in 2010

NOISE AND DISRUPTION FROM SERVICE AND DELIVERY VEHICLES AND CONSTRUCTION

In 2010, USF hired a full-time logistics coordinator to manage service and delivery vehicles that service USF. USF has established a delivery schedule for all deliveries to the University Center loading docks. This schedule restricts truck deliveries to the hours between 7 am and 4 pm on weekdays and between 9am and 4 pm on weekends. The coordinator can monitor all loading areas with a camera system. USF plans to consolidate loading activities to the extent possible at a redesigned loading area between University Center and the Harney Science Center. This loading area will be acoustically and visually screened from the neighborhood.

In order to address concerns about the construction of the Center for Science and Innovation building, USF worked closely with the neighborhood and the construction contractor to establish a plan for construction that minimizes impact on the neighborhood.

This plan provides a template to apply to future capital projects that might impact surrounding neighbors.

Mitigation measures may include:

- Truck staging that minimizes engine noise in the neighborhood and restricts the number of trucks that can idle on Golden Gate Avenue
- Noise baffling barriers
- A dust management plan
- Prohibition of construction personnel from parking in the neighborhood
- Designated lunch and work break areas that discourage workers from wandering around the neighborhood
- Limited construction hours

NEW CONSTRUCTION

According to the Environmental Protection Element of the San Francisco General Plan, noise levels of 60 dBA Ldn or below are considered acceptable for residential areas; noise levels of 65 dB Ldn are acceptable for educational or other noise-sensitive uses. The policies in the General Plan call for including noise-reducing features for new construction with uses that would be exposed to the noise levels of 60 dBA Ldn or 65 dBA Ldn, respectively.

New construction that could occur under the IMP, such as the residences at the Underhill site, or academic space, will include building features that will reduce interior noise to acceptable levels for such uses, as required by local and state codes. Development with the IMP will not expose occupants of such uses to unacceptable noise levels.

IMPACT FROM ONE-TIME USF EVENTS AND ONGOING PROGRAMS THAT DRAW OUTSIDE ATTENDANCE

The University's commitment to the Ignatian tradition of education in an urban setting is supported by its rigorous engagement in the cultural, intellectual and economic life of the community at-large. USF offers a variety of campus programs and events to help achieve its mission to distinguish itself as a diverse, socially responsible learning community. Ranging from academic symposia to public lectures, the breadth of the offerings contribute to the vitality of both the University and the City.

Given the University's location in the City, USF's commitment to a vital intellectual community is paired with its commitment to reasonably manage the impacts some events may have on the University's neighbors. USF is working to minimize the impacts of these events by implementing policies and practices that limit noise and disruption through these measures:

- The University encourages visitors to park in USF facilities, including for athletic events.
- The University has taken steps to manage events logistics including identifying specific bus routes to and from campus and directing them to remote parking after drop off and before pickup.
- To the extent reasonably possible, concerts are held inside, with the largest events not to exceed the capacity of the venue.
- The recently acquired Folger Building at 101 Howard contains exceptional event space. Its location next to key transit hubs as well as being near the heart of downtown provides opportunities for the University to re-direct events better suited to that location, such as alumni gatherings and selected professional and graduate school symposia. USF also intends to optimize the use of the Presidio for events drawing outside attendance.

The University has historically decentralized the management of events on the Hilltop Campus. While most events are scheduled through the Events Management and Guest Services (Events) office, use of the campus by the Fromm Institute and for athletics and recreational purposes is managed outside of the Events office.

In the case of events managed by the Events office, a new records system tracks attendance. Over the course of this master planning process, the Events office has been reorganized and the University has implemented a policy prioritizing USF-affiliated programs over non-affiliated programs during the school year.

QUALITY OF THE PHYSICAL ENVIRONMENT

OPEN SPACE AND LANDSCAPE SETTING

The Hilltop Campus Master Plan will protect campus vegetation as ecological and aesthetic assets, through the following elements:

- All new development is sited below the Lone Mountain building, and on land that is already developed or cleared. The tree canopy will be preserved as much as possible.
- Where the canopy is altered, USF will plant trees and other plantings around buildings in order to maximize impressions of open space.
- USF will continue to implement the tree succession plan to manage the health and character of USF's wooded areas.
- The University's landscape guidelines propose to maintain and enhance landscaped open space around and within the Hilltop Campus, improve the aesthetic appeal of the campus edges, and provide visual screening from residential properties at select locations. Additional detail is available in Chapter 2.

The IMP will not have an adverse effect on open space or native vegetation.

NEIGHBORHOOD CHARACTER

Neighborhood character is defined herein as the physical setting of type, scale, age, style, and size of buildings, street configurations, open space and landscape patterns, and the mix of land-uses experienced at the pedestrian level. Those patterns occur block-by-block, as well as longer-range views and connections among neighborhoods.

Major projects, such as the Upper Campus residence hall, dining commons, and academic buildings will continue institutional uses and will be designed in compliance with City zoning requirements. Other projects such as site improvements, upgrades of plazas and forecourts, and building maintenance and renovations will affect only internal campus conditions. IMP changes related to traffic calming, landscape guidelines, and visitor arrival features will protect or improve neighborhood character. For the above reasons, the IMP will not have an adverse effect on neighborhood character.

EFFECTS ON AIR QUALITY

The Bay Area Air Quality Management District (BAAQMD) has established thresholds for projects requiring its review for potential air quality impact. Those thresholds are based on the minimum-size project which the BAAQMD considers capable of generating emissions with the potential to exceed the thresholds of 80 pounds per day for reactive organic gases (ROG), nitrogen oxides (NO_x), and particulate matter with a diameter of less than 10 microns (PM₁₀). The BAAQMD considers residential projects greater than 510 apartment units, office projects greater than 280,000 square feet, and retail development greater than 87,000 square feet. The determination of whether any projects in this plan will require BAAQMD review will be made during each project's design process.

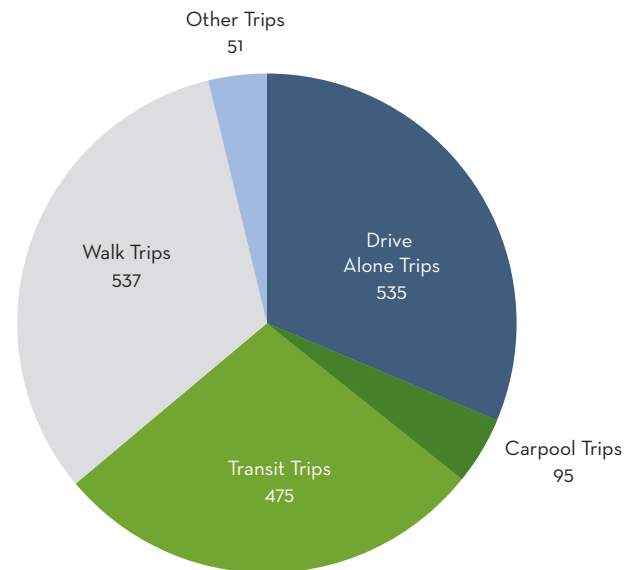
The BAAQMD also considers any projects that would generate more than 2,000 vehicle trips per day as candidates for potentially significant vehicular emissions. IMP growth is estimated to generate 600 new vehicle trips per day. Hence, the traffic increase and trips generated by the IMP growth will not have the potential to exceed the BAAQMD thresholds of significance for criteria pollutants. Therefore, impact from traffic emissions are not expected to be significant.

Transportation Impact Summary

The Transportation Impact Study evaluates the IMP's potential impacts on traffic, transit, bicyclists, pedestrians, loading, and construction activities consistent with the City and County of San Francisco Transportation Impacts Analysis Guidelines (SF Guidelines) (October 2002). The evaluation provides the data to determine the level of significance of transportation effects according to the standards required by the City of San Francisco (i.e., significant or less-than-significant). Additional detail on the methodology and assumptions used for the transportation impact analysis is provided in the Transportation Study in the Appendix.

The critical step in evaluating future transportation conditions is identifying the number of new “trips” that would be generated by population growth on the Upper and Lower Campus. The trips included in the analysis are trips coming to campus and leaving campus, not trips that occur between different buildings on the campus during the day. For example, a student riding his bike to campus in the morning, walking to and from three classes during the day and biking home in the evening would be counted as two daily bicycle trips.

Travel demand characteristics and forecasts for the USF campus are based on the projected number of students and employees, as well as travel survey responses by faculty, staff, and students. Overall, the daily new trips generated by the IMP are estimated to be approximately 1700 across all modes of travel by 2022. This total includes approximately 200 new AM peak-hour trips and 200 new PM peak-hour trips. Of the 1700 daily new trips, about 600 would be by vehicles, with 80 new vehicle trips in both the AM and PM peak hours. For other modes of travel, approximately 500 of the 1700 daily new trips would be by transit and 600 of the 1700 would be by foot or bicycle.



△ FIGURE 21: ESTIMATED DAILY NET NEW TRIPS TO/FROM HILLTOP CAMPUS

Source: Fehr & Peers

TRAFFIC

Traffic operations at 16 study intersections along key corridors (i.e., Fulton, Turk, Masonic, Golden Gate, Parker, Geary, Stanyan, Arguello) located near the Hilltop Campus were evaluated under Existing, Existing Plus Project, Baseline (2012), Near-Term (2022) Cumulative, and Cumulative (2035) Conditions. Changes to traffic as a result of the partial closures on the University Terrace streets, bike lane modifications on Turk Boulevard and Golden Gate Avenue, and ancillary pedestrian improvements were assumed to be in place resulting in some traffic changing routes around the campus. Traffic circulating for parking on these streets was assumed to park in on-campus garages and other on-street parking areas.

Traffic conditions under future year conditions were based on expected traffic growth in the area forecasted in the San Francisco travel demand model. Based on the forecasted traffic growth in the area, some intersections are expected to operate at unacceptable levels of service according to City intersection operation standards. The IMP would add approximately 75 to 200 vehicle trips to the surrounding roadways during the weekday AM and

PM peak hours, nevertheless, the IMP's contribution to traffic at intersections operating at unacceptable levels would be minimal based on City significance thresholds. Thus, the IMP is expected to have a less-than-significant traffic impact under all scenarios at all 16 intersections through 2022.

The traffic analysis assumes that the mode split and travel patterns to and from the Hilltop Campus are the same in future years; however, USF has identified a comprehensive transportation demand management (TDM) strategy that would encourage non-auto travel to and from campus. To be conservative, the traffic analysis does not quantify to what level the future enhanced TDM program would reduce overall automobile traffic to the campus; however, implementation of the enhancements to the TDM program would reduce the IMP's contribution to traffic operations .

TRAFFIC NOISE

Existing noise levels on major streets around the Hilltop Campus are typical of conditions in San Francisco, with traffic generating noise in the 55 to 65 dBA Ldn range on Golden Gate Avenue, Turk Boulevard, and Fulton Street. Charles M. Salter Associates, Inc., prepared acoustic studies for USF related to neighborhood noise conditions due to athletic field activities and public-address systems. The studies included short-term measurement of ambient noise levels on nearby streets. The Salter study reported spot measurements of 50 to 64 dBA on Golden Gate Avenue, and 50 to 55 dBA on Turk Boulevard, consistent with typical ambient noise in San Francisco.

In general, a doubling of traffic volume on a roadway could cause a noise increase of 3 dB, which would be a perceptible change in noise conditions for persons near the roadway. The traffic impact study showed that no streets in the Hilltop Campus vicinity will experience a doubling of traffic volumes, from cumulative or USF-related traffic. Therefore, the IMP will not have an adverse effect on traffic-related noise conditions.

TRANSIT

Transit operations for the transit routes operating within ¼ mile of the Hilltop Campus were analyzed under Existing, Existing Plus Project, Baseline (2012), Near-Term (2022) Cumulative, and Cumulative (2035) Conditions, including the 33 Stanyan, 43 Masonic, 5 Fulton, 21 Hayes, 31/31BX Balboa, and 38/38L Geary bus routes. Future transit ridership for the routes was estimated using the expected transit ridership growth forecast in the San Francisco travel demand model. The additional 40 new transit riders generated by the IMP during both the AM and PM peak hours would be distributed across several lines. Transit, which is analyzed using directional screenlines, would continue to operate within San Francisco Municipal Transportation Agency's (SFMTA) capacity utilization standards; therefore, the IMP would have a less-than-significant impact on transit. This analysis does not factor in the implementation of USF's transportation demand management program, which includes strategies promoting the use of transit.

BICYCLISTS

The IMP would increase the number of bicyclists traveling to the Hilltop Campus. To accommodate the increase in bicyclists and reduce the effect of new vehicle trips, the IMP includes street modifications to Turk Boulevard and Golden Gate Avenue that would improve bicyclist safety on the campus (as well as for those bicyclists traveling through the campus). These modifications are detailed in the IMP's traffic calming element. In overview, bicycle traffic would be diverted onto Golden Gate Avenue, which currently has bicycle lanes. Golden Gate Avenue would receive additional traffic calming treatments to convert the segment between Masonic Avenue and Parker Avenue into a bicycle-priority street. These improvements would be consistent with the San Francisco Better Streets Plan and Bicycle Plan.

The existing facilities and the proposed bicycle improvements, including those on Masonic Avenue, would be able to accommodate the new cyclists. Since the IMP would not interfere with an existing or proposed bicycle facility and the existing facilities could generally accommodate

additional bicyclists, the IMP is expected to have a less-than-significant impact on bicyclists. Furthermore, the proposed elements of the Traffic Calming Plan would improve bicycling conditions compared to the existing conditions and would address potential impacts associated with the general increase in vehicles traveling to and from the campus through the day.

The IMP also includes several new facilities on the Hilltop Campus. At the time of construction, these facilities would need to accommodate bicycle parking based on the City's Planning Code. The design of these parking areas would be reviewed when USF seeks building permits; therefore, no impacts to bicycle parking were identified. USF is committed to providing bicycle parking consistent with demand and provides access to Koret Center locker rooms to students, faculty and staff who bike to campus.

PEDESTRIANS

The IMP would increase the number of people walking to the Hilltop Campus. To accommodate the increase in pedestrians, the IMP includes a traffic calming plan which would improve pedestrian safety around the campus (as well as for others walking through the campus). The proposed designs would pay particular attention to the pedestrian crossings on both Golden Gate and Turk. These improvements would be consistent with the San Francisco Better Streets Plan.

The existing facilities, as well as the proposed enhancements on campus and Masonic Avenue, would be able to accommodate the new pedestrians, and the IMP is expected to have a less-than-significant impact on pedestrians. Generally, the Traffic Calming Plan of the IMP would improve conditions for pedestrians walking near the Upper and Lower Campuses.

LOADING

The campus currently has 11 loading locations spread throughout the campus, including six with access from Golden Gate Avenue. To the extent that the loading demand is not accommodated on-site, and could not be accommodated within existing or new on-street

loading zones, double-parking, illegal use of sidewalks and other public space is likely to occur, with associated disruptions and impacts to traffic and transit operations and bicyclists and pedestrians. These disruptions are usually short in duration and occur when trucks enter and exit loading areas. However, USF has implemented several measures to manage and improve loading issues including creating a Traffic Coordinator position in 2010 to manage campus deliveries and to address disruptions and impacts. The University limits the hours of use of its loading docks to Monday through Friday, 7 AM – 4 PM and Saturday & Sunday 9 AM – 4 PM. No specific loading impacts were identified.

CONSTRUCTION

Temporary construction impacts are specific to individual development projects, and include impacts related to temporary roadway and sidewalk closures, relocation of bus stops, effects on roadway circulation due to construction vehicles, and parking demand associated with construction workers. The IMP envisions development sites may affect the transportation network along Fulton Street, next to St. Ignatius; Parker Avenue, between McAllister and Turk; Golden Gate Avenue, west of Masonic; Turk Avenue, between Tamalpais Terrace and Roselyn Terrace; and Anza Street, east of Parker Avenue.

Construction activities that affect street rights-of-way are typically regulated through permits and construction requirements to ensure acceptable levels of traffic and transit flow during the period of traffic disruptions. Construction best management practices are typically required to be in place to ensure the safety of construction workers, motorists, bicyclists, and pedestrians throughout the construction period. No construction impacts were identified.

MITIGATION AND IMPROVEMENT MEASURES

The IMP is not expected to result in any significant impacts to the surrounding transportation network; therefore, no improvement measures were identified to address these issues. Traffic calming measures are suggested

to address neighborhood concerns. Any individual project on the campus would be subject to additional review by the City to ensure that potential issues with bicycle parking, loading, and construction are addressed in the future design. As noted, USF will be implementing a more comprehensive TDM strategy to address increasing travel demand to and from the campus. The University has implemented a loading management plan and construction management plan to minimize loading and construction impacts to adjacent streets.

PARKING ANALYSIS

Parking supply and demand is generally of interest to both residents and the USF community and was reviewed as part of the Transportation Study prepared for the IMP. For information about how San Francisco defines parking impacts, refer to the Transportation Study in the Appendix.

As mentioned earlier, USF currently owns and operates seven parking lots and three parking garages on the Hilltop Campus, providing a total parking supply of 860 spaces. Most on-campus parking requires students, faculty, and staff to purchase parking permits. Parking on campus is generally fully occupied throughout the day, except for select lots on the campus that have available capacity. Based on the 2010 travel survey, 55% of those who drive to campus park in on-street parking spaces around the campus; 45% park in on-campus lots and garages.

Due to the existing parking demand and on-street parking restrictions in the neighborhood, parking near the Upper Campus and Lower Campus is generally occupied during the work day. The parking spaces contained within study area bounded generally by Arguello, Geary, Masonic, and Fell are approximately 85% occupied at the peak time of day, suggesting that there is some available supply to absorb additional on-street parking. Parking much closer to the campus is more occupied; however, it typically does not meet or exceed being 100% occupied. After about 6 PM and before 7am, parking occupancy generally decreases throughout the parking study area.

The on-street parking spaces on streets adjacent to campus require a residential parking permit (either “BB” or “L”); however, vehicles without a residential permit sticker are permitted to park freely for up to two hours. Based on the 2010 USF travel survey, USF-affiliates were estimated to occupy approximately 15% of on-street parking supply during the whole day and approximately 25% of spaces during the peak hour of the day.

Based on the travel surveys and on-campus parking garage surveys, USF has an existing parking demand for about 1,670 parking spaces. As population on the Hilltop Campus grows, parking demand would increase by approximately 225 spaces without enhancements to the existing TDM plan. To accommodate the increase in parking demand, USF would restructure its on-campus parking permit system to better allocate parking permits into under-occupied parking lots and implement a more comprehensive TDM plan to reduce overall parking demand. The TDM plan’s goal is to reduce parking demand by 13% over the ten year period defined by the IMP (2012 -2022). Depending on the effectiveness of the TDM plan, upon implementation, the University may potentially construct parking under the new academic building on the Upper Campus or Negoesco Field.

Recognizing that some parking will continue to occur on streets around the campus even with the enhanced TDM plan, USF would implement the Traffic Calming Plan to reduce the impact of vehicles circling neighborhood blocks looking for on-street parking. During the peak hour of the day, there are approximately 620 unoccupied on-street parking spaces in the parking study area around the campus. Assuming that approximately 45% of the future USF parking demand (i.e., approximately 100 vehicles) is met using on-street parking spaces, then the parking study area would continue to have available parking. The turn restrictions on the Terrace streets included in the Traffic Calming plan would discourage vehicles from circulating through each street looking for parking in an area where availability is most constrained.

Additionally, USF is supportive of the efforts of the University Terrace neighborhood to change the time limit restrictions on BB permitted streets. As proposed, time limits would be reduced from two-hours to one-hour for non-BB permitted vehicles.

Impact Beyond the Hilltop Campus

USF's current relationship to the City and surrounding communities and businesses is generally described in Chapter 1. USF is the City's fifteenth largest employer, over 1,000 employees live in the City, and the University has been shown to have a substantial positive impact on the economy of San Francisco. The distributed campus plan proposed in this plan is designed to provide for University financial viability over time and will ensure USF's continued contribution to the City's economy and culture.

The Presidio location currently accommodates graduate programs previously located on the Hilltop Campus. USF does not anticipate a change in use at this facility and, therefore, is not expected to have a significant impact on the Presidio surroundings.

The University's purchase of the Folger Coffee Building at 101 Howard Street represents a significant step in implementing the distributed campus plan, allowing USF to limit its Hilltop Campus growth to less than 1 percent. 101 Howard Street is currently 56 percent tenant occupied. The majority of the space that USF has occupied was previously occupied by the Wharton School of Business. The transition from Wharton to USF programming does not represent a change in use. All programs at this location will be self-contained and it is not anticipated that students will need to travel to the Hilltop Campus. USF does not provide student parking at 101 Howard Street. The building is easily accessible by public transportation and is close to the TransBay terminal.

For the above reasons, USF's use of the 101 Howard Street facility is expected to make no significant impact on the contiguous neighborhood or on the City.

IMP Consistency with City of San Francisco Plans

The planned development projects in this IMP are consistent with the objectives and policies of the City's Downtown Plan, Better Streets Plan, and San Francisco General Plan.

DOWNTOWN PLAN

The University's recently acquired building at 101 Howard Street is included in the Downtown Plan area.

In August, 2011, USF purchased the historic Folger Coffee Building at 101 Howard Street, in the heart of downtown San Francisco. This building is listed on the National Register of Historic Places and located within walking distance of the Fourth and Market Streets location where USF first opened its doors in 1855. Its purchase marks a return to the University's roots in downtown San Francisco.

Fifty-six percent of the building is currently occupied by tenants other than USF. The space that USF occupies was vacated by the Wharton School of Business; thus, occupancy by USF programs has not materially changed the use of the building.

The University's presence at 101 Howard Street supports the Downtown Plan, which encourages economic activity and vibrancy in downtown San Francisco.

BETTER STREETS PLAN

The design of the streetscape and pedestrian realm in San Francisco is governed by the San Francisco Better Streets Plan. The Better Streets Plan includes recommended design guidelines for different street typologies, including arterials, local residential streets, and intersections. Safety and livability along City streets are primary concerns and the need for vehicle circulation is typically considered secondary to these issues on local roadways. Some streets are considered important to multiple modes, and the Better Streets Plan recommends strategies to balance transportation needs across modes. The recommendations of the Better Streets Plan are codified in Objective 18 of the General Plan's Transportation Element.

USF's traffic calming plan, created jointly with our neighbors of the University Terrace Association (UTA), proposes improvements to two arterials – Turk Boulevard and Golden Gate Avenue. These improvements are meant to make these streets more accommodating to adjacent institutional and residential land uses.

The design planned for Turk Boulevard maintains transit and vehicle circulation and improves the pedestrian realm. The plan includes a planted median and sidewalk landscaping to buffer pedestrians and the surrounding land uses from vehicle traffic.

Golden Gate Avenue is considered an arterial street within the San Francisco network; however, it terminates at Parker Avenue, and its design is generally not consistent with the adjacent land uses or the level of pedestrian and bicycle traffic on the street. USF and UTA propose to convert the portion of Golden Gate Avenue adjacent to the campus into a “complete street.” The design would be consistent with the surrounding land uses and would improve pedestrian and bicyclist safety.

To prevent traffic intrusion on the streets between Turk Boulevard and Golden Gate Avenue, the plan proposes that the six one-block-long streets in the University Terrace neighborhood be closed to automobiles entering at the south end.

All street improvements would include elements identified as recommended improvements in the Better Streets Plan. USF submitted the proposed UTA/USF Traffic Calming Plan to the SFMTA in June 2012 to initiate its review and implementation. That original plan is included in Appendix E of the Technical Appendix to this report. Since that time, SFMTA has returned comments and suggestions that have changed some aspects of the plan's design. Because of the iterative process of both internal and public review of the plan, it is expected that the final implementation will diverge slightly from the descriptions herein. Any proposed street plans would be reviewed the SFMTA and DPW, the agencies responsible for implementing the Better Streets Plan and street construction.

GENERAL PLAN OF SAN FRANCISCO

The proposed IMP supports numerous objectives and policies in the San Francisco General Plan,¹³ including the city's eight Priority Policies as outlined below.

CITY OF SAN FRANCISCO PRIORITY POLICIES

1. **That existing neighborhood-serving retail uses be preserved and enhanced and future opportunities for resident employment in and ownership of such businesses enhanced**
USF students, faculty, and staff patronize neighborhood-serving retail frequently, both in the immediate Hilltop Campus environs as well as downtown near the 101 Howard Street facilities. A survey of USF student expenditures in 2011 found that students spend \$30 million per year in groceries, eating and drinking establishments, personal services, and other retail in San Francisco.¹⁴
2. **That existing housing and neighborhood character be conserved and protected in order to preserve the cultural and economic diversity of our neighborhoods**
The USF campus is distinctive in the city, which contributes significantly to USF's distinct neighborhood character. This Institutional Master Plan includes a number of measures intended to enhance campus and neighborhood character, including traffic calming, landscape guidelines, and visitor arrival features.

¹³ San Francisco General Plan, City of San Francisco Resolution No. 14149, adopted on 6-27-1996, http://www.sf-planning.org/ftp/General_Plan/index.htm.

¹⁴ University of San Francisco Economic Impacts, October 2012, BAE Urban Economics

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

The 635 residential units planned on the Upper Campus will divert student demand for publically available existing housing in the city and will be developed in keeping with neighborhood character. USF has no plans to convert any existing affordable housing in the city to student housing, as defined by Sec. 317(b) (1) of the San Francisco Planning Code: Loss of Dwelling Units through Merger, Conversion, and Demolition.

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

As part of this IMP, USF is enhancing its transportation demand management program as well as proposing a traffic calming plan. Both programs are intended to reduce traffic and parking impacts in the immediate area. USF is working with neighborhood groups to develop additional strategies to reduce student drive alone rates.

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

There are no commercial office development plans proposed in this IMP, therefore no displacement of industrial or service sector jobs would occur. Given the projected growth in USF staff contained in this plan, proportional growth in service sector jobs at USF can be expected.

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

USF has established a program that positions the University to provide emergency services to the University community and neighbor-

hood residents in the event of a disaster such as an earthquake. As part of this program, Koret Center is a designated emergency community shelter through an MOU with the San Francisco Department of Emergency Management (SF-DEM), and the Koret Center pool serves as emergency water supply; emergency aid supplies are stored on campus in coordination with the San Francisco Police Department; and selected School of Nursing and Health Professions students are trained as EMTs.

7. That landmarks and historic buildings be preserved

This IMP insures the preservation of historic landmarks on campus such as the Lone Mountain building and St Ignatius Church. Proposed new buildings are sited in a manner that preserves views to campus landmarks from adjacent roadways and neighboring properties. For example, the open lawn and iconic steps in front of Lone Mountain buildings are preserved. Plans for landscape maintenance and improvement around these buildings and throughout the USF campus are included in the IMP as well.

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

This IMP proposes preservation of the majority of the iconic Lone Mountain open lawn and Spanish Steps as well as the east-west open-space spine on the Lower Campus. In addition, the area between Hayes/Healy & Gillson Residence Halls is proposed to be enhanced as an open space courtyard or forecourt, with the removal of temporary trailers and additional landscaping. Potential new buildings proposed in this plan will be designed to protect visual and sunlight access to the campus' open spaces.

More detail on ways that the USF Institutional Master Plan supports the San Francisco General Plan is included on the following pages.

General Plan of San Francisco: HOUSING	
Objective	Policy
<p>Objective 1: Identify and make available for development adequate sites to meet the City's housing needs, especially permanently affordable housing.</p>	<p>Policy 1.9: Require new commercial developments and higher educational institutions to meet the housing demand they generate, particularly the need for affordable housing for lower income workers and students.</p> <p>Policy 1.10: Support new housing projects, especially affordable housing, where households can easily rely on public transportation, walking and bicycling for the majority of daily trips.</p>

USF plans to develop additional housing units on its Upper Campus. This development will reduce the University's demand for publicly available housing, thereby doing a small part to reduce the generally high housing demand in the City. All University housing will be developed in keeping with neighborhood character. All USF housing is and will continue to be easily accessible by public transit.

General Plan of San Francisco: COMMERCE AND INDUSTRY	
Objective	Policy
<p>Objective 2: Maintain and enhance a sound and diverse economic base and fiscal structure for the city.</p>	<p>Policy 2.1: Seek to retain existing commercial and industrial activity and to attract new such activity to the city.</p>
<p>Objective 3: Provide expanded employment opportunities for city residents, particularly the unemployed and economically disadvantaged.</p>	<p>Policy 3.3: Emphasize job training and retraining programs that will impart skills necessary for participation in the San Francisco labor market.</p>

Over 1,000 USF employees live in the City, as do the majority of students. In Fiscal Year 2011-2012, USF generated substantial economic impact on both the San Francisco and larger regional economy. USF is responsible for directly employing approximately 2,000 faculty and staff in San Francisco, making it the 15th largest employer in the City. Operating and capital expenditures by the University, along with student and faculty/staff spending, totals an estimated \$111M in San Francisco. These economic activities in turn, ripple through the local economy, ultimately generating over \$323M in economic impacts in San Francisco.

Approximately 62 percent of students are employed. 46 percent of students work in San Francisco.

In addition, USF also provides the opportunity for cell phone providers to install facilities that enhance a sound and diverse economic base within the City.

CELL ANTENNAE INSTALLATIONS

The University has agreements with several wireless service providers that allow them to install and maintain panel antennae at specified locations on campus. The selected sites are installed in accordance with the procedures established by the San Francisco Planning Commission as provided by the FCC. Such locations for wireless facilities support the community's needs for adequate wireless coverage for communication and public safety as well as improving and expanding the quality of service.

Existing sites:

- Kendrick Hall, 2199 Fulton Street: nine panel antennae and one base transceiver station located on the roof.
- Lone Mountain, Rossi Wing, 2800 Turk Boulevard: sixteen panel antennae and one base transceiver station located on the roof (to be decommissioned by December 2013).
- 2350 Turk Boulevard: two panel antennae, and one base transceiver station located on the roof.

Another provider is proposing to install two wireless communication facilities on the USF campus: Site #1: Gleeson Library, 2495 Golden Gate Avenue and Site #2: School of Education building at 2350 Turk Boulevard. The proposed sites are unmanned facilities consisting of the installation of nine panel antennae on each building.

General Plan of San Francisco: RECREATION AND OPEN SPACE	
Objective	Policy
Objective 2: Develop and maintain a diversified and balanced citywide system of high quality public open space.	Policy 2.9: Maintain and expand the urban forest.

USF's campus is private property. However, the University allows public access to many of the open spaces on campus, and these spaces serve as significant neighborhood amenities. USF has established a tree management plan to facilitate the maintenance and renewal of the extensive population of mature trees on campus.

USF also allows some public use of its recreation facilities, including the Koret Center.

General Plan of San Francisco: TRANSPORTATION	
Objective	Policy
<p>Objective 1: Meet the needs of all residents and visitors for safe, convenient and inexpensive travel within San Francisco and between the city and other parts of the region while maintaining the high quality living environment of the Bay Area.</p>	<p>Policy 1.1: Involve citizens in planning and developing transportation facilities and services, and in further defining objectives and policies as they relate to district plans and specific projects.</p> <p>Policy 1.2: Ensure the safety and comfort of pedestrians throughout the city.</p> <p>Policy 1.3: Give priority to public transit and other alternatives to the private automobile as the means of meeting San Francisco's transportation needs, particularly those of commuters.</p> <p>Policy 1.6: Ensure choices among modes of travel and accommodate each mode when and where it is most appropriate.</p>

USF prepared this IMP after receiving substantial input from the University community and the surrounding neighborhood. The traffic calming plan, circulation improvements, and transportation demand management plan included as part of this IMP are designed to improve pedestrian and bicyclist safety on the streets adjacent to the campus and to promote alternative modes of access for faculty, staff, and students.

General Plan of San Francisco: TRANSPORTATION (CONT.)	
Objective	Policy
<p>Objective 2: Use the transportation system as a means for guiding development and improving the environment.</p>	<p>Policy 2.1: Use rapid transit and other transportation improvements in the city and region as the catalyst for desirable development, and coordinate new facilities with public and private development.</p> <p>Policy 2.2: Reduce pollution, noise and energy consumption.</p> <p>Policy 2.4: Organize the transportation system to reinforce community identity, improve linkages among interrelated activities and provide focus for community activities.</p> <p>Policy 2.5: Provide incentives for the use of transit, carpools, vanpools, walking and bicycling and reduce the need for new or expanded automobile and automobile parking facilities.</p>

The transportation improvements envisioned as part of the USF IMP are meant to better integrate the University into the surrounding residential neighborhoods, reduce congestion and noise caused by private vehicles, and create a unified identity for USF's facilities on its Upper and Lower Campuses. These include converting Golden Gate Avenue into a limited access street, adding a landscaped median to Turk Boulevard, and installing enhanced crosswalks and bulbouts at designated intersections.

General Plan of San Francisco: TRANSPORTATION (CONT.)	
Objective	Policy
<p>Objective 12: Develop and implement programs in the public and private sectors, which will support congestion management and air quality objectives, maintain mobility and enhance business vitality at minimum cost.</p>	<p>Policy 12.1: Develop and implement strategies which provide incentives for individuals to use public transit, ridesharing, bicycling and walking to the best advantage, thereby reducing the number of single occupant auto trips.</p> <p>Policy 12.3: Implement private and public sector TDM programs which support each other and explore opportunities for private-public responsibility in program implementation.</p>

USF will continue developing its comprehensive transportation demand management strategy as part of the IMP. The University's TDM plan identifies and prioritizes methods to address increasing travel demand. The Plan will include programs that encourage public transit, ridesharing, bicycling, and walking, thereby reducing the number of single-occupant auto trips.

General Plan of San Francisco: TRANSPORTATION (CONT.)	
Objective	Policy
<p>Objective 15: Encourage alternatives to the automobile and reduced traffic levels on residential streets that suffer from excessive traffic through the management of transportation systems and facilities.</p>	<p>Policy 15.1: Discourage excessive automobile traffic on residential streets by incorporating traffic-calming treatments.</p> <p>Policy 15.2: Consider partial closure of certain residential streets to automobile traffic where the nature and level of automobile traffic impairs livability and safety, provided that there is an abundance of alternative routes such that the closure will not create undue congestion on parallel streets.</p>

In collaboration with its neighbors, USF has developed a traffic calming plan for Golden Gate Avenue, Turk Boulevard, Parker Avenue, and the University Terrace streets. The plan identifies improvements designed to discourage excessive traffic on these streets, including restricting vehicle access to the University Terrace. The streetscape plans address pedestrian safety, vehicles circulating for parking, and issues affecting the University's residential neighbors' quality of life. The University has provided \$1.2 million to fund traffic calming measures.

General Plan of San Francisco: TRANSPORTATION (CONT.)	
Objective	Policy
<p>Objective 16: Develop and implement programs that will efficiently manage the supply of parking at employment centers throughout the city so as to discourage single-occupant ridership and encourage ridesharing, transit and other alternatives to the single-occupant automobile.</p>	<p>Policy 16.1: Reduce parking demand through the provision of comprehensive information that encourages the use of alternative modes of transportation.</p> <p>Policy 16.3: Reduce parking demand through the provision of incentives for the use of carpools and vanpools at new and existing parking facilities throughout the City.</p> <p>Policy 16.4: Manage parking demand through appropriate pricing policies including the use of premium rates near employment centers well-served by transit, walking and bicycling, and progressive rate structures to encourage turnover and the efficient use of parking.</p>

USF has developed a parking management strategy as part of its TDM plan. This strategy includes incentives to reduce the number of people who drive to campus, encourages carpooling for those who need to drive, and offers commuter checks as incentives to use public transportation. The University is also re-evaluating its parking pricing structure.

General Plan of San Francisco: TRANSPORTATION (CONT.)	
Objective	Policy
<p>Objective 18: Establish a street hierarchy system in which the function and design of each street are consistent with the character and use of adjacent land.</p>	<p>Policy 18.1: Wherever feasible, divert through automobile and commercial traffic from residential neighborhoods onto major and secondary arterials, and limit major arterials to non-residential streets wherever possible.</p> <p>Policy 18.2: Design streets for a level of traffic that serves, but will not cause a detrimental impact on adjacent land uses, nor eliminate the efficient and safe movement of transit vehicles and bicycles.</p> <p>Policy 18.4: Discourage high-speed through traffic on local streets in residential areas through traffic “calming” measures that are designed not to disrupt transit service or bicycle movement.</p>

The traffic calming plan included in this IMP identifies improvements to divert through traffic from the University Terrace streets while allowing pedestrian movement. The plan also discourages high-speed through traffic on Golden Gate Avenue, Turk Boulevard, and Parker Avenue while allowing the safe movement of transit vehicles and bicycles.

General Plan of San Francisco: TRANSPORTATION (CONT.)	
Objective	Policy
<p>Objective 23: Improve the city's pedestrian circulation system to provide for efficient, pleasant, and safe movement.</p>	<p>Policy 23.2: Widen sidewalks where intensive commercial, recreational, or institutional activity is present, sidewalks are congested, where sidewalks are less than adequately wide to provide appropriate pedestrian amenities, or where residential densities are high.</p> <p>Policy 23.3: Maintain a strong presumption against reducing sidewalk widths, eliminating crosswalks and forcing indirect crossings to accommodate automobile traffic.</p> <p>Policy 23.5: Establish and enforce a set of sidewalk zones that provides guidance for the location of all pedestrian and streetscape elements, maintains sufficient unobstructed width for passage of people, strollers and wheelchairs, consolidates raised elements in distinct areas to activate the pedestrian environment, and allows sufficient access to buildings, vehicles, and streetscape amenities.</p> <p>Policy 23.6: Ensure convenient and safe pedestrian crossings by minimizing the distance pedestrians must walk to cross a street.</p>

This IMP includes pedestrian circulation improvements that promote safe movement through the establishment of primary and secondary pedestrian corridors on campus. These pedestrian corridors are coordinated with the streetscape plans for Turk Boulevard and Golden Gate Avenue. Wherever possible, pedestrian circulation is separated from areas intended for vehicular access.

General Plan of San Francisco: TRANSPORTATION (CONT.)	
Objective	Policy
<p>Objective 24: Improve the ambience of the pedestrian environment.</p>	<p>Policy 24.1: Preserve existing historic features such as streetlights and encourage the incorporation of such historic elements in all future streetscape projects.</p> <p>Policy 24.2: Maintain and expand the planting of street trees and the infrastructure to support them.</p> <p>Policy 24.3: Install pedestrian-serving street furniture where appropriate.</p> <p>Policy 24.4: Preserve pedestrian-oriented building frontages.</p> <p>Policy 24.5: Where consistent with transportation needs, transform streets and alleys into neighborhood-serving open spaces or "living streets" by adding pocket parks in sidewalks or medians, especially in neighborhoods deficient in open space.</p>

The proposed improvements to Turk Boulevard and Golden Gate Avenue include new street trees and pedestrian amenities designed to make these streets more attractive and distinctive. Pedestrian pathways on campus will be enhanced as well.

General Plan of San Francisco: TRANSPORTATION (CONT.)	
Objective	Policy
<p>Objective 27: Ensure that bicycles can be used safely and conveniently as a primary means of transportation, as well as for recreational purposes.</p>	<p>Policy 27.1: Expand and improve access for bicycles on city streets and develop a well-marked, comprehensive system of bike routes in San Francisco.</p> <p>Policy 27.5: Make available bicycle route and commuter information and encourage increased use of bicycle transportation.</p>
<p>Objective 28: Provide secure and convenient parking facilities for bicycles.</p>	<p>Policy 28.1: Provide secure bicycle parking in new governmental, commercial, and residential developments.</p> <p>Policy 28.3: Provide parking facilities which are safe, secure, and convenient.</p>

The streetscape plan for Golden Gate Avenue is to make this street a neighborhood greenway that provides a safe and convenient place to ride a bicycle. Golden Gate Avenue is also a part of the citywide bicycle network, and so the improvements to the street will benefit the entire bicycling community within San Francisco. In addition to street infrastructure, the IMP includes potential new parking and support facilities for bicycles.

General Plan of San Francisco: TRANSPORTATION (CONT.)	
Objective	Policy
<p>Objective 30: Ensure that the provision of new or enlarged parking facilities does not adversely affect the livability and desirability of the city and its various neighborhoods.</p>	<p>Policy 30.1: Assure that new or enlarged parking facilities meet need, locational and design criteria.</p> <p>Policy 30.3: Maximize the efficient use of land devoted to parking by consolidating adjacent surface lots and garages into a parking structure, possibly containing residential, commercial or other uses.</p>
<p>Objective 33: Contain and lessen the traffic and parking impact of institutions on surrounding residential areas.</p>	<p>Policy 33.1: Limit the provision of long-term automobile parking facilities at institutions and encourage such institutions to regulate existing facilities to assure use by short-term clients and visitors.</p> <p>Policy 33.2: Protect residential neighborhoods from the parking impact of nearby traffic generators.</p>

The IMP identifies potential locations for parking facilities on campus to meet long-term parking needs. However, these facilities would be planned and coordinated with the University’s TDM program, which is meant to reduce reliance on vehicle travel to and from campus. In addition, the Traffic Calming Plan, jointly developed with the UTA, contains provisions to reduce USF’s parking impact in the neighborhood.

General Plan of San Francisco: URBAN DESIGN	
Objective	Policy
<p>Objective 1: Emphasis of the characteristic pattern which gives to the city and its neighborhoods an image, a sense of purpose, and a means of orientation.</p>	<p>Policy 1.1: Recognize and protect major views in the city, with particular attention to those of open space and water.</p> <p>Policy 1.4: Protect and promote large-scale landscaping and open space that define districts and topography.</p> <p>Policy 1.3: Recognize that buildings, when seen together, produce a total effect that characterizes the city and its districts.</p> <p>Policy 1.6: Make centers of activity more prominent through design of street features and by other means.</p>

The Lone Mountain building on USF's Upper Campus is a landmark that is visible from miles around. It is characterized by a tall, ornate tower, traditional architecture, and a number of mature trees that encircle the buildings at the top of the hill. The following measures are included in the master plan to ensure that Upper Campus remains a City icon.

- All development is sited below the iconic Lone Mountain building, primarily on space that is already developed or cleared. The tree canopy will be preserved as much as possible.
- Where the canopy is altered, USF will plant trees and other landscaping around buildings in order to maximize impressions of open space.
- Visual screening vegetation will be planted along the boundary of residential property abutting new development.
- A tree succession plan is in place to manage the health and character of USF's wooded areas.
- The iconic open lawn, the Spanish Steps, and the loop drive form an appealing entrance to the Upper Campus that will be further enhanced. The two eastern drive exit branches will be consolidated and the loop drive will be aligned with the City street grid.

Saint Ignatius Church, located on the same block as USF's Lower Campus, is another iconic City landmark. USF maintains appropriate landscaping around the church, and will not construct buildings that compete with or diminish the church as a landmark.

All development along Turk Boulevard will be in keeping with the scale of existing buildings on Turk Boulevard and will reinforce the definition of the Upper Campus central lawn. All new architecture will be in keeping with the scale of campus buildings.

Streetscape improvements along Turk Boulevard, Golden Gate Avenue, Parker Avenue, and Fulton Street will also increase the attractiveness of spaces adjacent to the University, and serve to mark the University as a center of activity.

General Plan of San Francisco: URBAN DESIGN (CONT.)	
Objective	Policy
<p>Objective 4: Improvement of the neighborhood environment to increase personal safety, comfort, pride and opportunity</p>	<p>Policy 4.1: Protect residential areas from the noise, pollution and physical danger of excessive traffic.</p> <p>Policy 4.12: Install, promote and maintain landscaping in public and private areas.</p>

As described above, USF’s traffic calming plan is intended to protect residential areas from the impact of excessive traffic. USF also plans to enhance the Lower Campus through landscape improvements and maintenance. Streetscapes will be improved with new plantings, consolidated loading and parking facilities, and enhanced visitor entrances.

General Plan of San Francisco: ENVIRONMENTAL PROTECTION	
Objective	Policy
<p>Objective 1: Achieve a proper balance among the conservation, utilization, and development of San Francisco’s natural resources.</p>	<p>Policy 1.4: Assure that all new development meets strict environmental quality standards and recognizes human needs.</p> <p>Policy 4.12: Install, promote and maintain landscaping in public and private areas.</p>

The University is committed to meeting LEED standards with all new buildings. USF’s renovation of its facility at the Presidio achieved LEED Silver certification, and efforts are underway to achieve LEED designation for the new Center for Science and Innovation under construction.

In addition to buildings, the University has implemented several sustainable practices in the management of the campus landscape. Water conservation and runoff mitigation measures have been undertaken and many site plantings are being replaced with native species.

General Plan of San Francisco: ENVIRONMENTAL PROTECTION (CONT.)	
Objective	Policy
Objective 2: Implement broad and effective management of natural resources.	Policy 2.3: Provide environmental education programs to increase public understanding and appreciation of our natural surroundings.

USF places high value on sustainability. As such, the University has taken many steps across all disciplines and facets of campus life toward building a sustainable campus community.

As a signatory of the American College and University President's Climate Commitment, the University is developing a strategy to strengthen its commitment to sustainability on both the operational and academic fronts. The University has established a Climate Action Committee with representation from students, faculty, and staff to map out this process. The university has also submitted its greenhouse gas inventory to ACUPCC.

Since 2008, the University has achieved an 8% reduction in greenhouse gas emissions. Several major infrastructural improvements support the reduction of the campus carbon footprint. A 1.5 megawatt cogeneration facility provides a significant percentage (60%) of electrical power to the Lower Campus. Waste heat energy from the generator motor is captured and used to create steam that provides heat to most campus buildings. This electricity production is augmented by the 0.5 megawatts generated by rooftop photovoltaic arrays on Kalmanovitz, Cowell, Gleeson Library, University Center and the Koret Health and Recreation Center. High-efficiency fluorescent lighting was recently installed in all campus buildings. Further energy use reductions are being achieved through the installation of computer-controlled energy management systems in almost half the campus buildings.

The University's efforts as both a sustainability leader and educator have been recognized by several independent organizations. Among these, USF was ranked 56th in the Sierra Club Magazine's 2011 "Coolest Schools" survey which rates American colleges and universities according to their environmental practices, green initiatives and caliber of sustainability-oriented education.

In support of the educational mission, USF offers more than 40 courses at the undergraduate and graduate levels that integrate concepts of sustainability into the curriculum. In the College of Arts and Sciences, USF's largest school, there are several sustainability-related degree programs, including a very successful MS in Environmental Management; and more programs are currently being developed, including an MA in Urban Sustainability. There are also two new opportunities for students to explore sustainability concepts related to the growing and production of food and sustainable living — a new course organized around the campus organic garden project, and a new minor in Urban Agriculture that started in Fall 2012.

To ensure continual promotion of sustainability-based initiatives in the curriculum, Dean Marcelo Camperi has recently created a College Sustainability Task Force. Initial efforts of this group will focus on establishing the proposed Center for Sustainability and Social Justice.

Incoming students are introduced to the concepts of sustainability at orientation, and USF has engaged student participation in environmental programs. Students may also opt for immersion in a living-learning community program focused on a defined sustainability curriculum.

General Plan of San Francisco: ENVIRONMENTAL PROTECTION (CONT.)	
Objective	Policy
Objective 4: Assure that the ambient air of San Francisco and the bay region is clean, provides maximum visibility, and meets air quality standards.	Policy 4.2: Encourage the development and use of urban mass transportation systems in accordance with the objectives and policies of the Transportation Element.
Objective 9: Reduce transportation-related noise.	Policy 9.2: Impose traffic restrictions to reduce transportation noise.

USF has developed a detailed TDM strategy that explicitly promotes the use of public transportation systems and aims to decrease the number of drivers arriving at the campus.

Together with its neighbors, the University is committed to reducing neighborhood transportation noise where feasible. It has implemented a detailed neighborhood impact mitigation strategy for the construction of the Center for Science and Innovation building. This strategy includes noise buffering and remote vehicle staging and is intended as a model for future projects.

The University is currently establishing and enforcing restrictions on delivery times. The master plan includes development of a primary delivery area located off Golden Gate Avenue, buffered from the neighborhood by sound walls.

General Plan of San Francisco: ARTS	
Objective	Policy
Objective II-3: Promote arts education programs that reflect the cultural diversity of San Francisco.	Policy II-3.1: Encourage arts education offerings in the community and the schools to include art and artists from many cultures.

In addition to arts programs and degrees offered as part of the curriculum, the University offers a wide range of events and exhibitions that support the arts. Several noteworthy offerings are described in the Campus Programs and Community Engagement section of this chapter, including the Thacher Gallery, the Visiting Writer Series, and the broad range of performing arts programs.

In addition, USF has installed several campus art exhibits that promote campus aesthetics as well as education. One recent example is the 16th century armillary sphere which is a reproduction of the same instrument located in the Beijing Ancient Observatory in China.





Appendices



John La Salle, S.J.
CENTER FOR SCIENCE
AND INNOVATION

/ Appendices

1. Transportation Impact Study
2. Sound Study
3. Prior Conditional Use Authorizations
4. USF 2028 Planning Document
5. List of Community Meetings



Transportation Study for the University of San Francisco Institutional Master Plan



Prepared for:



Prepared by:

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March 2012

Appendix 1

**Transportation Study for the
University of San Francisco Institutional Master Plan**

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March 2012

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EXECUTIVE SUMMARY

This report presents the results of the transportation impact study (TIS) for the Institutional Master Plan (IMP) for the University of San Francisco's (USF) Hilltop Campus. The IMP presents a multi-phased strategy for the use and development of the USF campus over the next ten years. Although USF plans to develop selected programs at specific properties around San Francisco, the transportation impact analysis examined only the Hilltop Campus and associated growth there. In addition, the transportation impact analysis examines the impacts associated with the proposed traffic calming and streetscape changes to Turk Boulevard and Golden Gate Avenue between Masonic Avenue and Parker Avenue.

The USF Hilltop Campus is located in the north-central portion of San Francisco and is bounded generally by Anza Street to the north, Masonic Avenue to the east, Fulton Street to the south, and Stanyan Street to the west. The Hilltop Campus includes USF's Lone Mountain and Lower Campuses.

1.1 BRIEF PROJECT DESCRIPTION

The USF IMP consists of three major elements affecting transportation – the Campus population growth projections; the Traffic Calming Plan for Turk Boulevard and Golden Gate Avenue; and the Transportation Demand Management Strategy.

Campus Population Growth – Over the next ten years, USF expects to grow at an average rate of 0.9% per year, or less than 100 new students, faculty, and staff each year. This is the maximum growth expected at the University's Hilltop campus.

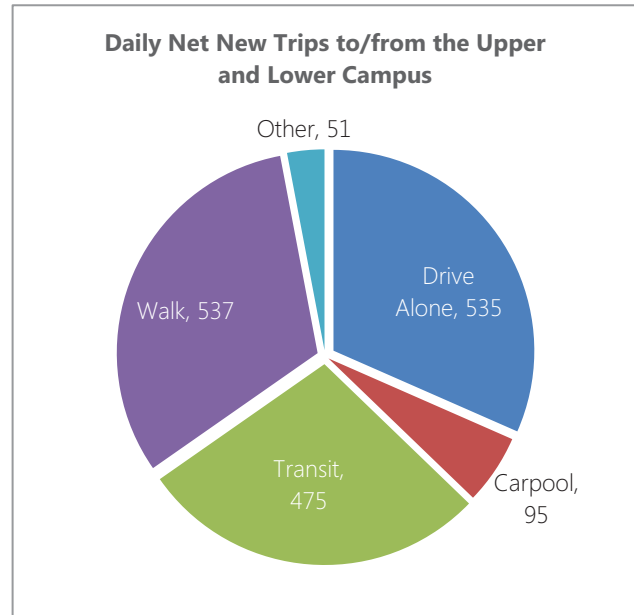
Traffic Calming Plan – Turk Boulevard and Golden Gate Avenue would be reconstructed between Masonic Avenue and Parker Avenue. A continuous median, with breaks at Chabot, Roselyn and Tamalpais, would be constructed along Turk Boulevard. The street cross section would also accommodate continuous bicycle lanes from Parker to Masonic. Golden Gate Avenue would be constructed as a pedestrian- and bicycle-priority street. Partial closures at the south end of the University Terrace Streets would limit vehicle access from Golden Gate Avenue to those streets. Gateway treatments would be added at the Masonic Avenue/Golden Gate Avenue and Parker Avenue/Golden Gate Avenue intersections. All street changes would be designed according to the San Francisco Better Streets Plan recommendations.

Transportation Demand Management Strategy – The University currently has a transportation demand management plan. This plan would be expanded as the campus population grows during the duration of the ten year IMP. The plan is designed to increase alternative mode access to campus and reduce parking demand generated by USF students, faculty and staff.

1.2 NET NEW TRAVEL DEMAND

The critical step in evaluating future transportation conditions is identifying the number of new “trips” that would be generated by population growth on the Upper and Lower Campus. The trips included in the analysis are trips coming to campus and leaving campus, not trips that occur between different buildings on the Campus during the day. For example, a student riding his bike to campus in the morning, walking to and from three classes during the day and biking home in the evening would be counted as two daily bicycle trips.

Travel demand characteristics and forecasts for the USF campus are based on the projected number of students and employees, as well as travel survey responses by faculty, staff, and students.



Overall, the daily new trips generated by the IMP are estimated to be approximately 1,700 across all modes of travel by 2022. This total includes approximately 200 new AM peak-hour trips and 200 new PM peak-hour trips. Of the 1,700 daily new trips, about 600 would be by vehicles, with 80 new vehicle trips in both the AM and PM peak hours. For other modes of travel, approximately 500 of the 1,700 daily new trips would be by transit and 600 of the 1,700 would be by foot or bicycle.

1.3 TRANSPORTATION IMPACTS

The Transportation Impact Study evaluates the IMP’s potential impacts on traffic, transit, bicyclists, pedestrians, loading, and construction activities consistent with the City and County of San Francisco Transportation Impacts Analysis Guidelines (SF Guidelines) (October 2002). Additional detail on the methodology and assumptions used for the transportation impact analysis, as well as the City of San Francisco significance criteria for identifying the significance (i.e., significant or less-than-significant) of certain impacts, is provided in the main body of this report.



Traffic

Traffic operations at 16 study intersections along key corridors (i.e., Fulton, Turk, Masonic, Golden Gate, Parker, Geary, Stanyan, Arguello) located near the Hilltop Campus were evaluated under Existing, Existing Plus Project, Baseline (2012), Near-Term (2022) Cumulative, and Cumulative (2035) Conditions. Changes to traffic as a result of the partial closures on the University Terrace streets, bike lane modifications on Turk Boulevard and Golden Gate Avenue, and pedestrian improvements were assumed to be in place, resulting in some traffic changing routes around the campus. Traffic circulating for parking on these streets was assumed to park in on-campus garages and other on-street parking areas.

Traffic conditions under future year conditions were based on expected traffic growth in the area forecasted in the San Francisco travel demand model. Based on the forecasted traffic growth in the area, some intersections are expected to operate at unacceptable levels of service according to City intersection operation standards. The IMP would add approximately 75 to 200 vehicle trips to the surrounding

roadways during the weekday AM and PM peak hours, some of which would pass through intersections these intersections; however, the IMP's contribution to traffic at intersections operating unacceptable would be minimal based on City significance thresholds. Thus, the IMP is expected to have a **less-than-significant** traffic impact under all scenarios at all 16 intersections through 2022.

The traffic analysis assumes that the mode split and travel patterns to and from the Hilltop Campus are the same in future years; however, USF has identified a comprehensive transportation demand management (TDM) strategy that would encourage non-auto travel to and from Campus. To be conservative, the traffic analysis does not quantify to what level the future enhanced TDM program would reduce overall automobile traffic to the Campus; however, implementation of the enhancements to the TDM program would reduce the IMP's contribution to unacceptable traffic operations.

While the study shows less-than-significant impacts through 2022, one intersection (Masonic Avenue/Turk Boulevard) would reach unacceptable operations without additional mitigations by 2035. The addition of an eastbound right turn pocket would improve operations to a **less-than-significant** level.



Transit

Transit operations for the transit routes operating within ¼ mile of the Hilltop Campus were analyzed under Existing, Existing Plus Project, Baseline (2012), Near-Term (2022) Cumulative, and Cumulative (2035) Conditions, including the 33 Stanyan, 43 Masonic, 5 Fulton, 21 Hayes, 31/31BX Balboa, and 38/38L Geary bus routes. Future transit ridership for the routes was estimated using the expected transit ridership growth forecast in the San Francisco travel demand model. The additional 40 new transit riders generated by the IMP during both the AM and PM peak hours would be distributed across several lines. Transit, which is analyzed using directional screenlines would continue to operate within San Francisco Municipal Transportation Agency's (SFMTA) capacity utilization standards. Therefore, the IMP would have a **less-than-significant** impact on transit.



Bicyclists

The IMP would increase the number of bicyclists traveling to the Hilltop Campus. To accommodate the increase in bicyclists, the IMP traffic calming plan includes street modifications to Turk Boulevard and Golden Gate Avenue that would improve bicyclist safety on the Campus (as well as for those bicyclists traveling through the Campus). These modifications are detailed in the IMP's traffic calming element. In overview, bicycle lanes on Turk Boulevard would be made continuous, and Golden Gate Avenue would receive additional traffic calming treatments to address pedestrian and bicyclist safety. These improvements would be consistent with the San Francisco Better Streets Plan and Bicycle Plan.

The existing facilities and the proposed bicycle improvements, including those on Masonic Avenue, would be able to accommodate the new cyclists. Since the IMP would improve an existing bicycle facility and the existing facilities could generally accommodate additional bicyclists, the IMP is expected to have a **less-than-significant** impact on bicyclists. Furthermore, the proposed elements of the Traffic Calming Plan would improve bicycling conditions compared to the existing conditions and would address potential impacts associated with the general increase in vehicles traveling to and from the Campus through the day.

The IMP also includes several new facilities on the Hilltop Campus. At the time of construction, these facilities would need to accommodate bicycle parking based on the City's Planning Code. The design of

these parking areas would be reviewed when USF seeks building permits; therefore, no impacts to bicycle parking were identified. USF is committed to providing bicycle parking consistent with demand and provides access to Koret Center locker rooms to those who bike to campus.



Pedestrians

The IMP would increase the number of people walking to the Hilltop Campus. To accommodate the increase in pedestrians, the IMP traffic calming plan would improve pedestrian safety on the Campus (as well as for others walking through the Campus). The proposed designs would pay particular attention to the pedestrian crossings on both Golden Gate and Turk. These improvements would be consistent with the San Francisco Better Streets Plan. The existing facilities, as well as the proposed enhancements on Turk and Golden Gate, would be able to accommodate the new pedestrians, and the IMP is expected to have a **less-than-significant** impact on pedestrians. Generally, the Traffic Calming Plan of the IMP would improve conditions for pedestrians walking near the Upper and Lower Campuses.



Loading

Assessments of loading impacts are specific to individual projects, and include the ability of the new development to accommodate the projected delivery and service vehicle demand generated by the new uses.

The Campus currently has 11 loading locations spread throughout the campus, including six with access from Golden Gate Avenue. To the extent that the loading demand is not accommodated on-site, and could not be accommodated within existing or new on-street loading zones, double-parking, illegal use of sidewalks and other public space is likely to occur, with associated disruptions and impacts to traffic and transit operations and bicyclists and pedestrians. These disruptions are usually short in duration and occur when trucks enter and exit loading areas. However, USF has implemented several measures to manage and improve loading issues including creating a Traffic Coordinator position in 2010 to manage campus deliveries and to address disruptions and impacts. The University limits the hours of use of its loading docks to Monday through Friday, 7 am - 4 pm and Saturday & Sunday 9 am - 4 pm. No specific loading impacts were identified.



Construction

Temporary construction impacts are specific to individual development projects, and include impacts related to temporary roadway and sidewalk closures, relocation of bus stops, effects on roadway circulation due to construction vehicles, and parking demand associated with construction workers. The IMP envisions development sites may affect the transportation network along Fulton Street, next to St. Ignatius; Parker Avenue, between McAllister and Turk; Golden Gate Avenue, west of Masonic; Turk Boulevard, between Tamalpais Terrace and Roselyn Terrace; and Anza Street, east of Parker Avenue. Construction activities that affect street right-of way are typically regulated through permits and construction requirements to ensure acceptable levels of traffic and transit flow during the period of traffic disruptions. Construction best management practices are typically required to be in place to ensure the safety of construction workers, motorists, bicyclists, and pedestrians throughout the construction period. No construction impacts were identified.

1.4 PARKING ANALYSIS

The City of San Francisco does not consider parking to be a part of the physical environment, since the availability of parking spaces (or lack thereof) is not a permanent physical conditions and changes over time (both throughout the day and week and as people change their travel mode and patterns). However, parking supply and demand is generally of interest to both residents and the USF community and was reviewed as part of the Transportation Study prepared for the IMP.

USF currently owns and operates seven parking lots and three parking garages on the Hilltop Campus, providing a total parking supply of 860 spaces. Most on-campus parking requires students, faculty, and staff to purchase parking permits. Parking on-campus is generally fully occupied throughout the day, except for select lots on the Campus that have available capacity. Based on the 2010 travel survey, 55 percent of those who drive to campus park in on-street parking spaces around the campus; 45 percent park in on-campus lots and garages.

Due to the existing parking demand and on-street parking restrictions in the neighborhood, parking demand near the Upper Campus and Lower Campus is generally occupied during the work day. The parking spaces contained within study area bounded generally by Arguello, Geary, Masonic, and Fell are approximately 85 percent occupied at the peak time of day, suggesting that there is some available supply to absorb additional on-street parking. Parking much closer to the Campus is more occupied; however, it typically does not meet or exceed being 100 percent occupied. After about 6 PM and before 7am, parking occupancy generally decreases throughout the parking study area.

The on-street parking spaces on streets adjacent to campus require a residential parking permit (either "BB" or "L"); however, vehicles without a residential permit sticker are permitted to park freely for up to two hours. Based on the 2010 USF travel survey, USF-faculty, staff, and students were estimated to occupy approximately 15 percent of on-street parking supply during the whole day and approximately 25 percent of spaces during the peak hour of the day.

Based on the travel surveys and on-campus parking garage surveys, USF has an existing parking demand for about 1,670 parking spaces. As population on the Hilltop Campus grows, parking demand would increase by approximately 225 spaces without enhancements to the existing TDM plan. To accommodate the increase in parking demand, USF would restructure its on-campus parking permit system to better allocate parking permits into under-occupied parking lots and implement a more comprehensive TDM plan to reduce overall parking demand. The TDM plan's goal is to reduce parking demand by 13 percent.

Recognizing that some parking will continue to occur on streets around the Campus even with the enhanced TDM plan, USF would implement the Traffic Calming Plan to reduce the impact of vehicles circling neighborhood blocks looking for on-street parking. During the peak hour of the day, there are approximately 620 unoccupied on-street parking spaces in the parking study area around the Campus. Assuming that approximately 45 percent of the future USF parking demand (i.e., approximately 100 vehicles) is met using on-street parking spaces, then the parking study area would continue to have available parking. The turn restrictions on the Terrace streets included in the Traffic Calming plan would discourage vehicles from circulating through each street looking for parking in an area where availability is most constrained.

Additionally, USF is working the University Terrace neighborhood to change the time limit restrictions on BB permitted streets. As proposed, time limits would be reduced from two-hours to one-hour for non-BB permitted vehicles.

1.5 MITIGATION AND IMPROVEMENT MEASURES

The IMP is not expected to result in any significant impacts to the surrounding transportation network; therefore, no improvement measures were identified. Any individual project on the Campus would be subject to additional review by the City to ensure that potential issues with bicycle parking, loading, and construction are addressed in the future design. As noted, USF will be implementing a more comprehensive TDM strategy to address increasing travel demand to and from the campus. The University has implemented a loading management plan and construction management plan to minimize loading and construction impacts to adjacent streets.

CHAPTER 1. INTRODUCTION

This report describes the existing transportation conditions and provides a transportation impact analysis conducted for the University of San Francisco (“USF”) Campus in the City and County of San Francisco, California, as part of the USF Institutional Master Plan (“IMP”). USF has developed a comprehensive strategy to mitigate enrollment growth on the USF Hilltop Campus (both the Upper and Lower Campus) through a distributed campus model as well as a set of capital building projects and campus improvements.

Consistent with the City and County of San Francisco Transportation Impacts Analysis Guidelines (“SF Guidelines”) (October 2002), this transportation impact analysis evaluates the project’s potential impacts on traffic conditions, transit operations, parking operations, bicycle conditions, pedestrian conditions, loading operations, and construction activities. This chapter summarizes the key attributes of the project relating to transportation conditions, outlines the report structure, and describes the methodology used for analysis.

1.1 PROJECT SITE

The Hilltop Campus is located in the north-central portion of San Francisco and is bounded generally by Anza Street to the north, Masonic Avenue to the east, Fulton Street to the south, and Stanyan Street to the west. The Hilltop Campus includes USF’s Upper and Lower Campuses. The Upper Campus is generally the portion of the Campus located north of Turk Boulevard; the Lower Campus the the remaining portions of the Campus south of Golden Gate Avenue and west of Parker Avenue. The study area used in this analysis is generally bounded by Arguello Boulevard in the west, Geary Boulevard in the north, Central Avenue in the east, and Fell Street in the south. **Figure 1.1** shows the location of the project site and streets within the project study area. **Figure 1.2** illustrate the conceptual IMP development plan. **Figure 1.3** illustrates the conceptual traffic calming plan.

1.2 PROJECT DESCRIPTION

The USF IMP consists of three major elements affecting transportation – the Campus population projections; the Traffic Calming Plan for Turk Boulevard and Golden Gate Avenue; and the Transportation Demand Management Strategy. This section describes each of the project elements, which are included in this impact analysis.

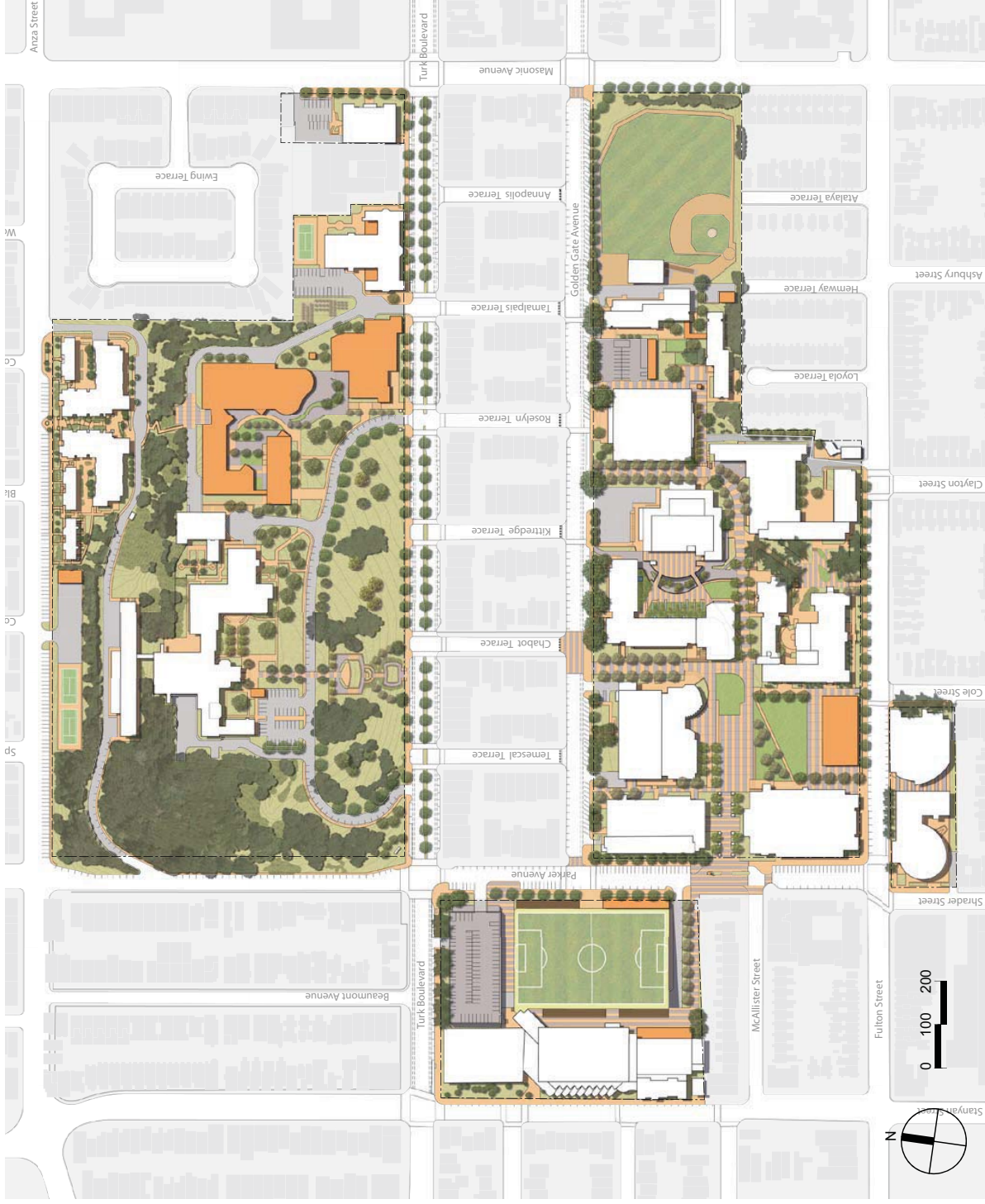
1.2.1 *Campus Population Projections*

As of the Fall 2011 semester, USF has approximately 8,730 enrolled undergraduate and graduate students. The Campus has approximately 10,900 people on it after including faculty and staff. USF is projecting Hilltop enrollment to grow by an average of 0.9 percent annually over the next ten years (i.e., the length of this IMP). Given the current enrollment, the projected 0.9 percent annual growth factor would yield a future population of approximately 8,810 enrolled students in 2012 and 9,635 enrolled students in 2022. Including commensurate growth in faculty and staff, campus population is projected to increase from approximately 10,900 in 2011 to approximately 12,030 in 2022. The estimated on-campus population and enrollment projections would be used as basis to develop projects identified in the IMP and to analyze the associated impacts of the projects. **Table 1.1** summarizes the proposed population increases at the Hilltop Campus.



Project Location and Study Area

Figure 1.1



Source: Sasaki Associates

Illustrative Plan
Figure 1.2



Not to Scale

TABLE 1.1: PROJECTED STUDENT, FACULTY, AND STAFF POPULATION AT HILLTOP CAMPUS

Population Group	Population			
	Fall 2011 ¹	Fall 2012 Projected	Fall 2022 Projected	Percent Increase 2011-2022
Resident Student	2,082	2,082	2,732	31%
Non-Resident Student	6,649	6,728	6,903	4%
Total Student	8,731	8,810	9,635	10%
Faculty	992	1,001	1,095	10%
Staff	1,178	1,189	1,300	10%
Total Population	10,901	10,999	12,030	10%

Notes:

1. Based on USF 2011 Enrollment Census.

Source: Sasaki, 2011

Recognizing that accommodating all enrollment at the Hilltop Campus will not be feasible, USF is developing a “distributed campus model” that consists of creating growth opportunities by other means, either through new delivery mechanisms such as online programs or by locating academic program at other sites away from the Hilltop campus. The details of these plans are still in development and so this analysis conservatively examines the growth at the Hilltop campus only.

USF has translated the facility needs for growth into a list of five-year and ten-year capital projects and campus improvements for the USF Campus. The projects being considered include a new residence facility with 350 beds and approximately 60,000 to 75,000 gross square feet of academic and support space.

1.2.2 Traffic Calming Plan

The USF Traffic Calming Plan is a transportation system management strategy designed to better accommodate the existing and future transportation needs of the University and the University Terrace residents, the residential neighborhood located between the Upper and Lower Campuses. The Plan addresses vehicle circulation and pedestrian access between the upper and lower portions of the Hilltop Campus (i.e., Temescal, Chabot, Kittredge, Roselyn, Tamalpais, and Annapolis Terraces) and along Golden Gate Avenue and Turk Boulevard between Masonic and Parker Avenues. The Plan also addresses concerns with circulating vehicles whose drivers are looking for parking. Further description of the Traffic Calming Plan study process and recommendations is included in **Appendix E**. All street changes would be designed according to the San Francisco Better Streets Plan. An initial conceptual traffic calming plan, as shown in **Figure 1.3**, was developed in partnership with the University Terrace neighborhood residents and a preferred plan was developed.



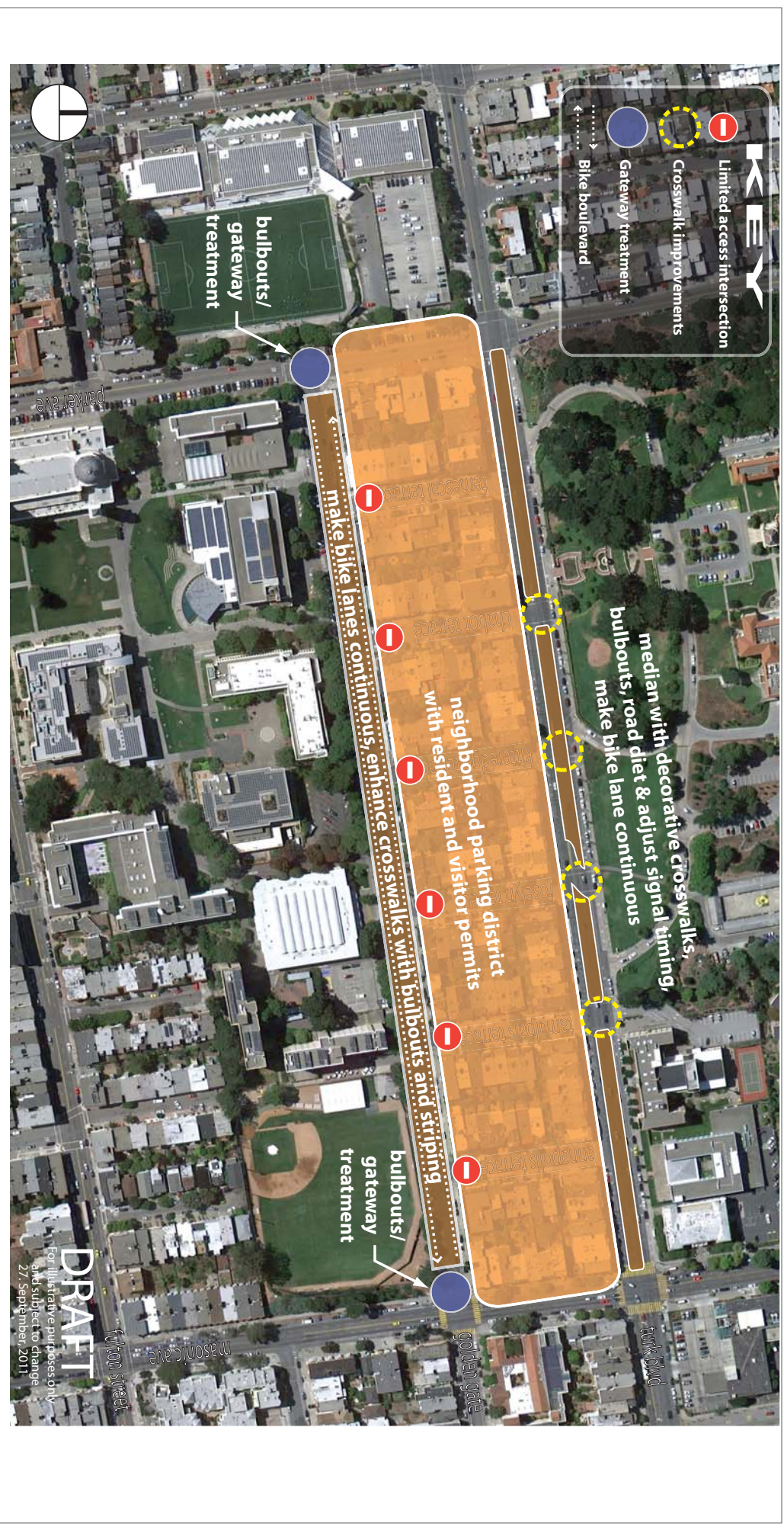
The following improvements would be made to Turk Boulevard between Masonic and Parker:

1. A continuous median with full breaks at signalized intersections (i.e., Chabot and Tamalpais) would be constructed.
2. The bicycle lanes between Parker Avenue and Masonic Avenue would be in both directions.
3. A left-turn pocket would be provided at Roseyln Terrace to allow vehicles to access the Upper Campus; however, through access to Roselyn would be prohibited through a median barrier.
4. One westbound travel lane would be removed to accommodate bike lanes and the median.

The following improvements would be made to Golden Gate Avenue between Masonic and Parker:

1. Golden Gate Avenue would be constructed as a pedestrian- and bicycle-priority street; however, vehicles would be permitted.
2. Partial closures at the south end of the University Terrace Streets would limit vehicle access onto those streets from Golden Gate Avenue.
3. Gateway treatments would be added at or near the Masonic Avenue and Parker Avenue.

In addition to the improvements in the Traffic Calming Plan, the IMP includes an enhanced crosswalk to facilitate pedestrian movement from the Koret Center to the Lower Campus. As shown in **Figure 1.2**, the IMP proposes enhancing the existing crosswalks at the intersection of Parker Avenue and McAllister Street. A new crosswalk would be added on the north leg of the intersection of Parker Avenue and McAllister Street and extend 100 feet to the north. The crosswalk would be marked with decorative pavement to create a “visitors’ arrival area” entrance to the Campus. The crosswalk would also connect the Koret Center to the rest of the lower campus. USF also proposes to enhance the pedestrian crossings along Fulton Street between Parker Street and Loyola Terrace. Enhancements could include, but are not limited to, new crosswalk striping, paving materials, midblock crosswalks, or corner curb extensions. Any pedestrian enhancements would need to be reviewed and approved by the SFMTA and undergo additional design review. Crosswalks at Masonic Avenue would be improved as part of the city-led Masonic Avenue streetscape project.



DRAFT
 For illustrative purposes only
 and subject to change
 27 September 2011

PREFERRED TRAFFIC CALMING PLAN



1.2.3 Transportation Demand Management Plan

This section contains an evaluation of the existing Transportation Demand Management (TDM) program at the University, and identifies strategies for program expansion. The following were objectives of the evaluation:

- gain knowledge about the existing TDM program;
- identify barriers that may be preventing USF students, faculty, and staff from taking advantage of program benefits;
- identify opportunities for promoting TDM incentives; and
- consider new TDM initiatives at USF.

The evaluation included a review of existing transportation options on and near campus; a survey of campus students, faculty, and staff regarding the feasibility of future TDM options; and an analysis of parking supply and demand on and near campus (parking discussed in **Chapter 6**).

This section provides a brief background on the existing TDM strategies at USF and related online survey responses; it then focuses on the parking and TDM strategies recommended to accommodate planned traffic calming projects and University population growth.

Existing Program



Shuttle Service

From 2001 to 2006 USF, in cooperation with St. Mary's Hospital, provided a BART shuttle from campus. The service ran Monday through Friday throughout the year except holidays, and service was provided approximately every half hour. USF identification was required for purchase of shuttle tickets. This shuttle service was discontinued in 2006 because of cost and ridership concerns. USF currently operates a night safety shuttle in the immediate vicinity of campus.

In the online survey, when asked, "Why do you typically drive alone to campus?", 41% of drivers stated that they have no reasonable transit option, 7% stated that transit does not run late enough and 4% stated that they do not know which transit route to take. When asked, "If you currently drive alone to campus, what would encourage you to use an alternative to driving alone?," 37% of drivers responded a shuttle connecting USF to BART; 19% stated a shuttle connecting USF to another location; 15% responded a shuttle connecting USF to Caltrain; and 10% stated an extended area of coverage for the night safety shuttle.

Parking Pricing

According to the online survey, nearly half of those who drive to USF pay nothing to park. However when asked if they would still drive to campus if the cost of driving increased, 8% said they would stop driving if prices increased by 2 5%, 41% said they would stop driving if prices increased by 50%, and 45% said they would stop driving if prices increased by 100%.

Carpool Parking

Twenty-five designated carpool parking spaces are available on campus, located at the Koret parking lot upper level. These spaces are reserved for carpool users before 10 am and are open to all users after 10 am. Currently, carpool parking permits are available only to faculty and staff. In 2010-11, 132 such parking permits were sold. However, during the morning hours the 25 carpool spaces in the Koret Parking lot were below 50% occupancy. While reserved parking is valuable, reserved parking in only one location or for only one user group may not be the best way to serve the needs of all campus users.

Ridesharing

USF has a private ridesharing network available through Zimride. Through this program, USF faculty, staff, and students can find and share rides within the USF community. While allowing USF faculty, staff, and students to find others commuting to the same location is beneficial, many additional potential rideshare matches exist if those outside the immediate USF community are included in the match pool. Even within the USF community, the online transportation survey results demonstrate further potential to encourage additional ridesharing. Among drivers, 28% indicated that they drive alone because they do not have anyone with whom to share rides.



Marketing Efforts

The campus survey considered whether faculty, staff, and students are aware of various TDM program components in place on campus, including guaranteed ride home, flex hours and telecommuting, carpool parking, ridesharing, and the safety escort. Only 21% of faculty and staff are aware of the guaranteed ride home program. When asked, "What are your main reasons for driving alone to campus?," among faculty and staff who currently drive alone to campus, 24% stated "Need to get home in case of emergency" as one of their main reasons.

Only 24% of faculty and staff know about the potential to telecommute or work flex work hours. Finally, only 36% of faculty and staff know that reserved carpool parking is available; 44% of faculty staff and students are aware of the Zimride ridesharing program; and 47% are aware of the USF safety escort service.

Parking Demand Forecast

Based on field surveys, the average daily occupancy of on campus parking lots on the USF campus is 56 percent, with a peak occupancy rate of 93 percent from 11AM to 12PM. **Table 1.2** summarizes an analysis of parking supply and demand given the existing campus population and expected changes (campus growth and reduced on street parking options). Analysis inputs are based on information provided by the University, survey responses, and/or field observations. These numbers represent the expected, unmitigated demand for parking in ten years. Accordingly, this analysis establishes the peak hour parking demand reduction target at 13% (232 parking spaces) for the Transportation Demand Management program.

TABLE 1.2: UNMITIGATED PARKING DEMAND AND SUPPLY ANALYSIS

Metric	Detail	Source / Notes
Population		
2011 USF Hilltop Campus population	10,901	USF
Annual growth	0.9%	USF
Years projected	10	USF
Projected population	12,030	USF
On-Campus Parking		
Total regular use on-campus spaces	710	Data Collection, 2011
Peak occupancy rate	93%	Data Collection, 2011
Peak occupied on-campus spaces	658	regular use space * peak occupancy rate
Peak parking rate	0.06	peak occupied on-campus spaces / campus population
Future displaced on-campus spaces	92	removal of 5 spaces at Fromm, 10 on ramp, 77 at Loyola
Projected peak occupied on-campus spaces	726	peak parking rate * projected population
Projected parking deficit	108	projected peak occupied on campus spaces - (regular on-campus spaces - future displaced spaces) Note: this assumes optimal allocation of permits
Off-Campus Parking		
Total off-campus parking spaces	3,669	Data Collection, 2011
Peak occupancy rate	84%	Data Collection, 2011
% of off-campus spaces used by USF	25%	online survey results, US Census American Community Survey residential statistics, and SFMTA RPP issuance – 902 spaces at noon (peak) / 3,670 = 25%
Off-campus spaces used by USF	902	total off-campus parking spaces * % used by USF
Off-campus spaces not used by USF	2,180	total off-campus spaces * peak occupancy - spaces used by USF
Peak parking rate of faculty, staff, and students	0.08	off-campus spaces used by USF / campus population
Projected peak occupied off-campus spaces	995	peak parking rate per USF * projected population
Spaces to be removed on Masonic	153	Masonic Avenue Streetscape Plan
Spaces to be removed from traffic calming	20	Traffic Calming Study
Future total off-campus parking spaces	3,496	total off-campus spaces - Masonic - Traffic Calming
Future allowable off-campus peak occupancy	87%	estimated allowable peak parking occupancy rate
Future available parking spaces	3,052	future total off-campus spaces * allowable peak rate
Future available parking spaces to USF	872	future available spaces - spaces not used by USF
Projected off-campus parking deficit	123	project peak spaces by USF - future available spaces to USF
Total		
Projected Total Parking Deficit	232	projected on-campus + off-campus parking deficit
% of USF currently driving to campus at peak	14.3%	sum(peak occupied on-campus spaces + peak occupied off-campus spaces)/campus population
Projected # of driving to campus	1,722	% of USF driving to campus at peak * projected population
Projected necessary % demand reduction	13%	projected parking deficit / project # of USF faculty, staff, and students driving to campus

Source: Fehr & Peers, 2011

TDM Goals

The purpose and goals of the TDM plan is to reduce USF community generated vehicle trips from traveling to and from campus. By extension the plan would improve pedestrian safety, reduce vehicle emissions, and improve neighborhood quality of life. Based on the parking analysis and overarching goals of the Master Plan, the goals of the TDM plan are:

- Reduce future parking demand by 13% by 2022
- Identify strategies to operate the TDM program on a cost-neutral basis
- Meet the needs of the University while fulfilling the City of San Francisco’s requirements and minimizing impact to the surrounding neighborhood
- Implement a continuous monitoring system to track progress of the TDM measures and adjust the program as necessary every two years to achieve the required parking demand reduction

The University has identified fourteen strategies to augment the campus TDM program currently in place. These TDM strategies reflect:

- Needed trip reductions to match parking availability with campus growth
- Empirical literature on TDM efficacy
- Campus user survey responses regarding interest/feasibility of candidate strategies

Based on the target peak hour parking demand reduction of 13% the strategies in **Table 1.3** and discussed further below have been recommended for implementation to expand the current campus TDM Program.

TABLE 1.3: TDM PROGRAM		
Category	Strategy	% Peak Parking Demand Reduction Estimate
Shuttle/Transit	Shuttle System	4 – 6%
	Transit Subsidy (beyond Muni FastPass) for Students	3 – 4%
	Increase Prices of On Campus Parking Permits (to help fund shuttle system)	1 – 2%
	Comprehensive Marketing Efforts	1 – 2%
Parking	On Street Time Restrictions	Less than 1%
	Expanded Preferential Parking Spaces for Carpools	Less than 1%
Other	Bicycle Sharing	Less than 1%
	Additional Bicycle Racks	Less than 1%
	Secure and Covered Bicycle Cages or Lockers	Less than 1%
	Discounts with Local Bicycle Shops	Less than 1%
	Enhanced Transportation Website	Less than 1%
	Commute Buddy Program	Less than 1%
	Expand Zipcar and City Car Share	Less than 1%
Expand Ridesharing Program	1 – 2%	
Total Estimated Peak Parking Demand Reduction		10 – 15%

Fehr & Peers, 2011.

TDM Enhancements

Shuttle System: If supported by further analysis, USF may choose to implement a shuttle system to offer first/last mile connections from BART, Caltrain, and potentially other locations within SF with high demand for shuttle service. Implementing the following additional strategies will support the success of the shuttle program:

- Offer a "NextShuttle" app for smart phones that allows students/faculty to monitor shuttle routes.
- Conduct consistent outreach to ensure the USF community is aware of and utilize this service
- Conduct periodic monitoring to ensure the shuttle routes, service times, and headways are most efficient for the community.

Transit Subsidy (beyond Muni FastPass) for Students: If supported by further analysis, USF may expand the general transit subsidy program (which is currently available only to faculty/staff) to cover students. The University will consider the impact of extending the flexible subsidy to students (who currently are only provided a Muni Fast Pass) for use with Bay Area Rapid Transit (BART), Caltrain, Golden Gate Transit, or other transit systems.

Increase Prices of On Campus Parking Permits (to help fund shuttle system): In December 2011, the University established a campus task force to begin an analysis of parking policies and procedures. Included in this process will be the analysis of increasing the price for all types of permits (including 2 and 3 person carpools). Resulting funds could help offset costs of the shuttle system or transit subsidy.

Comprehensive Marketing Efforts: The University recognizes that marketing and information sharing is critical to the success of TDM strategies. The University will provide information sharing and marketing to promote commute trip reduction strategies including informational material and events. This may include: fairs, pamphlets, working with departments and student groups, holding drawings, participating in bike-to-work days, clean air days, and other marketing efforts.

Expanded Preferential Parking Spaces for Carpools: The University may provide additional carpool parking spaces at major parking lots around campus. After 10AM carpool spaces will be opened to general use to ensure efficient use of spaces.

Expanded Preferential Parking Spaces for Carpools: Provide additional carpool parking spaces at major parking lots around campus. After 10AM carpool spaces would be opened to general use to ensure efficient use of spaces.

Bicycle Sharing: The University may seek to implement a bicycle sharing program, including investigating the City's interest in USF hosting a pilot program. The initial concept under consideration is to allow the USF community access to free or inexpensive bicycles to use for mid-day trips to and from campus or to other campus locations. If bicycle demand to and from major transit hubs is reasonably high, the program could have designated pods off-campus.

Additional Bicycle Racks: The University will increase the capacity and convenience of bicycle racks including in the vicinity of the Koret Center. Additional bicycle racks will be provided in areas with high demand.

Secure and Covered Bicycle Cages or Lockers: USF will investigate the potential for indoor bicycle cages or similar secure, covered storage.

Discounts with Local Bicycle Shops: The University will support student and faculty efforts to establish discounted bicycle rental rates (hourly, daily, and by the semester) at local bicycle shops. Discounts on bike purchases and maintenance may also be offered.

Enhanced Transportation Website: The University's existing transportation website will include information and/or links to transit agencies, walking maps, bicycle maps, commute trip planners, bike parking maps, videos or demos on safe bicycling, advocacy groups, and other useful commute information. The website enhancements would include:

- Indicating carpool spaces on the campus parking map
- Consolidating the various transportation and parking websites to one location
- Featuring discounted carpool permit information
- Promoting the telecommuting/flex hours option for employees
- Promoting the free Muni pass for students
- Providing cyclists information on existing bicycle resources, maps, routes, and a link to the USF web portal: USFpedals

Commute Buddy Program: The University may implement a Commute Buddy program to match experienced transit and bike commuters with new alternative transportation commuters. Experienced commuters would volunteer time to assist new commuters in planning their transit and bicycle routes, how to make connections, tips on parking, suggestions on bicycle gear, and guidance on reading transit schedules.

Expand Presence of Zipcar and City Car Share: The University will analyze the potential to provide additional car share vehicles at various locations throughout campus. The University currently has located Zipcar spots at the Loyola lot and on the upper deck of the Koret lot to encourage ride-sharing and help decrease the reliance on automobile among Koret patrons.

Expand Ridesharing Program: The University will make efforts toward expanding the current ridesharing program (Zimride) to include other universities in San Francisco.

TDM Implementation

To further develop the TDM Program, several next steps are needed to ensure proper implementation of a TDM program that meets the needs of the USF community and the goals of the IMP. These steps are outlined below:

- **Analysis of Program Elements.** Conduct a detailed analysis of the TDM Program elements described above. This will include analysis and determination of the following items:
 - Shuttle route and shuttle stop locations
 - Optimal shuttle route frequencies and periods of operation
 - Implementation plan for transit subsidy expansion
 - Pricing plan for parking permits
 - Locations for bicycle racks and lockers
 - Identification of marketing efforts
 - Other items to fine tune each TDM program element
- **Funding and Implementation Plan.** Conduct a cost analysis and funding plan for the TDM program. For each TDM strategy, identify potential funding sources, determine the implementation lead, and create a timeline for implementation.
- **On-Campus Parking Usage Optimization.** The supply and demand analysis presented in this TDM Program assumes that on campus parking can be better allocated via pass and lot assignments. Campus parking is currently used sub-optimally, with select lots oversubscribed while others have significant vacancies even at peak times. If this cannot be reconciled efficiently, more stringent TDM measures may be required.
- **On-Campus Transportation Coordinator and Website.** USF will consider designating an individual to monitor the TDM plan effectiveness, provide information regarding available transportation alternatives through a website, and coordinate with City agencies.
- **Monitoring of Transportation Demand.** The University will monitor transportation measures and programs on an annual basis to determine the success of the programs and to make decisions about the allocation of resources or changes in the services that may be needed to better address the needs of the University. The monitoring program will determine the success of the TDM Program by tracking key metrics and comparing to the existing conditions as documented in this study. These metrics include: (1) Drive-alone rates; (2) Parking occupancy; and (3) Transit ridership

1.3 REPORT ORGANIZATION

The remainder of this report is divided into the following chapters:

Chapter 2 – Existing Conditions describes the operating conditions of the existing transportation network in the project vicinity, including the surrounding roadway network, weekday AM and PM peak hour traffic volumes, and intersection operations at 16 study intersections. Additionally, this section describes the public transit network, bicycle facilities, pedestrian facilities, existing loading operations, and emergency service activity and access.

Chapter 3 – Travel Demand Analysis includes the IMP’s trip generation, trip distribution, mode split, and trip assignment forecasts, as well as parking demand.

Chapter 4 – Transportation Impact Analysis describes the anticipated operating conditions of the transportation network with and without the IMP. Chapter 4 discusses the transportation network under the following six scenarios:

Existing Plus Project Conditions describes the anticipated operating conditions of the transportation network with the addition of the IMP projects to accommodate USF-projected growth over the ten-year period. Operations of the transportation network after the addition of the travel demand from the project are described, including the project’s impacts on study intersections, parking, loading, transit, bicycle, emergency vehicle and pedestrian facilities. Potential impacts of the project construction on the transportation network are also discussed.

Baseline No Project Conditions describes the anticipated operating conditions of the transportation network in Year 2012, including the expected growth between existing conditions and 2012 assuming no new development at the Campus site. Vehicle operations at each of the study intersections are described for Baseline Conditions. Transit operations are also analyzed.

Baseline Plus Project Conditions describes the anticipated operating conditions of the transportation network under Baseline Conditions assuming full operation of the Master Plan projects to accommodate USF-projected growth over the ten-year IMP planning period. Operations of the transportation network after the addition of the travel demand from the project are described, including the project’s impacts on study intersections, parking, loading, transit, bicycle, emergency vehicle and pedestrian facilities. Potential impacts of the project construction on the transportation network are also discussed.

Year 2022 Cumulative No Project Conditions describes the anticipated operating conditions of the transportation network in Year 2022 including the expected growth between existing conditions and 2022, assuming no development at USF. Vehicle operations at each of the study intersections are described for 2022 Cumulative Conditions. Transit operations are also analyzed.

Year 2022 Cumulative Plus Project Conditions describes the anticipated operating conditions of the transportation network in Year 2022 Cumulative Conditions assuming full buildout and operation of the ten-year Master Plan projects. Operations of the transportation network after the addition of the travel demand from the project are described, including the project’s impacts on study intersections, parking, loading, transit, bicycle, emergency vehicle and pedestrian facilities.

Year 2035 Cumulative No Project Conditions describes the anticipated operating conditions of the transportation network in Year 2035, per City requirements, including the expected growth between existing conditions and 2035, assuming no development at USF. Vehicle operations at

each of the study intersections are described for 2035 Cumulative Conditions. Transit operations are also analyzed.

Year 2035 Cumulative Plus Project Conditions describes the anticipated operating conditions of the transportation network in Year 2035 Cumulative Conditions assuming full buildout and operation of the ten-year Master Plan projects. No further development beyond the ten-year Master Plan projects is assumed to occur by year 2035. Operations of the transportation network after the addition of the travel demand from the project are described, including the project's impacts on study intersections, parking, loading, transit, bicycle, emergency vehicle and pedestrian facilities.

Chapter 5 – Transportation Mitigation and Improvement Measures describes the proposed mitigation measures identified to reduce potentially significant transportation impacts created by the IMP, if applicable. In addition, improvement measures are provided in cases where project impacts are less-than-significant, but measures to improve circulation or project access may be beneficial.

Chapter 6 – Parking Conditions describes the results of a survey of existing supply and occupancy of on-street and off-street parking facilities. Existing on- and off-street parking conditions were examined in the parking study area. Existing and forecasted parking demand was calculated based on information provided by the University, survey responses, and observations from the parking survey.

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CHAPTER 2. EXISTING CONDITIONS

The existing transportation and circulation conditions within the vicinity of the University of San Francisco can be described in terms of the existing roadway network, transit network and service, pedestrian conditions, bicycle conditions, parking supply and occupancy, and Transportation Demand Management measures currently in place.

2.1 PROJECT SETTING

The IMP for the USF Hilltop Campus is a multi-phased strategy for the development of the USF Hilltop campus over the next ten years. Although USF would accommodate new growth in other properties around San Francisco, growth would occur at the existing “main” Hilltop Campus at less than one percent per year. The Hilltop Campus is located in the north-central portion of San Francisco and is bounded generally by Anza Street to the north, Masonic Avenue to the east, Fulton Street to the south, and Stanyan Street to the west. The Hilltop Campus includes USF’s Lone Mountain and Lower Campuses. The location of the Campus is shown on **Figure 1.1**.

2.1.1 Previous Studies

USF submitted its last IMP in 2004 and followed it with several updates, including the most recent in June 2010. In addition to serving the needs of the University in planning for orderly development and change on the campus, the plan also satisfies Section 304.5(b) of the San Francisco Planning Code, which requires educational institutions to prepare and file with the San Francisco Planning Department an IMP every ten years, with updates every two years. The purpose of the IMP is to inform City officials and the public of an institution’s future plans and the impacts of those plans. The University is not required by the City of San Francisco to complete another IMP until 2014; however, in an agreement with the University Terrace Association, the University consented to submit an IMP by 2012.

Based on a survey conducted of USF faculty, staff and students, nearly 70 percent of the USF community currently arrives to campus on foot, bicycle, skateboard, public transit or carpool. This represents a substantial decline in drive-alone rate from the 2004 IMP. While only a quarter (26%) of students typically drive to campus, just over half (52%) of faculty/staff typically drive alone.

2.2 VEHICULAR ACCESS



This section describes the local and regional roadway system in the vicinity of USF. Roadway classifications are defined according to the Transportation Element of the *San Francisco General Plan*. Local access roadway descriptions also indicate the corresponding roadway designation and direction, number of travel lanes, and number of parking or bicycle lanes, where present.

2.2.1 Regional Access

Highway 101 (US 101) provides regional access to the site from the north and south. US-101 serves San Francisco and the Peninsula, the South Bay, and extends north via the Golden Gate Bridge to the North Bay. To the south, I-80 merges with US 101, connecting San Francisco to the East Bay via the San Francisco-Oakland Bay Bridge. I-80 provides primary access to the East Bay communities of Oakland and Berkeley, as well as to other major freeways in the East Bay (I-580 and I-880). After crossing the Golden Gate Bridge, drivers from the north would likely merge onto State Route 1 (SR 1) or turn onto Divisadero Street to access USF. Drivers from the south would likely use the Central Freeway off-ramp at Octavia Boulevard to travel to the Hilltop Campus.

State Route Highway 1 (SR 1) provides regional access from the Peninsula and South Bay to Marin County and the North Bay. Junipero Serra Boulevard, 19th Avenue and Park Presidio Boulevard are designated as SR 1 between I-280 and US 101. Drivers from SR 1 would most likely use Fulton Street or Turk Boulevard (via Balboa Avenue) to access to USF.

2.2.2 Local Access

Local access to USF is provided by the following roadways:

Masonic Avenue is a north-south arterial with three lanes in each direction. As one of the flattest north-south routes in the area, it is attractive to bicyclists and pedestrians. Masonic Avenue is one of the only through streets that run north-south between Geary Boulevard and Fell Street in this part of San Francisco.

Geary Boulevard is an east-west arterial that runs one block north of the Campus. Geary Boulevard has three lanes in each direction and is designated as a Transit Important Street (Primary Transit Street) and a Neighborhood Pedestrian Street (neighborhood commercial street).

Turk Boulevard is an east-west arterial with two westbound traffic lanes, one eastbound traffic lane, discontinuous bicycle lanes and on-street parking. West of Arguello Boulevard, Turk Boulevard becomes Balboa Street through the Richmond District.

Fulton Street is an east-west arterial that runs from the Great Highway to Franklin Street. Near USF it has two lanes and on-street parking in each direction. The roadway is designated as a Secondary Transit Street.

Stanyan Street is a north-south arterial that has one lane in each direction with on-street parking on both sides. Stanyan Street connects neighborhoods south of Golden Gate Park to Geary Boulevard. Aside from Masonic Avenue, Stanyan is the only street in the area providing vehicle access both north of Geary Boulevard and south of Fell Street.

Local streets that provide direct access from these arterials to USF include Parker Avenue, Anza Street, O'Farrell Street and Golden Gate Avenue. These streets are generally one lane in each direction with on-street parking.

2.2.3 Intersection Operating Conditions

Weekday peak hour intersection turning movement counts were compiled from AM and PM peak period data (7:00 to 9:00 AM and 4:00 to 6:00 PM) for the 16 study intersections. Existing lane configurations and traffic controls are shown on **Figure 2.1**. Traffic counts were conducted at each study intersection in 2011 and are shown in **Figure 2.2**.

1. 1. Arguello Boulevard / Geary Boulevard
2. 2. Arguello Boulevard / Turk Boulevard
3. 3. Arguello Boulevard / Fulton Street
4. 4. Stanyan Street / Turk Boulevard
5. 5. Stanyan Street / Fulton Street
6. 6. Stanyan Street / John F Kennedy Drive
7. 7. Parker Street / Geary Boulevard
8. 9. Parker Street / Golden Gate Avenue
9. 10. Masonic Avenue / Geary Boulevard
10. 11. Masonic Avenue / Turk Boulevard
11. 12. Masonic Avenue / Golden Gate Avenue
12. 13. Masonic Avenue / Fulton Street
13. 14. Masonic Avenue / Fell Street
14. 15. Turk Boulevard / Chabot Terrace
15. 16. Turk Boulevard / Tamalpais Terrace

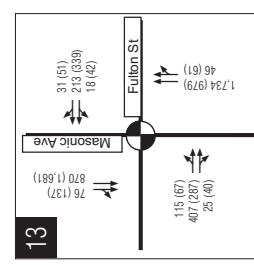
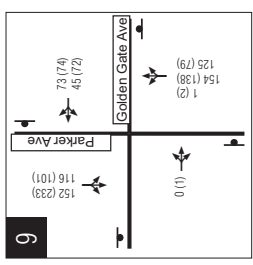
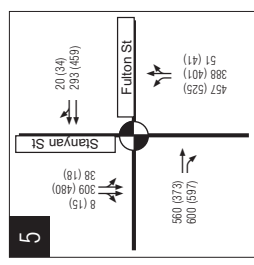
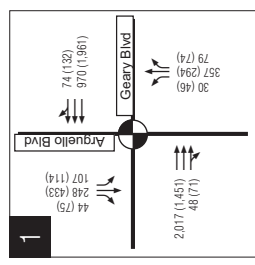
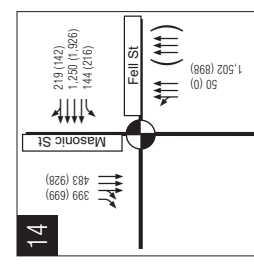
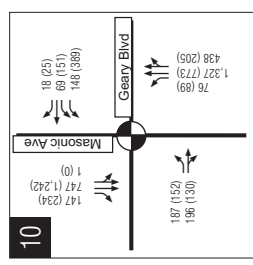
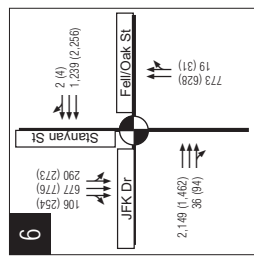
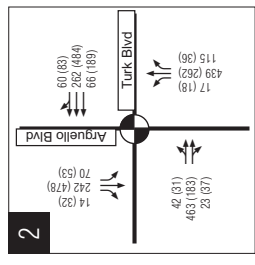
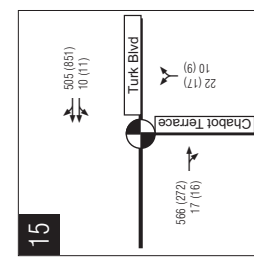
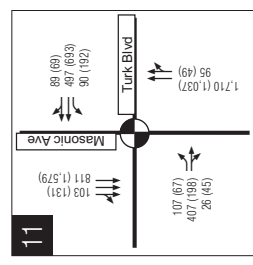
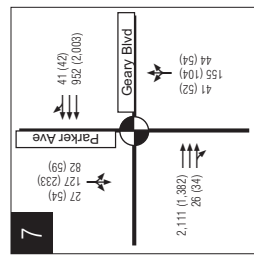
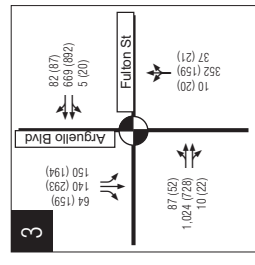
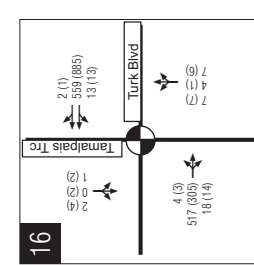
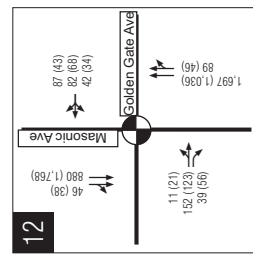
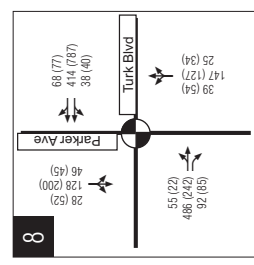
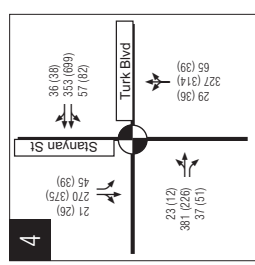
Vehicle operations at intersections are typically described in terms of “Level of Service” (LOS).² LOS was calculated at each study intersection for the weekday AM and PM peak hour (see **Appendix C** for detailed level of service calculations). **Table 2.1** presents the resulting LOS and corresponding delay at each study intersection. Detailed LOS calculations are presented in **Appendix C** for existing weekday PM peak hour conditions.

² The study intersections were analyzed using the 2000 *Highway Capacity Manual* (HCM) methodology. LOS is a qualitative measure of the effect of several factors on traffic operating conditions including speed, travel time, traffic interruptions, freedom to maneuver, safety, driving comfort, and convenience. Transportation planners and engineers generally measure LOS quantitatively in terms of vehicular delay and describe LOS using a scale that ranges from LOS A, which indicate free flow or excellent conditions with short delays, to LOS F, which indicates congested or overloaded conditions with long delays. LOS A through LOS D is considered excellent to satisfactory operating conditions, and LOS E represents “at-capacity”/undesirable operations. When traffic volumes exceed capacity, stop-and-go conditions result, and operations are designated as LOS F. In San Francisco, intersection LOS E and LOS F are considered unacceptable. **Appendix B** present definitions for signalized and unsignalized intersection level of service, respectively.



LEGEND

- Traffic Signal
- Stop Sign
- AM (PM) Volumes



Existing Conditions Peak Hour Turning Movement Volumes
 FIGURE 2.2

TABLE 2.1: INTERSECTION LEVEL OF SERVICE – EXISTING CONDITIONS

Intersection	Traffic Control ¹	Peak Hour	Delay ²	LOS	V/C Ratio
1. Arguello Boulevard / Geary Boulevard	Signal	AM PM	19 20	B B	
2. Arguello Boulevard / Turk Boulevard	Signal	AM PM	13 10	B B	
3. Arguello Boulevard / Fulton Street	Signal	AM PM	18 15	B B	
4. Stanyan Street / Turk Boulevard	Signal	AM PM	16 12	B B	
5. Stanyan Street / Fulton Street	Signal	AM PM	46 61	D E	-- 0.90
6. Stanyan Street / John F Kennedy Drive	Signal	AM PM	> 80 73	F E	1.49 1.23
7. Parker Street / Geary Boulevard	Signal	AM PM	16 16	B B	
8. Parker Street / Turk Boulevard	Signal	AM PM	14 15	B B	
9. Parker Street / Golden Gate Avenue	AWS	AM PM	12 (SB) 12 (SB)	B B	
10. Masonic Avenue / Geary Boulevard	Signal	AM PM	> 80 > 80	F F	1.19 1.00
11. Masonic Avenue / Turk Boulevard	Signal	AM PM	17 21	B C	
12. Masonic Avenue / Golden Gate Avenue	Signal	AM PM	< 10 < 10	A A	
13. Masonic Avenue / Fulton Street	Signal	AM PM	16 12	B B	
14. Masonic Avenue / Fell Street	Signal	AM PM	20 24	C C	
15. Turk Boulevard / Chabot Terrace	Signal	AM PM	< 10 < 10	A A	
16. Turk Boulevard / Tamalpais Terrace	Signal	AM PM	< 10 11	A B	

Notes: **Bold** = unacceptable operations

1. AWS = All-Way Stop-Controlled intersection;

2. Average Delay shown as seconds per vehicle.

Source: Fehr & Peers, 2011



2.3 TRANSIT NETWORK

Primary public transit access to the Campus is provided by San Francisco Municipal Railway (Muni) bus service. The North Bay, East Bay, Peninsula and South Bay are public transit accessible via connections to Golden Gate Transit, Bay Area Rapid Transit (BART), Alameda-Contra Costa Transit (AC Transit) and ferries, Caltrain and/or SamTrans. **Figure**

2.3 presents the Muni routes in the vicinity of the project site. This section presents Muni service near the project site first, followed by a discussion of regional transit providers that operate within San Francisco.

2.3.1 Local Transit

Primary public transit access to the USF site is provided by San Francisco Municipal Railway (Muni) bus service. Generally a reasonable walking distance for transit access is approximately ½ mile.



43 Masonic – This north-south bus route connects the Marina District to Excelsior via the Presidio and Haight. Buses run every 10 minutes during the AM peak and every 10 minutes during the PM peak. The 43 Masonic has stops at Fulton, Golden Gate, and Turk.

33 Stanyan – This north-south bus route operates between the Presidio Heights/Laurel Heights and Mission District via the Haight and the Castro. Buses run every 15 minutes in the AM peak and every 15 minutes in the PM peak. The nearest stop to the campus is located on Fulton Street at Stanyan Street.

31 Balboa – This east-west bus service runs between the Inner Richmond and Financial District via Balboa and Turk Boulevards. Buses run every 7 minutes in the AM peak and PM peak periods. The 31 Balboa stops on Turk Boulevard at Parker, Chabot, Roselyn Terrace, and Masonic.

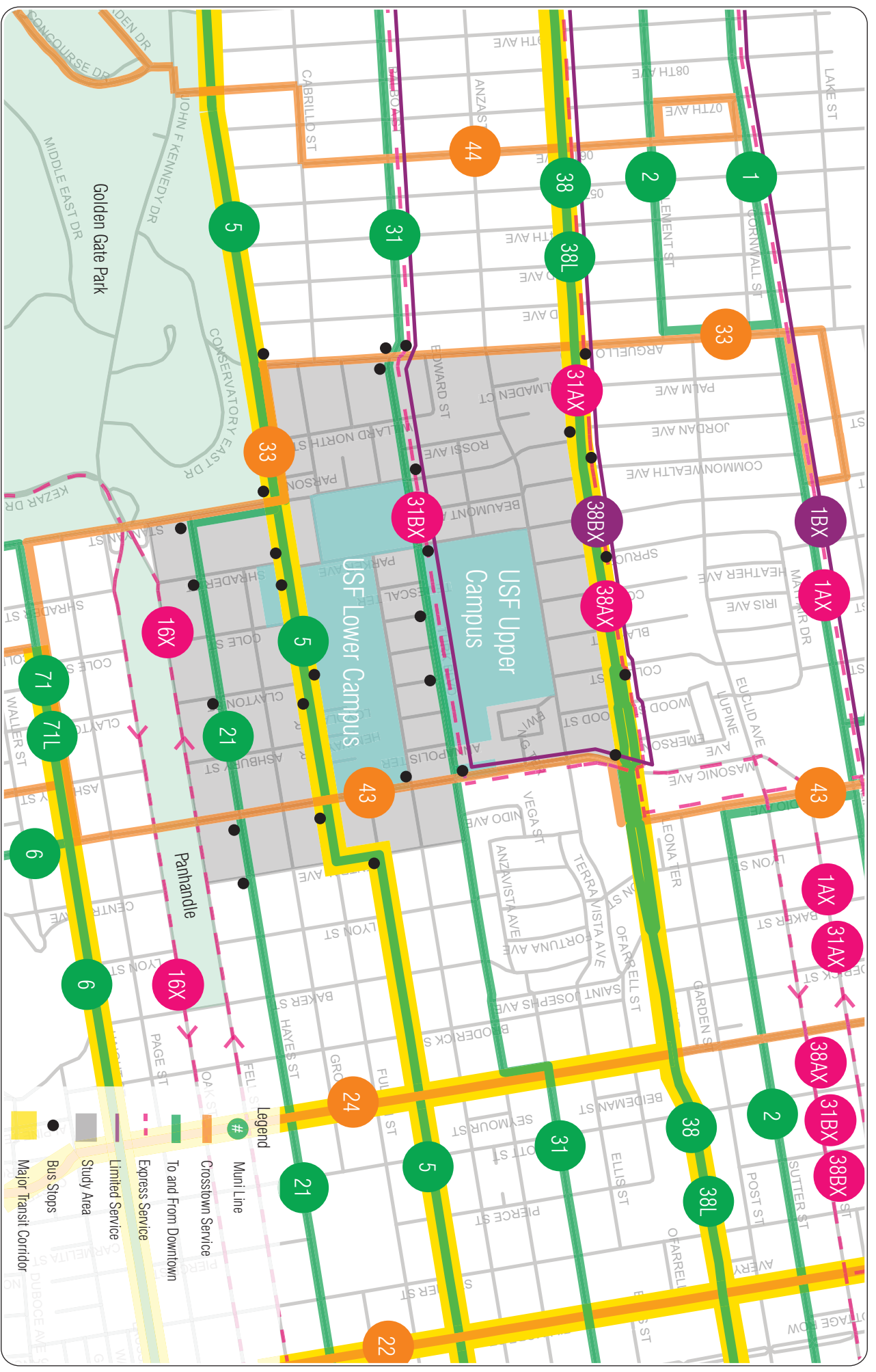
31BX Balboa Express – This east-west, weekday-only, express bus service operates between Downtown and the Inner Richmond via Balboa Street. In the morning, buses run inbound between Balboa Street/12th Avenue and Presidio Avenue/Geary Street before expressing to the Financial District (i.e. no stops until Montgomery Street). In the evening, buses run outbound with an initial stop in the Financial District (Pine Street/Davis Street) before expressing to the Richmond (i.e. no stops until Presidio Avenue/Geary Street, the line stops at Balboa Street/12th Avenue). Buses run every 10 minutes in the AM peak (inbound only) and every 15 minutes in the PM peak (outbound only). This bus stops at Masonic and Turk.

21 Hayes – This east-west bus service runs between the Inner Richmond and Financial District via Hayes Street. Buses run every 7 minutes in the AM peak and PM peak periods. The nearest stop to the Campus is located on Fulton Street at Shrader Street.

38 Geary – This east-west local route provides bus service between the Richmond District and Downtown primarily via Geary Boulevard, O'Farrell Street, and Market Street. Buses run every eight minutes in the AM peak and every six minutes in the PM peak.

38L Geary Limited – This east-west express route provides limited service between the Richmond District and Downtown primarily via Geary Boulevard, O'Farrell Street, and Market Street. Buses run every seven minutes in the AM peak and every five-seven minutes in the PM peak.

24 Divisadero – This north-south bus service connects Pacific Heights to Bayview via the Castro and Noe Valley. Buses run every 9 minutes in the AM peak and every 10 minutes in the PM peak.



Not to Scale



Existing Public Transportation Network

Figure 2.3

The San Francisco Municipal Transportation Agency (SFMTA) and City of San Francisco Controller's Office are in the process of implementing the Transit Effectiveness Project (TEP), a review of the City's public transit system with recommendations designed to make Muni service more reliable, quicker and more frequent. The TEP proposals were approved by the SFMTA Board of Directors in October 2008. The TEP is expected to be implemented soon and several selected recommendations were enacted due to budget constraints. The TEP is currently undergoing environmental review. In general, the TEP recommendations would improve Muni transit service near the USF Campus.

2.3.2 Regional Transit

The North Bay, East Bay, Peninsula and South Bay are public transit accessible via connections to Muni. The regional service providers are:



Golden Gate Transit

The Golden Gate Bridge, Highway, and Transportation District operates Golden Gate Transit (GGT) and provides bus and ferry service between the North Bay (Marin and Sonoma counties) and San Francisco. GGT operates 22 commuter bus routes, nine basic bus routes, and 16 ferry feeder bus routes into San Francisco. Basic bus routes operate at regular intervals of 15 to 90 minutes depending on time and day of week. Golden Gate Transit also operates ferry service between the Larkspur and Sausalito in the North Bay and the Ferry Building in San Francisco during the morning and evening commute periods. GGT Route 92 runs on Geary Boulevard near USF, with stops at Arguello Boulevard, Parker Avenue, and Masonic Avenue near the Campus.



Alameda-Contra Costa County Transit District (AC Transit)

AC Transit operates bus service in western Alameda and Contra Costa Counties, as well as routes to the City of San Francisco and San Mateo County. AC Transit operates 27 "Transbay" bus routes between the East Bay and the Transbay Terminal, located at First Street and Mission Street, near many major San Francisco Muni routes either at the terminal or on and near Market Street. Most Transbay service is provided only during commute periods, with headways between buses of approximately 15 to 20 minutes. AC Transit riders would transfer to Muni to access the Hilltop Campus.



San Mateo County Transit District (SamTrans)

SamTrans operates bus and rail service in San Mateo County, with select routes providing transit service outside of the County. SamTrans Routes DX, FX, KX, MX, NX, PX, RX, 292, and 397 serve Downtown San Francisco providing connections to San Mateo County destinations. In general, SamTrans service to downtown San Francisco operates along Mission Street to the Transbay Terminal at First Street and Mission Street. SamTrans riders would need to transfer to Muni to access the Hilltop Campus.



Bay Area Rapid Transit (BART)

BART provides regional commuter rail service between the East Bay (from Pittsburg/Bay Point, Richmond, Dublin/Pleasanton and Fremont) and San Francisco, and between San Mateo County and San Francisco, with operating hours between 4:00 AM and midnight. Within Downtown San Francisco, BART operates underground below Market Street, and proceeds south through the Mission District towards Daly City after Civic Center Station. During the weekday PM peak period, headways are

generally 5 to 15 minute for each line. The most easily accessible BART station to the Campus would be Civic Center.



Peninsula Rail Corridor (Caltrain, operated by SamTrans)

Caltrain provides passenger rail service on the Peninsula between Downtown San Francisco and Downtown San Jose with stops at several communities in San Mateo County and Santa Clara County. Limited service is available to communities south of San Jose. Within San Francisco, Caltrain terminates at 4th/King Station in the South of Market neighborhood. Caltrain also has a station at 22nd Street in Potrero Hill. Both stations are accessible via Muni routes from the Campus. Caltrain service headways during the AM and PM peak periods are between 5 and 20 minutes, depending on the type of train (e.g., local, limited, or express “baby bullet”).

2.3.3 Capacity Utilization by Direction

Transit riders typically have multiple transit options to reach the Campus and will choose their route based on several factors including reliability, headways, type of transit, comfort and convenience. If one transit line becomes overcrowded, transit riders may choose to take a parallel transit line with less crowding, even if it requires a longer walk to the transit stop. For example, some transit riders from the Richmond may prefer to take the 38 Geary, despite living closer to the 31 Balboa, because the 38 Geary has more frequent service. Whereas some transit users may prefer to take the 31 Balboa because the bus stops nearer to the Campus.

For the purposes of this study, the existing Muni lines serving the vicinity of the Campus were grouped into two corridors for which the capacity utilization was determined. These directional screenlines include the northbound, southbound, westbound, and eastbound lines serving the Campus. The Muni lines included in each group are:

- *North/South Lines:* 33 Stanyan, 43 Masonic
- *East/West Lines:* 5 Fulton, 21 Hayes, 31 Balboa, 31BX Balboa B Express, 38/38L Geary

Table 2.2 presents the ridership, capacity, and capacity utilization at the Maximum Loading point (MLP) for the nearby north/south and east/west Muni lines during the weekday AM and PM peak hours. Both north-south and east-west transit lines typically have MLPs near the downtown. As shown in **Table 2.2**, all of the directional corridors operate with a capacity utilization of lower than 85 percent during both the AM and PM peak hours.

TABLE 2.2: MUNI TRANSIT UTILIZATION – EXISTING CONDITIONS			
Corridor Direction	Peak Hourly Ridership ¹	Hourly Capacity	Capacity Utilization
Northbound ²	471 (302)	630 (630)	75% (48%)
Southbound ²	193 (348)	693 (630)	28% (55%)
Eastbound ³	2,077 (1,540)	3,631 (3,361)	57% (46%)
Westbound ³	2,039 (2,141)	3,141 (3,882)	65% (55%)

Notes:
 1. Data presented as AM (PM)
 2. 33 Stanyan, 43 Masonic
 3. 5 Fulton, 21 Hayes, 31 Balboa, 31BX Balboa B Express, 38 Geary, 38L Geary Limited
 Source: SF Muni 2008; Fehr & Peers, 2011



2.4 BICYCLE FACILITIES

Bicycle facilities and amenities consist of bicycle lanes, trails, and paths, as well as bike parking, bike lockers, and showers for cyclists. On-street bicycle facilities are grouped into three categories:

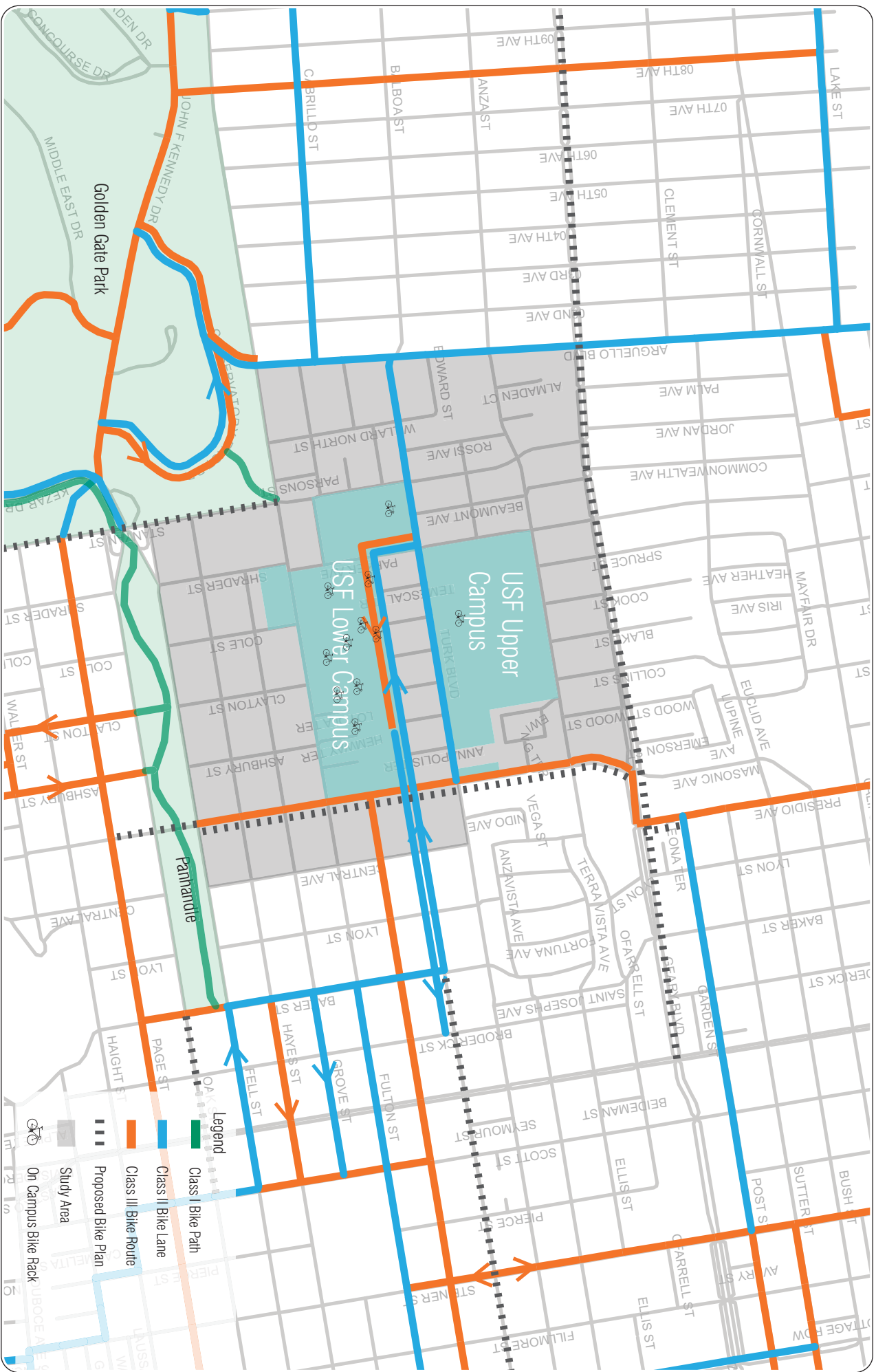
- *Class I* facilities consist of off-street bicycle paths and are generally shared with pedestrians. Class I facilities may be adjacent to an existing roadway, or may be entirely independent of existing vehicular facilities.
- *Class II* facilities consist of striped bicycle lanes on roadways. These facilities reserve a minimum of four to five feet of space for bicycle traffic.
- *Class III* facilities consist of designated and signed bicycle routes where bicyclists share the roadway with vehicles.

The recently adopted *San Francisco 2009 Bike Plan* ("Bike Plan") focuses on specific improvements to bicycle corridors within the City. The bicycle routes as designated by the Bike Plan are shown in **Figure 2.4**. In summary, the following on-street bicycle facilities are located near the USF Campus:

- Turk Boulevard, west of Masonic Avenue, Class II bicycle lanes in both directions;
- Golden Gate Avenue, between Baker Street and Shrader Street, a westbound Class II bicycle lane, between Annapolis Street and Broderick Street, an eastbound Class II bicycle lane, and between Shrader Street and Annapolis Street, a Class III bicycle route (signs and sharrows).
- Other bicycle facilities near the Lone Mountain and Lower Campus include bidirectional Class II bicycle lanes on Arguello Boulevard, a Class III bicycle route on Masonic Avenue, and a Class III bicycle route (signs and Sharrows) on McAllister Street.

The recently adopted Masonic Avenue Street Design study also identified future bicycle network changes along Masonic Avenue. A cycletrack would be added in both the northbound and southbound directions. This improvement would be implemented at the same time of a planned lane reduction and signal retiming of the Masonic corridor.

Bicycle facilities can also include on-site bicycle parking and locker rooms and showers for employees biking to work. The USF currently has 160 on-site bicycle parking spaces located throughout campus at 11 locations for employees and visitors.



Source: SFMTA, Masonic Avenue Street Redesign Study – Final Report, January and SFBIke.org



- Legend**
- Class I Bike Path
 - Class II Bike Lane
 - Class III Bike Route
 - Proposed Bike Plan
 - Study Area
 - On Campus Bike Rack

Existing and Proposed Bicycle Network

Figure 2.4

2.5 PEDESTRIAN FACILITIES



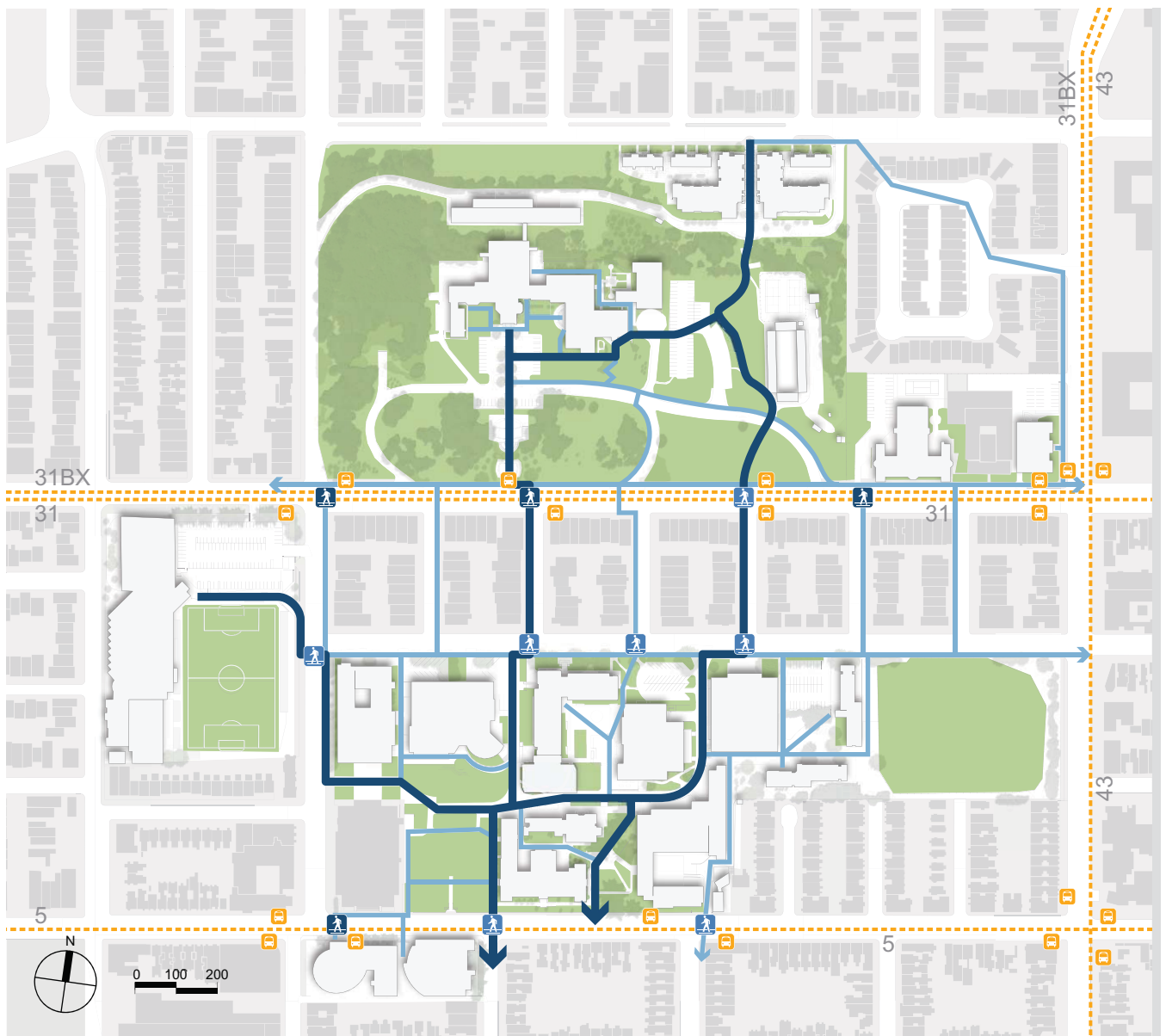
This section describes the existing pedestrian environment around the campus. Pedestrian facilities include sidewalks, crosswalks, curb ramps, pedestrian call buttons at intersections, and mixed-use pathways. Pedestrian facilities and conditions were quantitatively analyzed.

The streets surrounding the Hilltop Campus generally have 10- to 15-foot sidewalks. All of the study intersections have crosswalks. The intersections of Arguello/Geary, Masonic/Turk and Golden Gate/Turk have high-visibility yellow school crosswalks because of nearby private elementary schools.

There are several uncontrolled crosswalks located across Turk Boulevard and Golden Gate Avenue adjacent to the Campus. The intersections of Turk Boulevard at Temescal Terrace, Kittredge Terrace, and Roselyn Terrace are unsignalized intersections with substantial student pedestrian volumes. Similarly, the intersections of these streets at Golden Gate are unsignalized. Along Fulton Street, there are crosswalks at the signalized intersections at Parker Street and Masonic Avenue. There are uncontrolled, marked crosswalks at Cole, Clayton, and Ashbury Streets.

Pedestrian counts were collected in 2011. During AM and PM, the intersection of Golden Gate Avenue at Parker Avenue had the most pedestrian traffic. The crosswalks at Turk Boulevard and Kittredge Terrace were used by the fewest number of pedestrians. Other intersections in the study area indicate heavy pedestrian use, as expected near a university. During mid-day, the highest number of crossing pedestrians occurs at the Golden Gate Avenue/Chabot Terrace intersection. Compared to the vehicle volumes at this intersection, there are nearly twice as many pedestrians as vehicles. All intersections had nearly twice as many pedestrians crossing during mid-day peak hour as during AM or PM peak hour.

Existing pedestrian access to the campus is shown in **Figure 2.5**. As shown, the existing north-south pedestrian routes on campus are along Chabot Terrace, Roselyn Terrace, and Cole Street. Golden Gate Avenue and Turk Boulevard are the major east-west pedestrian routes.



△ FIGURE 5: EXISTING PEDESTRIAN CIRCULATION

LEGEND

- Property Line
- ➔ Primary Pedestrian Route
- ➔ Secondary Pedestrian Route
- #--- Muni Line
- 🚌 Muni Stop
- 🚶 Sigaed Crosswalk
- 🚶 Non-Sigaed Crosswalk

Source: Sasaki Associates



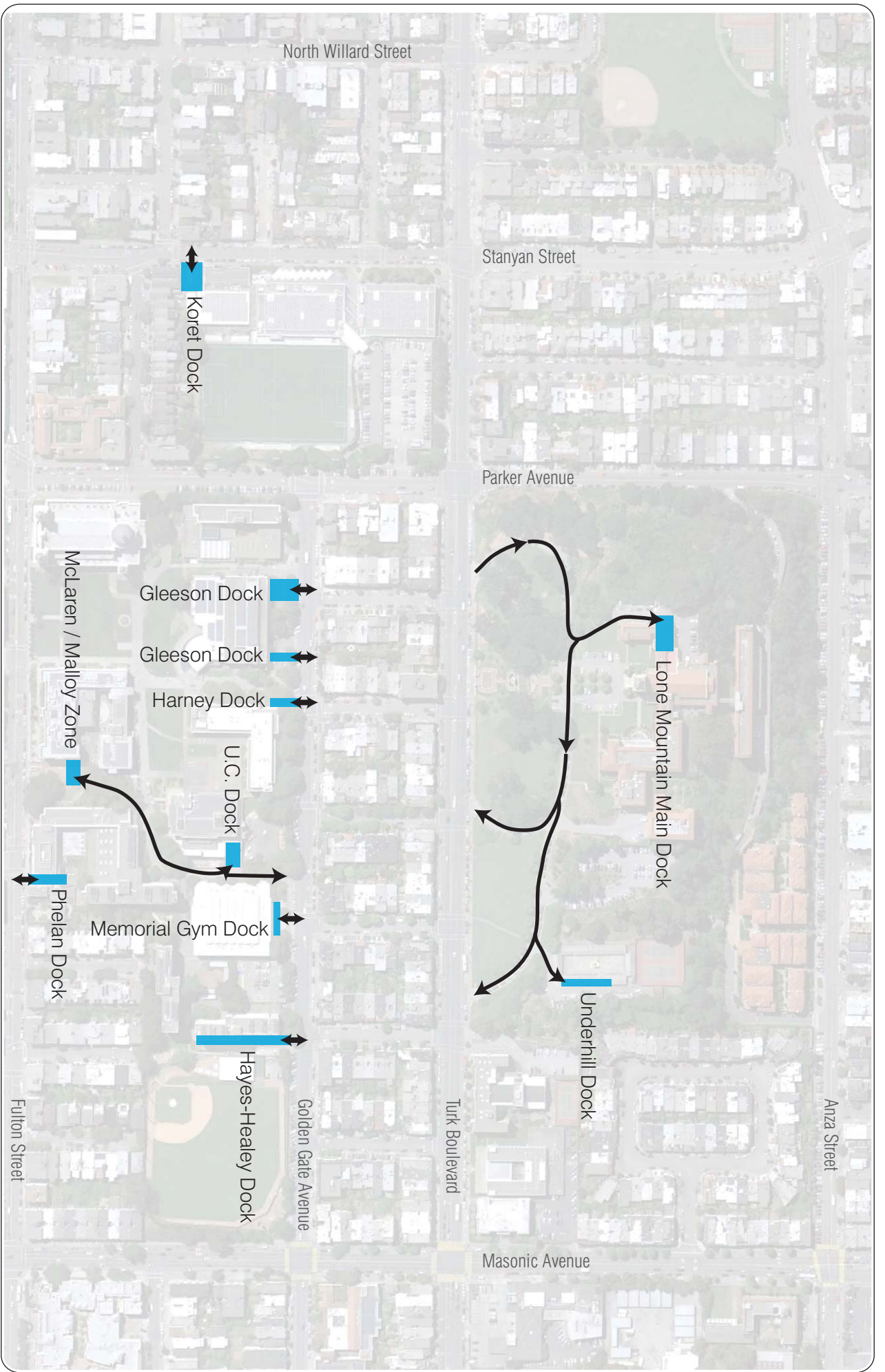
2.6 LOADING FACILITIES

There are seven locations where loading occurs on the Hilltop Campus. The loading facilities are shown in **Figure 2.6**. Regular and semi-regular deliveries occur for USF. **Table 2.3** provides a summary of the estimated number of deliveries, by dock, which occur on a regular basis. Double parking occurs on Golden Gate Avenue when loading spaces are occupied. Double parking also occurs on Parker Avenue due to St. Ignatius Church activities. USF has implemented several improvement measures to manage loading issues including creating a Traffic Coordinator position in 2010 to manage campus deliveries and to address disruptions and impacts. The University limits the hours of use of its loading docks to Monday through Friday, 7am to 4pm and Saturday & Sunday 9am to 4pm.

TABLE 2.3: LOADING DOCK ACTIVITY

Dock	Daily	3 – 4 times / week	< = 2 times / week
UC Dock	11	4	12
Phelan Dock	3		
Hayes-Healey Dock	7		3
Harney Dock			2
Gleeson Dock			1
Lone Mountain Main Dock	1	4	2
Lone Mountain North Dock	1	1	
McLaren / Malloy		2	
Gilson Dock	2		
Loyola Village	2		
Underhill	1	1	
Koret			2
Memorial Gym		2	1

Source: USF, 2011.



Not to Scale

Existing Loading Facilities

Figure 2.6

2.7 EXISTING TDM PROGRAM

USF has had a transportation demand management program since 1980. Since then USF has made numerous changes and additions to its TDM program. **Table 2.4** provides a summary of USF's existing TDM strategies.

TABLE 2.4: EXISTING TDM PROGRAM	
Strategy	Description
TDM Coordinator	The USF Manager of Parking and Transportation coordinates the TDM program
Rideshare	Social networking based ridesharing service. USF community (faculty, staff and students) who opt into the service can look up rides or offer rides based on specific origin and destination points.
Carshare	USF community can sign up for a discounted membership and have access to Zipcars and City Car Share vehicles on Campus
Transit Subsidy	The Transit Pass Subsidy Program is available to all full-time faculty and staff that do not have a University parking permit.
SF Muni Class Pass	Students receive a sticker to attach to their ID, which provides unlimited free rides on SF Muni. This pass is provided to all students and is funded by a required fee that students pay.
Bicycle Facilities	Bicycle racks provided throughout campus. Showers located in the Koret fitness center.
Guaranteed Trip Home	The Guaranteed Trip Home Program is available to faculty and staff whom either carpool or take public transit to work.
Parking Permits	To park on campus, the USF community must purchase parking permits.
Reserved Carpool Parking	Parking spaces on campus are reserved for carpools.
ADA Shuttle Service	Shuttle around campus for USF community members with registered physical disability.
Night Safety Shuttle Program	Free nighttime shuttle is provided by request to the USF community.
Safety Escort Service	Uniformed public safety officers escort service is provided to the USF community by request.
Telecommuting and Flexible Working Hours	Employees may apply for flexible work hours and/or telecommuting.

Fehr & Peers, 2011.

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CHAPTER 3. TRAVEL DEMAND ANALYSIS

This chapter describes the vehicle, pedestrian, bicycle, and transit travel demand generated by the proposed development. The impact of new traffic associated with the IMP was estimated using a four-step process: (1) trip generation, (2) mode split, (3) trip distribution, and (4) trip assignment.

In the first step, the number of person trips generated by the project was estimated on a daily, AM and PM peak hour basis. Next, the person trips were assigned to different modes of travel. Then, the geographic distribution of the project-related traffic was predicted. Finally, project trips were assigned to specific streets and transit routes along the transportation network, based on the mode split developed in step two. The results of this four-step process are described in the following sections.

3.1 TRIP GENERATION

The critical step in evaluating future transportation conditions is identifying the number of new “trips” that would be generated by population growth on the Upper and Lower Campus. The trips included in the analysis are trips coming to campus and leaving campus, not trips that occur between different buildings on the Campus during the day. For example, a student riding his bike to campus in the morning, walking to and from three classes during the day and biking home in the evening would be counted as two daily bicycle trips.

Travel demand characteristics and forecasts for the USF campus are based on the projected number of students and employees, as well as travel survey responses by faculty, staff, and students. Forecasting the net new travel demand involves estimating the number of trips generated by the completion of the planned projects, less trips associated with the existing uses on-site.

3.1.1 Trip Generation Sources

To forecast travel demand for the planned projects, two USF-specific data sources were obtained and processed, as described in the following session.

USF Population Estimates – On-campus enrollment estimates of 8,810 in 2012 and 9,635 in 2022 were obtained from the USF IMP and reflect the IMP’s projection of limited enrollment growth over the next ten years. Campus population is projected to increase from 10,999 in 2012 to 12,030 in 2022. Population estimates were provided by USF.

2011 Faculty, Staff, and Student Travel Surveys – Survey questions included travel mode to campus, arrival and departure times, days per week traveling to campus. This online survey was conducted in April 2011.

3.1.2 Person Trip Generation

Using daily population data for the USF campus, new person trips were developed for each population group. The population groups include the following:

Students: USF has a Fall 2011 on-campus enrollment of 8,731 headcount undergraduate and graduate students. Based on a predetermined annual growth factor of 0.9 percent over the ten-year Institutional Master Plan planning period, USF has estimated enrollments of 8,810 in base year 2012 and 9,635 in 2022. According to the online survey results, a USF student is on campus four days per week on average. Hence,

based on the assumption that each student generates two person trips on four days per week, 1,320 new person trips by students are expected to be generated by this ten-year enrollment projection.

Faculty: According to USF, the number of faculty for the planning period is estimated to increase in proportion to enrollment growth. The number of faculty is therefore expected to increase from an estimate of 1,001 in 2012 to 1,095 in 2022. According to the online survey results, a USF faculty member is on campus an average of four days per week. Based on the assumption that each faculty member generates two person trips on four days per week, 150 new person trips by faculty are expected over the ten-year period.

Staff: Like faculty, USF estimates that the number of staff will increase in proportion to enrollment growth over the planning period. The number of staff is therefore expected to increase from an estimate of 1,189 in 2012 to 1,300 in 2022. According to the online survey results, a USF student is on-campus an average of five days per week. With the assumption of five days per week, 222 new person trips by staff are expected.

TABLE 3.1: PERSON TRIP GENERATION BY POPULATION GROUP						
Population Group	Population ¹		Person Trips		Difference	
	2012	2022	2012	2022	Person Trips	Percentage
Daily						
Students	8,810	9,635	14,096	15,416	1,320	9%
Faculty	1,001	1,095	1,602	1,752	150	9%
Staff	1,189	1,300	2,378	2,600	222	9%
Total	10,999	12,030	18,076	19,768	1,692	9%
AM Peak Hour (Inbound / Outbound)						
Students			1,457 / 36	1,593 / 39	136 / 3	9%
Faculty			162 / 3	177 / 3	15 / 0	9%
Staff			632 / 0	690 / 0	59 / 0	9%
Total			2,250 / 39	2,461 / 42	211 / 4	9%
PM Peak Hour (Inbound / Outbound)						
Students			316 / 1,098	345 / 1,201	30 / 103	9%
Faculty			13 / 127	15 / 139	1 / 12	9%
Staff			4 / 649	5 / 710	0 / 61	9%
Total			333 / 1,874	365 / 2,050	31 / 175	9%

Notes:

1. Projections for years 2012 and 2022 were provided by USF in the *USF Institutional Master Plan Summary*.

Source: Fehr & Peers, 2011

Table 3.1 summarizes the total person trips generated by the IMP on a daily basis and during the AM and PM peak hours. Trip generation for AM and PM peak hours are estimated based on **Table 3.2**, which shows the proportions of daily person trips by population category that arrive (inbound) and depart (outbound) during the AM and PM peak hours. These percentages were derived from the online survey data. Assuming these peak hour arrival and departure rates, the USF Campus would generate about 1,692 new total daily person trips, 215 new total AM peak hour person trips, and 206 new total PM peak hour person trips.

TABLE 3.2: PEAK HOUR INBOUND/OUTBOUND RATE BY POPULATION GROUP

Peak Hour	Students		Faculty		Staff	
	Arrival	Departure	Arrival	Departure	Arrival	Departure
AM	21%	1%	20%	0%	53%	0%
PM	4%	16%	2%	16%	0%	55%

Notes:

1. Projections for years 2012 and 2022 were provided by USF in the *USF Institutional Master Plan Summary*.

Source: Fehr & Peers, 2011

3.2 MODE SPLIT

Mode split is the relative proportioning of project-generated trips to various travel modes. Modes include drive alone, carpooling, transit, and other modes. The percentages for each mode were based on online travel survey data collected by USF. The methodology assumes that the mode split percentages from the survey would be appropriate to represent the daily and AM and PM peak hours. For the purposes of this study, mode shifts between the baseline year conditions and future conditions are not expected. Potential transportation demand strategies could act as disincentives to driving by students, faculty and staff and may contribute to mode shifts under the future conditions, but are not reflected in demand generation of this study.

Table 3.3 summarizes two sets of mode split percentages used for students and staff. **Table 3.3** also summarizes the person trips by mode for campus under project conditions. Once mode split for the campus is developed, the number of net new external vehicle trips is then calculated. Average vehicle occupancy of two is conservatively assumed to convert person carpool trips into vehicle trips. The IMP is expected to generate 582 new daily vehicles trips, 78 inbound and one outbound vehicle trips during the AM peak hour, and ten inbound and 76 outbound vehicle trips during the PM peak hour.

TABLE 3.3: EXTERNAL PERSON TRIP GENERATION BY MODE OF TRAVEL AND POPULATION						
Population Group	Drive Alone	Carpool	Transit	Walk	Other	Total
Mode Split						
Students	26%	5%	29%	37%	3%	100%
Faculty	61%	5%	23%	6%	5%	100%
Staff	42%	10%	24%	20%	4%	100%
Daily						
Net New Person Trips						
Students	349	66	388	483	34	1,320
Faculty	92	7	34	9	7	150
Staff	93	22	53	44	10	222
Total	535	95	475	537	51	1,692
Net New Vehicle Trips						
Students	349	33				382
Faculty	92	4				96
Staff	93	11				104
Total	535	48				582
AM Peak Hour (Inbound / Outbound)						
Net New Person Trips						
Students	36 / 1	7 / 0	40 / 1	50 / 1	3 / 0	136 / 3
Faculty	9 / 0	1 / 0	3 / 0	1 / 0	1 / 0	15 / 0
Staff	25 / 0	6 / 0	14 / 0	12 / 0	3 / 0	59 / 0
Total	70 / 1	13 / 0	58 / 1	63 / 1	7 / 0	211 / 4
Net New Vehicle Trips						
Students	36 / 1	3 / 0				39 / 1
Faculty	9 / 0	0 / 0				10 / 0
Staff	25 / 0	3 / 0				28 / 0
Total	70 / 1	7 / 0				77 / 1
PM Peak Hour (Inbound / Outbound)						
Net New Person Trips						
Students	8 / 27	1 / 5	9 / 30	11 / 38	1 / 3	30 / 103
Faculty	1 / 7	0 / 1	0 / 3	0 / 1	0 / 1	1 / 12
Staff	0 / 25	0 / 6	0 / 14	0 / 12	0 / 3	0 / 61
Total	9 / 60	2 / 12	9 / 47	11 / 50	1 / 6	31 / 175
Net New Vehicle Trips						
Students	8 / 27	1 / 3				9 / 30
Faculty	1 / 7	0 / 0				1 / 8
Staff	0 / 25	0 / 3				0 / 28
Total	9 / 60	1 / 6				10 / 66

Source: Fehr & Peers, 2011

3.3 TRIP DISTRIBUTION

Project-generated person trips are then assigned to general regional destinations and origins, including the four San Francisco Superdistricts (northeast, northwest, southeast, and southwest quadrants of San Francisco), the East Bay, the North Bay, the South Bay, and areas outside the region. For most development projects in San Francisco, trips are distributed according to average trip patterns of San Francisco residents and employees as summarized in the SF Guidelines. However, universities often have trip patterns that are unique to the campus populations. Therefore, home origin data provided by USF are used in this analysis. The trip distribution percentages are shown in **Table 3.4**.

TABLE 3.4: TRIP DISTRIBUTION PATTERNS									
Place of Trip End	Student			Faculty			Staff		
	Overall	Vehicle	Transit	Overall	Vehicle	Transit	Overall	Vehicle	Transit
San Francisco									
Superdistrict 1 / Northeast Quadrant	4%	3%	6%	3%	2%	4%	5%	3%	6%
Superdistrict 2 / Northwest Quadrant	26%	17%	42%	21%	11%	29%	30%	18%	38%
Superdistrict 3 / Southeast Quadrant	7%	5%	11%	14%	8%	19%	14%	8%	18%
Superdistrict 4 / Southwest Quadrant	5%	3%	8%	7%	4%	10%	9%	5%	11%
East Bay	14%	26%	12%	27%	40%	20%	16%	27%	11%
North Bay	7%	13%	6%	12%	18%	9%	9%	15%	6%
South Bay	18%	33%	15%	12%	18%	9%	14%	23%	9%
Out of Region	20%	--	--	4%	--	--	9%	--	--

Source: Fehr & Peers, 2011

Overall trip distribution patterns, summarized in **Table 3.4**, show most students (26 percent) and staff (30 percent) trips come from the northwest quadrant of San Francisco (Superdistrict 2), whereas most faculty (27 percent) come from the East Bay. Vehicle trips unlikely follow the overall trip distribution patterns, because commute choice depends heavily on distance between residence and campus. According to the USF travel survey, 25 percent of those who live within three miles from campus would drive alone or carpool to campus and 69 percent of those living three miles or more away would drive alone or carpool to campus. **Table 3.4** also shows the trip distribution percentages for external vehicle trips adjusted for mode split by distance lived from campus and normalized for non-out-of-region trips. These percentages are then used to distribute new project trips.

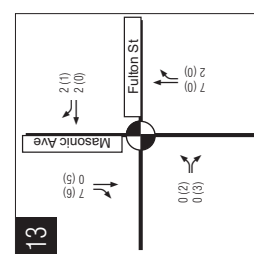
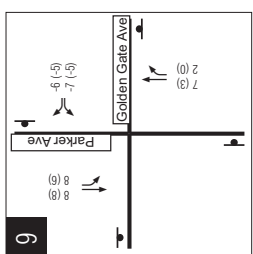
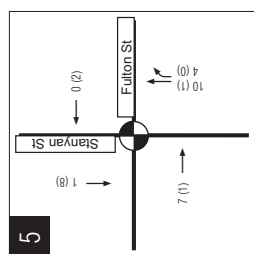
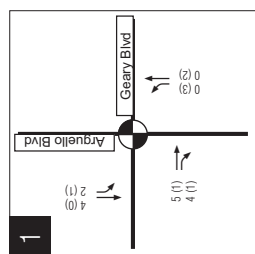
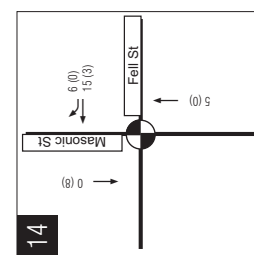
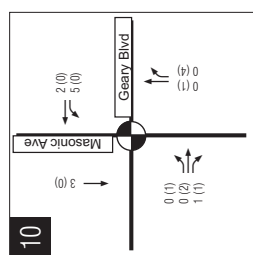
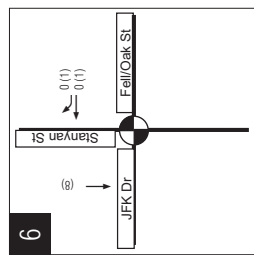
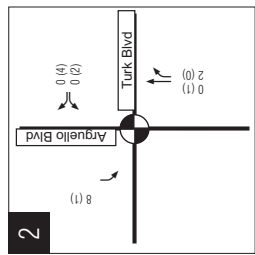
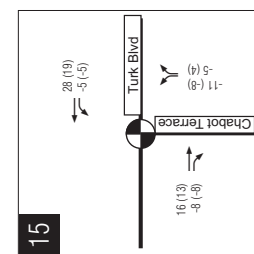
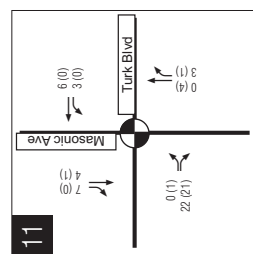
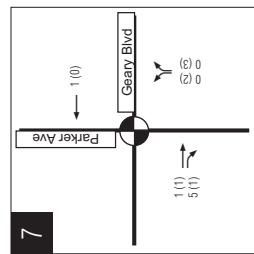
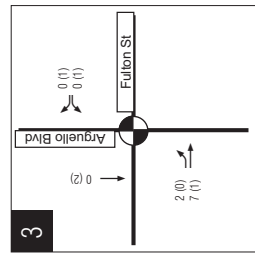
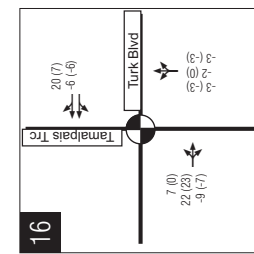
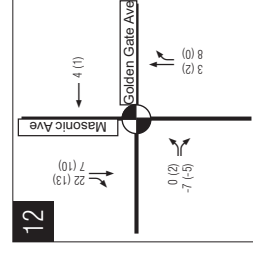
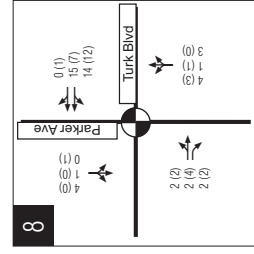
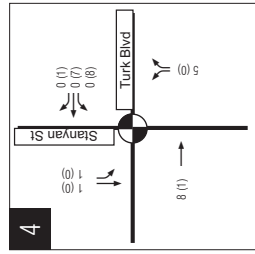
Likewise, trip distribution patterns for transit trips unlikely follow the overall trip distributions patterns. 51 percent of USF faculty, staff, and students who live within three miles from campus would ride on public transit, whereas 27 percent of those living three miles or more away would take public transit to campus. **Table 3.4** presents the normalized trip distributed percentages for transit trips after adjusting for mode split by distance lived from campus and discounting out the out-of-region trips.

3.4 TRIP ASSIGNMENT

Project trips are assigned to the specific routes that project-generated AM and PM peak trips would likely take to and from the project site. Vehicle trips are assigned to roadways and intersection movements according to the trip distribution percentages in **Table 3.4**. As shown in **Table 3.3**, upon buildout, the IMP would generate 77 inbound and one outbound vehicle trips during the AM peak hour, and 10 inbound and 66 outbound vehicle trips during the PM peak hour. Vehicle trips were distributed proportionally to parking areas based on capacity. Project trips were manually assigned based on the changes to traffic patterns as a result of the changes to Turk Boulevard and the University Terrace streets.

Figure 3.1 depicts the specific turning movements for the new inbound and outbound vehicles trips in the AM and PM peak hour at the study intersections due to the IMP.

Transit trips are assigned to specific transit routes using a similar methodology. As shown in **Table 3.3**, the project would generate an estimated 58 inbound and one outbound transit person trips during the AM peak hour, and nine inbound and 47 outbound transit person trips during the PM peak hour. Using the trip distribution percentages presented in **Table 3.4**, transit trips are assigned to the analysis corridors based on the most direct transit route to and from the trip end. For example, since the campus is located near two northbound-southbound crosstown bus routes, as well as major eastbound-westbound bus routes on Geary Boulevard, most project-generated transit trips would likely utilize those routes.



LEGEND
 ● Traffic Signal
 ⊥ Stop Sign
 AM (PM) Trip Assignment

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CHAPTER 4. IMPACT ANALYSIS

This chapter presents the assessment of transportation impacts resulting from the travel demand generated by the IMP. The impacts are grouped into eight potential impact areas: (1) traffic, (2) transit, (3) bicycling, (4) pedestrian, (5) loading, (6) emergency access, and (7) construction impacts. Impacts were analyzed for the 2012 Baseline Plus Project Conditions by adding net project travel demand associated with the IMP to 2012 Baseline No Project Conditions. Potential traffic and transit impacts for Cumulative Conditions with and without the IMP were also assessed.

The campus modifications proposed in the IMP will likely take place at different horizon years with the long-term projection for 10 years. Therefore, this analysis evaluates horizon years of 2022 and 2035. To evaluate the impacts that may occur as a result of the IMP, we will conduct our analysis for the following scenarios:

- Existing Plus Project Conditions
- Year 2012 – Baseline No Project Conditions
- Year 2012 – Baseline Plus Project Conditions
- Year 2022 – Near-Term Cumulative No Project Conditions
- Year 2022 – Near-Term Cumulative Plus Project Conditions
- Year 2035 – Cumulative No Project Conditions
- Year 2035 – Cumulative Plus Project Conditions

The impact analysis also assumes the Masonic Boulevard Streetscape project is constructed in the Near-Term Cumulative (2022) and Cumulative (2035) analysis. The Boulevard Proposal is the recommended design for Masonic Avenue which includes design of bus bulb plazas, raised cycle tracks, pedestrian crossing improvements, removal of 153 on-street parking spaces, and lane reconfigurations along Masonic Avenue which reduces the street from three lanes in each direction to two lanes in each direction.

4.1 SIGNIFICANCE CRITERIA

The City of San Francisco uses the following significance thresholds during environmental review to determine whether a project causes an impact on the surrounding transportation network.



4.1.1 Traffic

The operational impact on signalized intersections is considered significant when project-related traffic causes the intersection level of service to deteriorate from LOS D or better to LOS E or LOS F, or from LOS E to LOS F. The operational impacts on unsignalized intersections are considered potentially significant if project-related traffic causes the level of service at the worst approach to deteriorate from LOS D or better to LOS E or LOS F and Caltrans signal warrants would be met, or causes Caltrans signal warrants to be met when the worst approach is already at LOS E or LOS F. The project may result in significant adverse impacts at intersections that operate at LOS E or LOS F under existing conditions, depending upon the magnitude of the project's contribution to the worsening of the average delay per vehicle. In addition, a project would have a significant adverse impact if it would cause major traffic hazards, or contribute considerably to cumulative traffic increases that would cause the deterioration in LOS to unacceptable levels (i.e., to LOS E or LOS F).

4.1.2 Transit



The project would have a significant effect on the environment if it would cause a substantial increase in transit demand that could not be accommodated by adjacent transit capacity, resulting in unacceptable levels of transit service; or cause a substantial increase in operating costs or delays such that significant adverse impacts in transit service levels could result. With the Muni and regional transit screen line analyses, the project would have a significant effect on the transit provider if project-related transit trips would cause the capacity utilization standard to be exceeded during the PM peak hour.

4.1.3 Bicycles



The project would have a significant effect on the environment if it would create potentially hazardous conditions for bicyclists or otherwise substantially interfere with bicycle accessibility to the site and adjoining areas.

4.1.4 Pedestrians



The project would have a significant effect on the environment if it would result in substantial overcrowding on public sidewalks, create potentially hazardous conditions for pedestrians, or otherwise interfere with pedestrian accessibility to the site and adjoining areas.

4.1.5 Loading



The project would have a significant effect on the environment if it would result in a loading demand during the peak hour of loading activities that could not be accommodated within the proposed on-site loading facilities or within convenient on-street loading zones. The project would also have a significant impact if it would create potentially hazardous traffic conditions or significant delays affecting traffic, transit, bicycles or pedestrians.

4.1.6 Emergency Access



The project would have a significant effect on the environment if it would result in inadequate emergency access.

4.1.7 Construction



Construction-related impacts generally would not be considered significant due to their temporary and limited duration.

4.1.8 Parking



San Francisco does not consider parking supply as part of the permanent physical environment. Parking conditions are not static, as parking supply and demand varies from day to day, from day to night, from month to month, etc. Hence, the availability of parking spaces (of lack thereof) is not a permanent physical condition, but changes

over time as people change their modes and patterns of travel.

Parking deficits are considered to be social effects, rather than impacts on the physical environment as defined by the *California Environment Quality Act* (CEQA). Under CEQA, a project's social impacts need not be treated as significant impacts on the environment. Environmental documents should, however, address the secondary physical impacts that could be triggered by a social impact. (CEQA Guidelines § 15131(a).) The social inconvenience of parking deficits, such as having to hunt for scarce parking spaces, is not an environmental impact, but there may be secondary physical environmental impacts, such as increased traffic congestion at intersections, air quality impacts, safety impacts, or noise impacts caused by congestion. In the experience of San Francisco transportation planners, however, the absence of a ready supply of parking spaces, combined with available alternatives to auto travel (e.g., transit service, taxis, bicycles or travel by foot) and a relatively dense pattern of urban development, induces many drivers to seek and find alternative parking facilities, shift to other modes of travel, or change their overall travel habits. Any such resulting shifts to transit service in particular, would be in keeping with the City's "Transit First" policy. The City's Transit First Policy, established in the City's Charter Section 8A.115 provides that "parking policies for areas well served by public transit shall be designed to encourage travel by public transportation and alternative transportation."

The transportation analysis accounts for potential secondary effects, such as cars circling and looking for a parking space in areas of limited parking supply, by assuming that all drivers would attempt to find parking at or near the project site and then seek parking farther away if convenient parking is unavailable. Moreover, the secondary effects of drivers searching for parking is typically offset by a reduction in vehicle trips due to others who are aware of constrained parking conditions in a given area. Hence, any secondary environmental impacts which may result from a shortfall in parking in the vicinity of the Project would be minor, and the traffic assignments used in the transportation analysis, as well as in the associated air quality, noise and pedestrian safety analyses, reasonably addresses potential secondary effects.

4.2 TRAFFIC IMPACTS

This section describes traffic operations with and without vehicle traffic generated by the IMP. The following scenarios are analyzed in this section:

- Existing Plus Project
- Baseline (2012) No Project
- Baseline (2012) Plus Project
- Near-Term (2022) Cumulative No Project
- Near-Term (2022) Cumulative Plus Project
- Cumulative (2035) No Project
- Cumulative (2035) Plus Project



4.2.1 Existing Plus Project Conditions

Traffic Operations

The net new vehicle trip estimates for the IMP that were developed in Chapter 3 were added to the existing peak hour intersection volumes (shown in **Figure 2.2**) to represent Existing Plus Project Conditions, shown in **Figure 4.1**.

Consistent with the significance criteria presented in Section 4.1.1, the project was determined to have a significant impact at a signalized intersection if project-generated trips would cause an intersection operating at LOS D or better under Baseline Condition to operate at LOS E or LOS F, or intersection operating at LOS E under the Baseline Condition to deteriorate to LOS F conditions. At intersections that would operate at LOS E or LOS F under the Baseline Condition, and would continue to operate at LOS E or LOS F under Baseline Plus Project Conditions, the increase in project vehicle trips were reviewed to determine whether the increase would contribute considerably to critical movements operating at LOS E or LOS F.

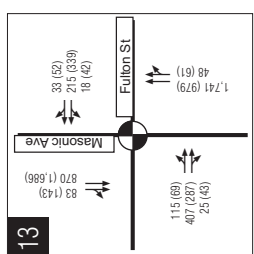
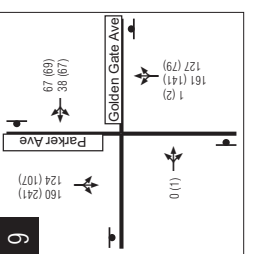
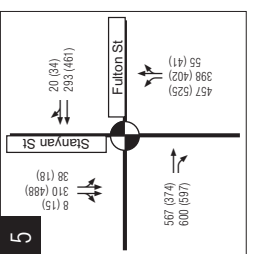
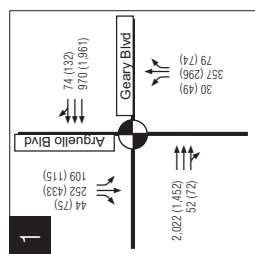
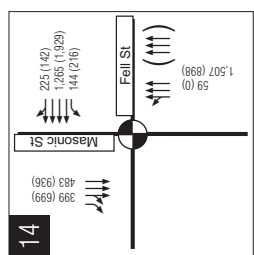
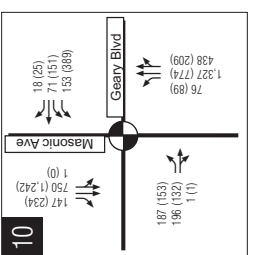
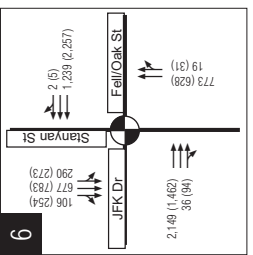
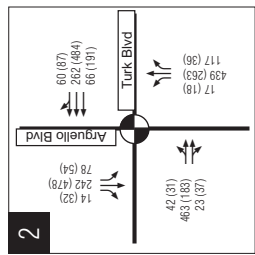
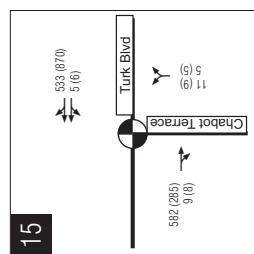
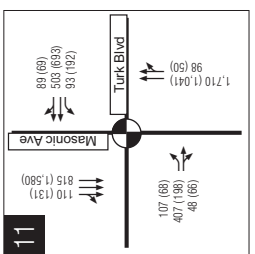
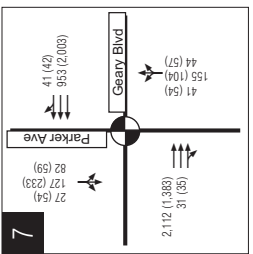
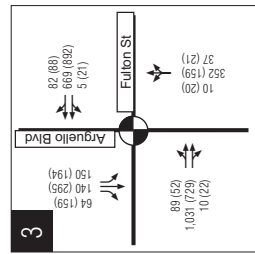
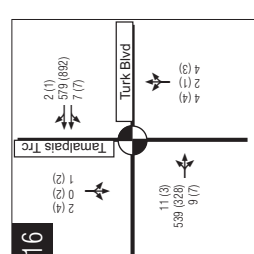
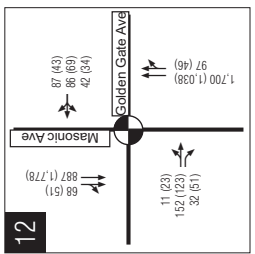
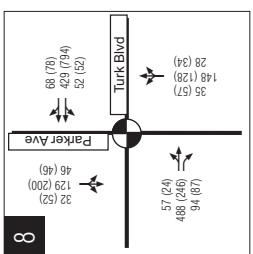
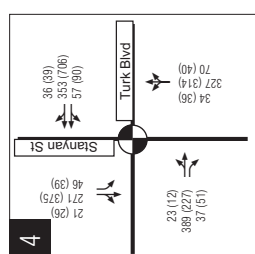
The project was determined to have a significant impact at a unsignalized intersection if project-related traffic causes the level of service at the worst approach to deteriorate from LOS D or better to LOS E or LOS F and Caltrans signal warrants would be met, or causes Caltrans signal warrants to be met when the worst approach is already at LOS E or LOS F.

Table 4.1 presents intersection LOS during the AM and PM peak hour for Existing and Existing Plus Project Conditions.



LEGEND

- Traffic Signal
- Stop Sign
- AM (PM) Volumes



Existing Plus Project Conditions Peak Hour Turning Movement Volumes
 FIGURE 4.1

TABLE 4.1: EXISTING PLUS PROJECT CONDITIONS INTERSECTION LEVEL OF SERVICE

Intersection	Traffic Control ¹	Peak Hour	Existing			Existing Plus Project		
			Average Delay ²	LOS	V/C Ratio	Average Delay ²	LOS	V/C Ratio
Arguello Boulevard / Geary Boulevard	Signal	AM	19	B		19	B	
		PM	20	B		20	B	
Arguello Boulevard / Turk Boulevard	Signal	AM	13	B		13	B	
		PM	10	B		10	B	
Arguello Boulevard / Fulton Street	Signal	AM	18	B		18	B	
		PM	15	B		15	B	
Stanyan Street / Turk Boulevard	Signal	AM	16	B		16	B	
		PM	12	B		12	B	
Stanyan Street / Fulton Street	Signal	AM	46	D	--	47	D	--
		PM	61	E	0.90	61	E	0.90
Stanyan Street / John F Kennedy Drive	Signal	AM	> 80	F	1.49	> 80	F	1.49
		PM	73	E	1.23	73	E	1.23
Parker Street / Geary Boulevard	Signal	AM	16	B		16	B	
		PM	16	B		16	B	
Parker Street / Turk Boulevard	Signal	AM	14	B		14	B	
		PM	15	B		15	B	
Parker Street / Golden Gate Avenue	AWS	AM	12 (SB)	B		12 (SB)	B	
		PM	12 (SB)	B		13 (SB)	B	
Masonic Avenue / Geary Boulevard	Signal	AM	> 80	F	1.19	> 80	F	1.20
		PM	> 80	F	1.00	> 80	F	1.00
Masonic Avenue / Turk Boulevard	Signal	AM	17	B		20	B	
		PM	21	C		21	C	
Masonic Avenue / Golden Gate Avenue	Signal	AM	< 10	A		< 10	A	
		PM	< 10	A		< 10	A	
Masonic Avenue / Fulton Street	Signal	AM	16	B		16	B	
		PM	12	B		12	B	
Masonic Avenue / Fell Street	Signal	AM	20	C		20	C	
		PM	24	C		24	C	
Turk Boulevard / Chabot Terrace	Signal	AM	< 10	A		< 10	A	
		PM	< 10	A		< 10	A	
Turk Boulevard / Tamalpais Terrace	Signal	AM	< 10	A		< 10	A	
		PM	11	B		11	B	

Notes: **Bold** = unacceptable operations

1. AWS = All-Way Stop-Controlled intersection
2. Average Delay shown as seconds per vehicle.

Source: Fehr & Peers, 2011

Table 4.1 present the intersection levels of service for Existing and Existing Plus Project Conditions. In general, the addition of project-generated traffic would not result in changes in the average delay per vehicle at the study intersections; all study intersections would continue to operate at the same service levels as under Existing Conditions. Increase in traffic volumes at the study intersections due to the IMP is not large enough to result in changes in the overall intersection delays.

During the AM peak hour, 14 of the study intersections would continue to operate at acceptable levels of service (LOS D or better) under Existing Plus Project Conditions, and two of the study intersections would continue to operate at unacceptable levels of service (LOS E or F). During the PM peak hour, 13 of the study intersections would continue to operate at acceptable levels of service (LOS D or better) under Existing Plus Project Conditions, and three of the study intersections would operate at unacceptable levels of service (LOS E or F).

The following 13 intersections operate acceptably under both AM and PM peak hour conditions under Existing No Project conditions and would continue to operate acceptably under Existing Plus Project Conditions; therefore, the IMP would have a less-than-significant impact on these intersections.

- Intersection #1: Arguello Boulevard / Geary Boulevard
- Intersection #2: Arguello Boulevard / Turk Boulevard
- Intersection #3: Arguello Boulevard / Fulton Street
- Intersection #4: Stanyan Street / Turk Boulevard
- Intersection #7: Parker Street / Geary Boulevard
- Intersection #8: Parker Street / Turk Boulevard
- Intersection #9: Parker Street / Golden Gate Avenue
- Intersection #11: Masonic Avenue / Turk Boulevard
- Intersection #12: Masonic Avenue / Golden Gate Avenue
- Intersection #13: Masonic Avenue / Fulton Street
- Intersection #14: Masonic Avenue / Fell Street
- Intersection #15: Turk Boulevard / Chabot Terrace
- Intersection #16: Turk Boulevard / Tamalpais Terrace

Project Traffic Impacts

As indicated in **Table 4.1**, the following intersections would operate at unacceptable levels of service (LOS E or F) under Existing Conditions, and would continue to operate at the same LOS under Existing Plus Project Conditions:

- Intersection #5: Stanyan Street / Fulton Street (PM)
- Intersection #6: Stanyan Street / John F Kennedy Drive (AM/PM)
- Intersection #10: Masonic Avenue / Geary Boulevard (AM/PM)

Each of these intersections operates unacceptably under Existing Conditions; therefore, the IMP's contribution to each intersection's critical movements was identified to determine if the project had a significant impact at the intersection.

Intersection #5: Stanyan Street / Fulton Street (LOS E, PM Peak Hour)

The Stanyan Street/Fulton Street intersection operates at LOS E in the PM peak hour under Existing Conditions and Existing Plus Project Conditions. The critical southbound through movement operates at LOS F during the PM peak. The IMP would add eight vehicle trips to the critical southbound through movement, which represent 1.6 percent of the movement's future expected volume. While this approach is expected to operate at LOS F under Existing Plus Project Conditions, the project's contribution would not be considered significant. The northbound left movement is expected to operate at LOS E under Existing Plus Project Conditions, but the IMP would not add vehicle trips to this critical movement during the PM peak hour. The other critical movements at the intersection are expected to operate at acceptable levels of service. Hence, the project's impact to this intersection would be considered **less-than-significant**.

Intersection #6: Stanyan Street / John F Kennedy Drive (LOS F, AM Peak Hour; LOS E, PM Peak Hour)

The Stanyan Street/John F Kennedy Drive intersection operates at LOS F during the AM peak hour under Existing Conditions and Existing Plus Project Conditions. The critical northbound through movement operates at LOS E, and the critical eastbound through and southbound left movements operate at LOS F. The IMP would add zero project trips to these movements. The other critical movements at the intersection are expected to operate at acceptable levels of service. Therefore, the project's impact to this intersection during the AM peak hour would be considered **less-than-significant**.

The Stanyan Street/John F Kennedy Drive intersection operates at LOS E during the PM peak hour under Existing Conditions and Existing Plus Project Conditions. The critical southbound left movement operates unacceptably at LOS F. The IMP would add eight vehicle trips to the critical northbound through movement at the intersection during the PM peak hour, which represent one percent of the movement's expected volume. The critical northbound through movement operates at LOS E but no project trips were added to this approach. The other critical movements at the intersection are expected to operate at acceptable levels of service. Hence, the project's impact to this intersection during the PM peak hour would be considered **less-than-significant**.

Intersection #10: Masonic Avenue / Geary Boulevard (LOS F, AM Peak Hour; LOS F, PM Peak Hour)

The Masonic Avenue/Geary Boulevard intersection operates at LOS F during the AM peak hour under Existing Conditions and Existing Plus Project Conditions. The critical westbound left movement operates at LOS F. Contributions by the IMP to the westbound left movement are expected to be five trips, or 3.3 percent of the movement's expected volume. Other critical movements include eastbound left,

northbound left and northbound through movements but no trips will be added to these movements. Therefore, the IMP's contribution to unacceptable Existing Plus Project Conditions at this intersection during the AM peak hour would be considered **less-than-significant**.

The Masonic Avenue/Geary Boulevard intersection operates at LOS F during the PM peak hour under Existing Conditions and Existing Plus Project Conditions. The critical eastbound left movement operates at LOS F. The IMP would add one vehicle trips to the eastbound left movement at the intersection during the PM peak hour, which represent 0.7 percent of the movement's expected volume. Other critical movements operating at LOS F also include westbound left, northbound left, and southbound through movements. The IMP would not add vehicle trips to any of these critical movements during the PM peak hour. Therefore, the IMP's contribution to the intersection during the PM peak hour would be considered **less-than-significant**.

Overall, implementation of the IMP under Existing Plus Project Conditions would result in a less-than-significant impact at the all study intersections.

4.2.2 Baseline (2012) Conditions

Traffic Operations

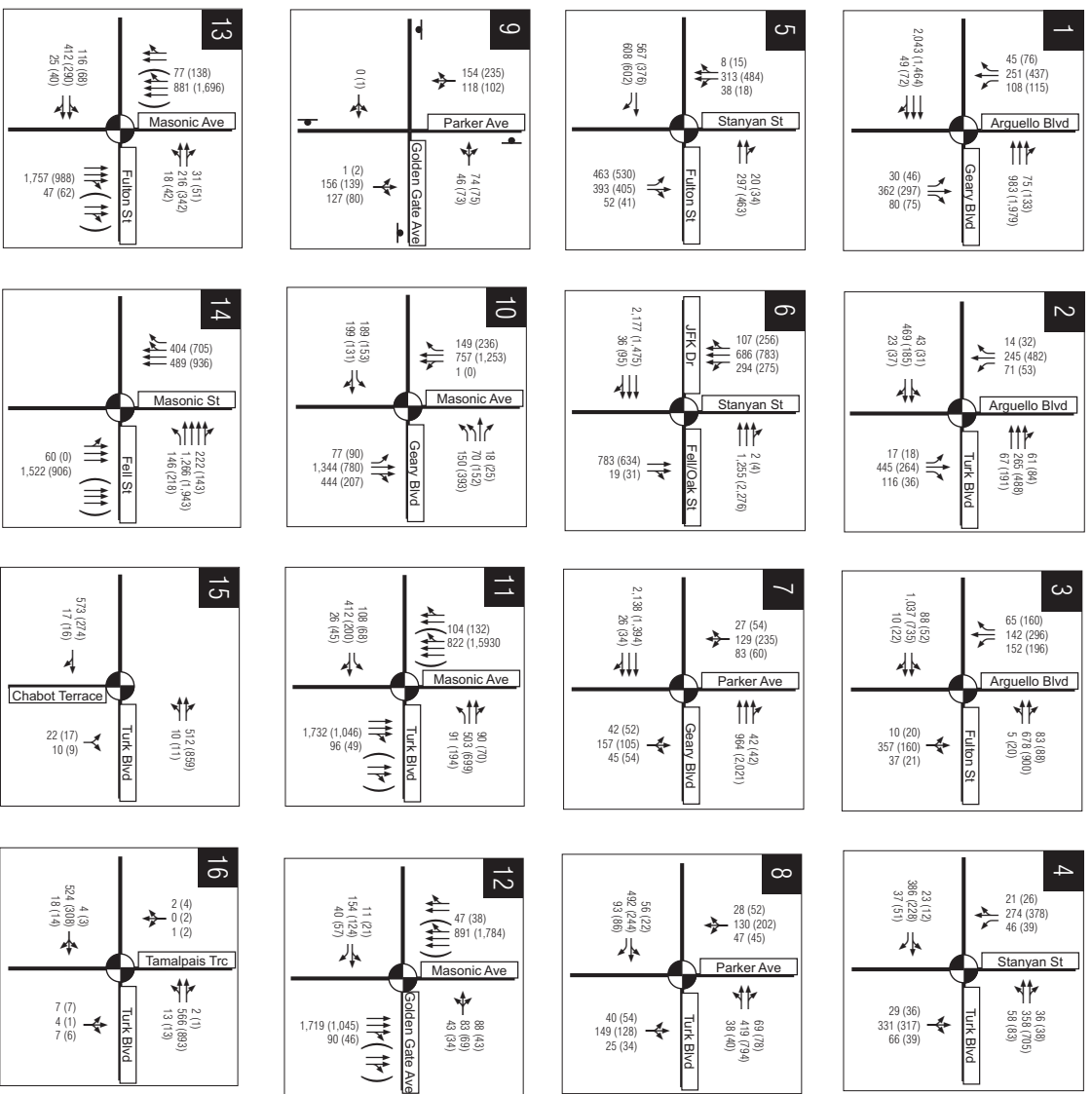
Baseline traffic volume forecasts were developed based on expected traffic growth rates between 2010 and 2030 using the San Francisco County Transportation Authority's (SFCTA) travel demand model (SF CHAMP model). The SF-CHAMP models show that AM and PM peak hour volumes at the study intersections are projected to increase by 1.3 and 0.9 percent per year between 2010 and 2030. Based on a linear growth assumption, the expected annual growth rates were applied to the Fall 2011 traffic counts collected at the study intersections in order to obtain year 2012 turning movement volumes. The resulting traffic estimates represent Baseline No Project traffic volumes within the study area assuming no changes to the existing uses within the project site. Baseline No Project Conditions for the selected study intersections are shown on **Figure 4.2**.

The net new vehicle trip estimates for the IMP that were developed in Chapter 3 were added to Baseline No Project peak hour intersection volumes to represent Baseline Plus Project Conditions. Baseline Plus Project Conditions peak hour turning movement volumes are shown on **Figure 4.3**.

Consistent with the significance criteria presented in Section 4.1.1, the project was determined to have a significant impact at a signalized intersection if project-generated trips would cause an intersection operating at LOS D or better under Baseline Condition to operate at LOS E or LOS F, or intersection operating at LOS E under the Baseline Condition to deteriorate to LOS F conditions. At intersections that would operate at LOS E or LOS F under the Baseline Condition, and would continue to operate at LOS E or LOS F under Baseline Plus Project Conditions, the increase in project vehicle trips were reviewed to determine whether the increase would contribute considerably to critical movements operating at LOS E or LOS F.

The project was determined to have a significant impact at an unsignalized intersection if project-related traffic causes the level of service at the worst approach to deteriorate from LOS D or better to LOS E or LOS F and Caltrans signal warrants would be met, or causes Caltrans signal warrants to be met when the worst approach is already at LOS E or LOS F. **Table 4.2** presents intersection LOS during the AM and PM peak hour for Baseline No Project and Baseline Plus Project Conditions.

Baseline No Project Conditions Peak Hour Turning Movement Volumes



LEGEND

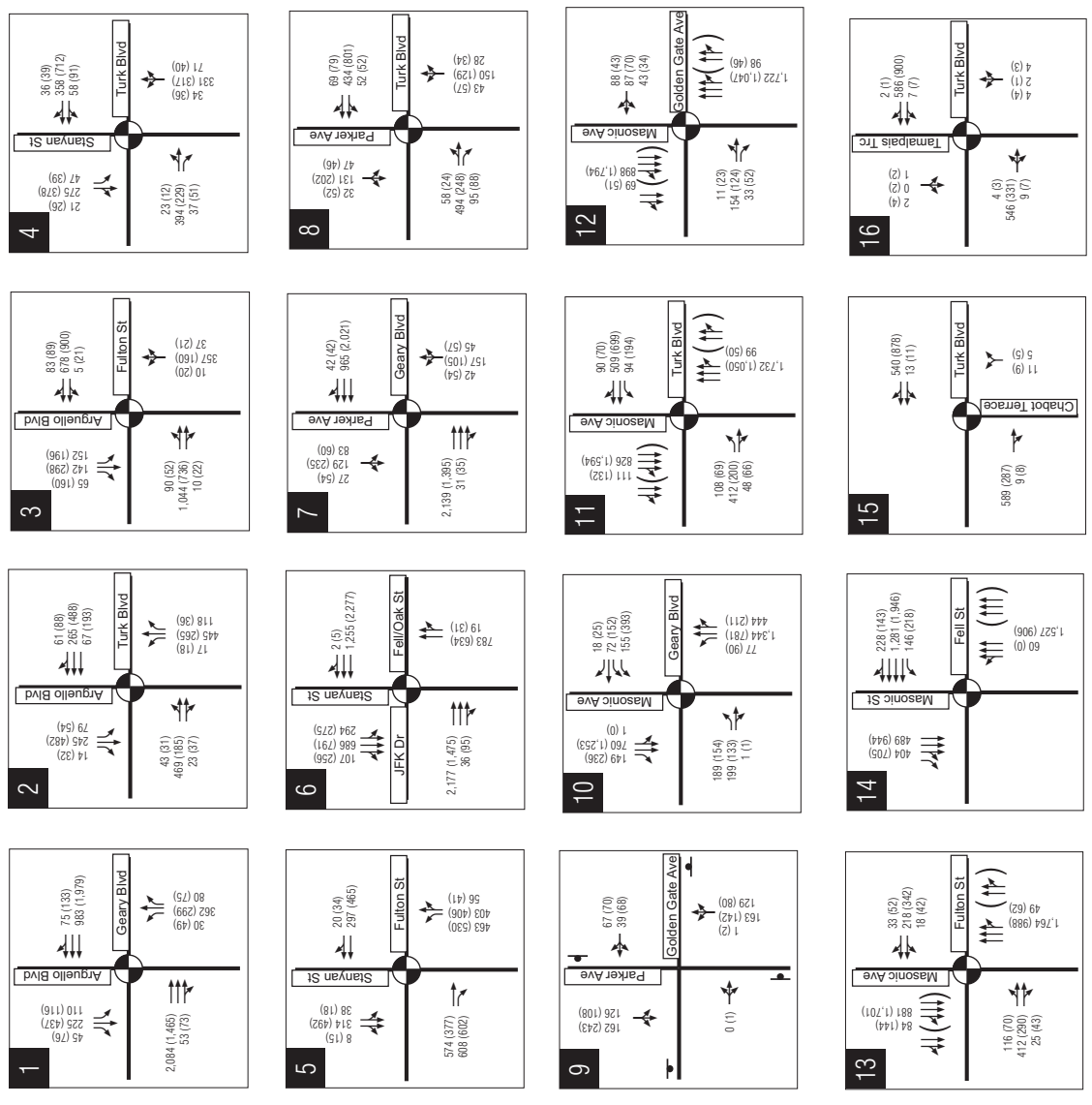
- Traffic Signal
- Stop Sign
- AM (PM) Volumes





LEGEND

- Traffic Signal
- Stop Sign
- AM (PM) Volumes



Baseline Plus Project Conditions Peak Hour Turning Movement Volumes
 USF
 FIGURE 4.3

TABLE 4.2: BASELINE CONDITIONS INTERSECTION LEVEL OF SERVICE

Intersection	Traffic Control ¹	Peak Hour	2012 Baseline No Project			2012 Baseline Plus Project		
			Average Delay ²	LOS	V/C Ratio	Average Delay ²	LOS	V/C Ratio
Arguello Boulevard / Geary Boulevard	Signal	AM	19	B		19	B	
		PM	20	B		20	B	
Arguello Boulevard / Turk Boulevard	Signal	AM	13	B		13	B	
		PM	10	B		10	B	
Arguello Boulevard / Fulton Street	Signal	AM	18	B		19	B	
		PM	15	B		15	B	
Stanyan Street / Turk Boulevard	Signal	AM	16	B		17	B	
		PM	12	B		12	B	
Stanyan Street / Fulton Street	Signal	AM	47	D	--	48	D	--
		PM	62	E	0.91	62	E	0.91
Stanyan Street / John F Kennedy Drive	Signal	AM	> 80	F	1.51	> 80	F	1.51
		PM	74	E	1.24	74	E	1.24
Parker Street / Geary Boulevard	Signal	AM	16	B		16	B	
		PM	16	B		16	B	
Parker Street / Turk Boulevard	Signal	AM	14	B		14	B	
		PM	15	B		15	B	
Parker Street / Golden Gate Avenue	AWS	AM	12	B (SB)		12	B (SB)	
		PM	13	B (SB)		13	B (SB)	
Masonic Avenue / Geary Boulevard	Signal	AM	> 80	F	1.21	> 80	F	1.21
		PM	> 80	F	1.01	> 80	F	1.01
Masonic Avenue / Turk Boulevard	Signal	AM	17	B		20	C	
		PM	21	C		21	C	
Masonic Avenue / Golden Gate Avenue	Signal	AM	< 10	A		< 10	A	
		PM	< 10	A		< 10	A	
Masonic Avenue / Fulton Street	Signal	AM	16	B		16	B	
		PM	12	B		13	B	
Masonic Avenue / Fell Street	Signal	AM	21	C		21	C	
		PM	24	C		24	C	
Turk Boulevard / Chabot Terrace	Signal	AM	< 10	A		< 10	A	
		PM	< 10	A		< 10	A	
Turk Boulevard / Tamalpais Terrace	Signal	AM	< 10	A		< 10	A	
		PM	11	B		11	B	

Notes: **Bold** = unacceptable operations

1. AWS = All-Way Stop-Controlled intersection
2. Average Delay shown as seconds per vehicle.

Source: Fehr & Peers, 2011

Table 4.2 presents the intersection levels of service for Baseline No Project and Baseline Plus Project Conditions. In general, the addition of project-generated traffic would not result in changes in the average delay per vehicle at the study intersections; all study intersections would continue to operate at the same service levels as under Baseline No Project Conditions. Increase in traffic volumes at the study intersections due to the IMP is not large enough to result in changes in the overall intersection delays.

During the AM peak hour, 14 of the study intersections would continue to operate at acceptable levels of service (LOS D or better) under Baseline Plus Project Conditions, and two of the study intersections would operate at unacceptable levels of service (LOS E or F). The addition of project-generated traffic would not exacerbate the two intersections – Stanyan Street/John F Kennedy Drive and Masonic Avenue/Geary Boulevard, that operate at unacceptable levels under Baseline No Project Conditions.

During the PM peak hour, 13 of the study intersections would continue to operate at acceptable levels of service (LOS D or better) under Baseline Plus Project Conditions, and three of the study intersections would operate at unacceptable levels of service (LOS E or F). The addition of project-generated traffic would not exacerbate the three intersections – Stanyan Street/Fulton Street, Stanyan Street/John F Kennedy Drive and Masonic Avenue/Geary Boulevard, that operate at unacceptable levels under Baseline No Project Conditions.

The following 13 intersections operate acceptably under both AM and PM peak hour conditions under Baseline No Project conditions and would continue to operate acceptably under Baseline Plus Project Conditions; therefore, the IMP would have a less-than-significant impact on these intersections.

- Intersection #1: Arguello Boulevard / Geary Boulevard
- Intersection #2: Arguello Boulevard / Turk Boulevard
- Intersection #3: Arguello Boulevard / Fulton Street
- Intersection #4: Stanyan Street / Turk Boulevard
- Intersection #7: Parker Street / Geary Boulevard
- Intersection #8: Parker Street / Turk Boulevard
- Intersection #9: Parker Street / Golden Gate Avenue
- Intersection #11: Masonic Avenue / Turk Boulevard
- Intersection #12: Masonic Avenue / Golden Gate Avenue
- Intersection #13: Masonic Avenue / Fulton Street
- Intersection #14: Masonic Avenue / Fell Street
- Intersection #15: Turk Boulevard / Chabot Terrace
- Intersection #16: Turk Boulevard / Tamalpais Terrace



Project Traffic Impacts

As indicated in **Table 4.2**, the following intersections would operate at unacceptable levels of service (LOS E or F) under Baseline No Project Conditions, and would continue to operate at the same LOS under Baseline Plus Project Conditions:

- Intersection #5: Stanyan Street / Fulton Street (PM)
- Intersection #6: Stanyan Street / John F Kennedy Drive (AM/PM)
- Intersection #10: Masonic Avenue / Geary Boulevard (AM/PM)

Each of these intersections operates unacceptably under Baseline No Project Conditions; therefore, the IMP's contribution to each intersection's critical movements was identified to determine if the project had a significant impact at the intersection.

Intersection #5: Stanyan Street / Fulton Street (LOS E, PM Peak Hour)

The Stanyan Street/Fulton Street intersection operates at LOS E in the PM peak hour under Baseline Conditions and Baseline Plus Project Conditions. The critical southbound through movement operates at LOS F during the PM peak. The IMP would add eight vehicle trips to the critical southbound through movement, which represent 1.6 percent of the movement's future expected volume. While this approach is expected to operate at LOS F under Baseline Plus Project Conditions, the project's contribution would not be considered significant. The northbound left movement is expected to operate at LOS E under Baseline Plus Project Conditions, but the IMP would not add vehicle trips to this critical movement during the PM peak hour. The other critical movements at the intersection are expected to operate at acceptable levels of service. Hence, the project's impact to this intersection would be considered **less-than-significant**.

Intersection #6: Stanyan Street / John F Kennedy Drive (LOS F, AM Peak Hour; LOS E, PM Peak Hour)

The Stanyan Street/John F Kennedy Drive intersection operates at LOS F during the AM peak hour under Baseline Conditions and Baseline Plus Project Conditions. The critical northbound through movement operates at LOS E, and the critical eastbound through and southbound left movements operate at LOS F. The IMP would add zero project trips to these movements. The other critical movements at the intersection are expected to operate at acceptable levels of service. Therefore, the project's impact to this intersection during the AM peak hour would be considered **less-than-significant**.

The Stanyan Street/John F Kennedy Drive intersection operates at LOS E during the PM peak hour under Baseline Conditions and Baseline Plus Project Conditions. The critical southbound left movement operates unacceptably at LOS F. The IMP would add eight vehicle trips to the critical northbound through movement at the intersection during the PM peak hour, which represent 1.0 percent of the movement's expected volume. The critical northbound through movement operates at LOS E but no project trips were added to this approach. The other critical movements at the intersection are expected to operate at acceptable levels of service. Hence, the project's impact to this intersection during the PM peak hour would be considered **less-than-significant**.

Intersection #10: Masonic Avenue / Geary Boulevard (LOS F, AM Peak Hour; LOS F, PM Peak Hour)

The Masonic Avenue/Geary Boulevard intersection operates at LOS F during the AM peak hour under Baseline Conditions and Baseline Plus Project Conditions. The critical westbound left movement operates at LOS F. Contributions by the IMP to the westbound left movement are expected to be five trips, or 3.2 percent of the movement's expected volume. Other critical movements include eastbound left,

northbound left and northbound through movements but no trips will be added to these movements. Therefore, the IMP's contribution to unacceptable Baseline Plus Project Conditions at this intersection during the AM peak hour would be considered **less-than-significant**.

The Masonic Avenue/Geary Boulevard intersection operates at LOS F during the PM peak hour under Baseline Conditions and Baseline Plus Project Conditions. The critical eastbound left movement operates at LOS F. The IMP would add one vehicle trips to the eastbound left movement at the intersection during the PM peak hour, which represent 0.6 percent of the movement's expected volume. Other critical movements operating at LOS F also include westbound left, northbound left, and southbound through movements. The IMP would not add vehicle trip to any of these critical movements during the PM peak hour. Therefore, the IMP's contribution to the intersection during the PM peak hour would be considered **less-than-significant**.

Overall, implementation of the IMP under Baseline Plus Project Conditions would result in a less-than-significant impact at the all study intersections.

4.2.3 Near-Term Cumulative (2022) Conditions

This section presents traffic conditions for future year 2022 Cumulative Conditions without and with the IMP. Future year traffic volume forecasts were estimated based on output from the SF CHAMP travel demand model. The Near-Term Cumulative analysis assumes that the Masonic Boulevard Streetscape project is constructed.

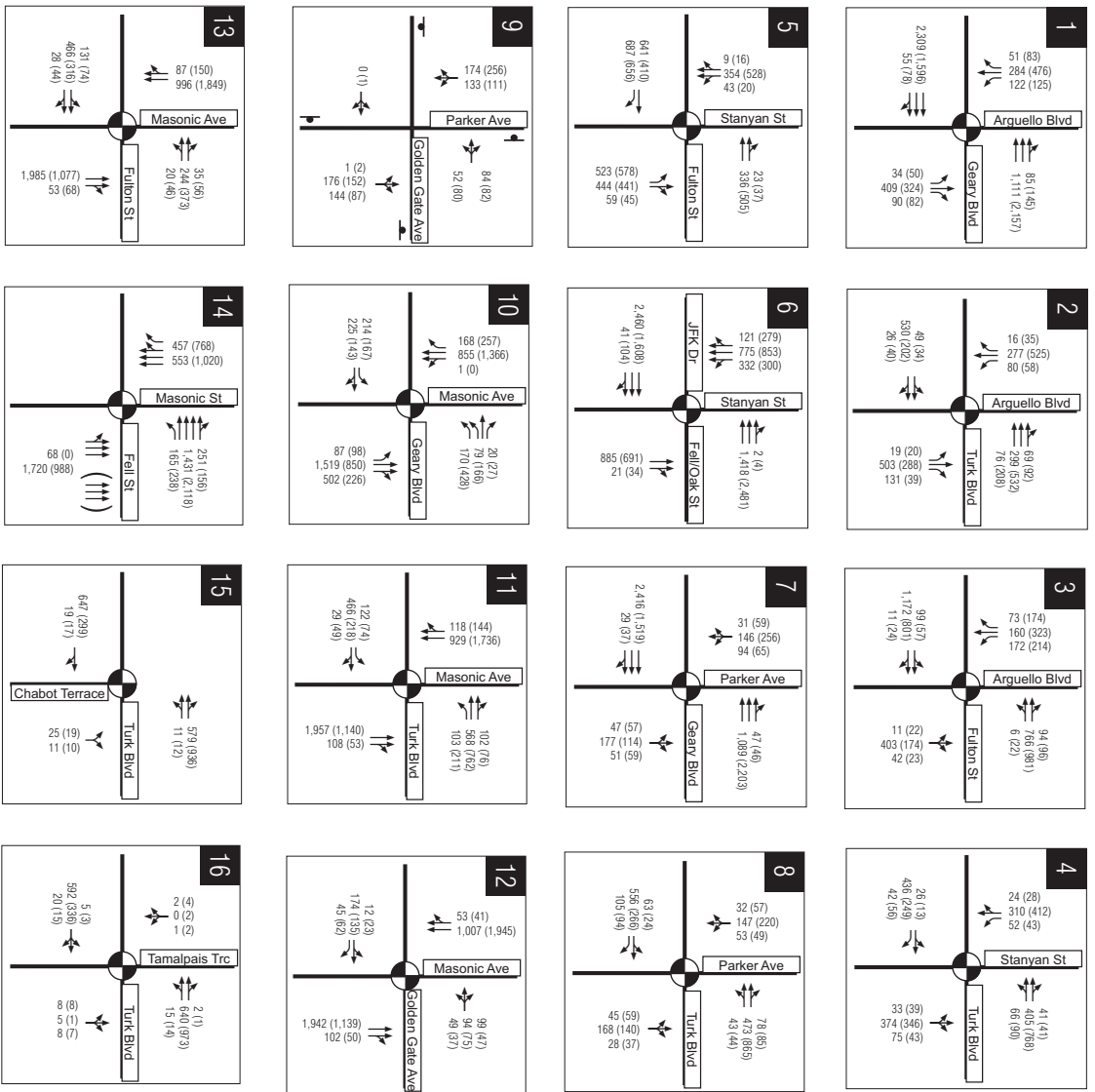
Traffic Forecast

Year 2022 Cumulative No Project traffic estimates were developed based on expected traffic growth rates between years 2010 and 2030 for the AM and PM peak periods, obtained from the SF-CHAMP model. Based on a linear growth assumption, the annual growth rates between years 2010 and 2030 were applied to the Fall 2011 traffic counts collected at the study intersections in order to obtain year 2022 turning movement volumes.

Travel demand analyses that were performed in the SF-CHAMP models used land use forecasts as input for each of the 981 Travel Analysis Zones (TAZs) within the City and County limits. These land use forecasts reflect the distinct characteristics of a given economic activity. Based on the land use forecasts for the TAZs that represent the USF Campus, the SF-CHAMP models assume USF would not contribute to the expected traffic growth between years 2010 and 2030 within the study area. In other words, the IMP is expected to generate additional trips to the study area beyond traffic growth estimates from the SF-CHAMP models. As shown in Section 4.2.1, the AM and PM peak hour volumes at the study intersections are projected to increase by 1.3 and 0.9 percent per year.

Traffic Operations

Year 2022 Cumulative No Project Conditions traffic volumes are depicted on **Figure 4.4**. Project-generated trips were added to the Year 2022 Cumulative No Project Conditions to develop the Year 2022 Cumulative Plus Project Conditions, whose volumes are shown in **Figure 4.5**. Project-generated trips under the Cumulative Plus Project Conditions are the same as those under the Baseline Plus Project Conditions. **Table 4.3** presents intersection LOS for AM and PM peak hour for Baseline, Year 2022 Cumulative No Project, and Year 2022 Cumulative Plus Project Conditions.



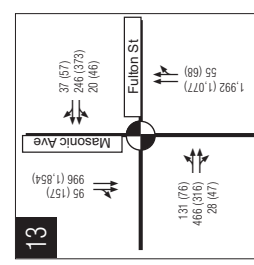
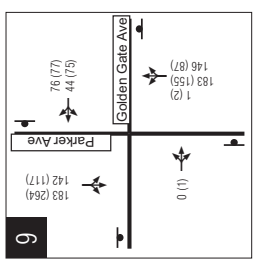
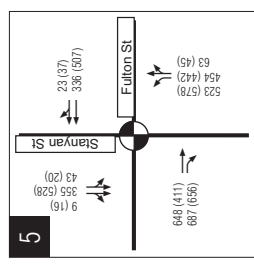
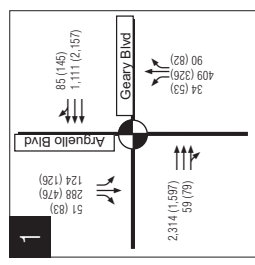
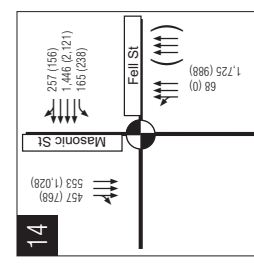
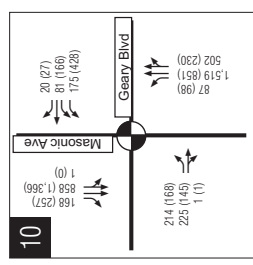
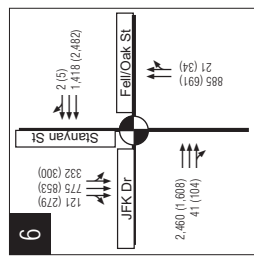
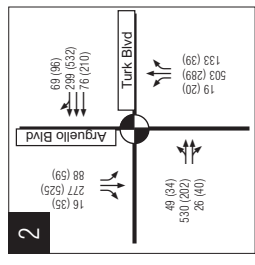
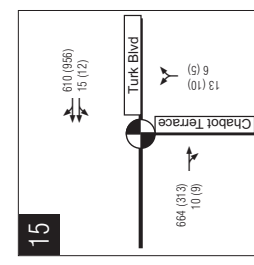
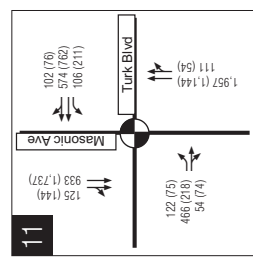
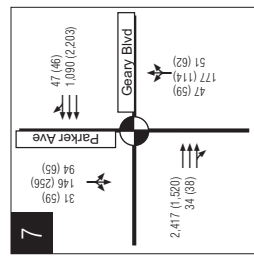
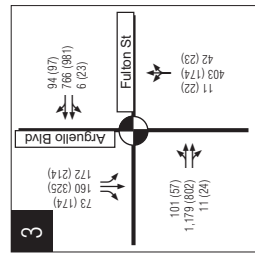
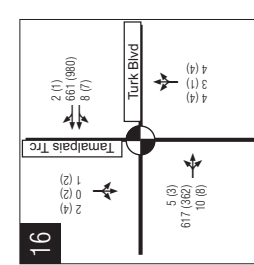
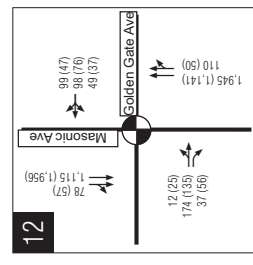
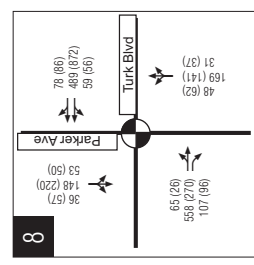
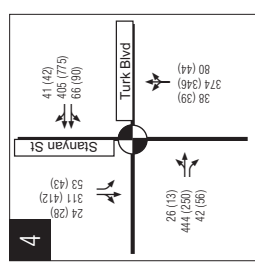
LEGEND
 Traffic Signal
 Stop Sign
 AM (PM) Volumes

Year 2022 Cumulative No Project Conditions Peak Hour Turning Movement Volumes



LEGEND

- Traffic Signal
- Stop Sign
- AM (PM) Volumes



Year 2022 Cumulative Plus Project Conditions Peak Hour Turning Movement Volumes
 FIGURE 4.5

TABLE 4.3: YEAR 2022 CUMULATIVE CONDITIONS INTERSECTION LEVEL OF SERVICE

Intersection	Traffic Control ¹	Peak Hour	Baseline No Project			2022 Cumulative No Project			2022 Cumulative Plus Project		
			Avg. Delay ²	LOS	V/C Ratio	Avg. Delay ²	LOS	V/C Ratio	Avg. Delay ²	LOS	V/C Ratio
Arguello Boulevard / Geary Boulevard	Signal	AM	19	B		22	C		22	C	
		PM	20	B		22	C		22	C	
Arguello Boulevard / Turk Boulevard	Signal	AM	13	B		14	B		14	B	
		PM	10	B		11	B		11	B	
Arguello Boulevard / Fulton Street	Signal	AM	18	B		31	C		33	C	
		PM	15	B		18	B		18	B	
Stanyan Street / Turk Boulevard	Signal	AM	16	B		18	B		19	B	
		PM	12	B		13	B		13	B	
Stanyan Street / Fulton Street	Signal	AM	47	D	--	67	E	1.05	69	E	1.06
		PM	62	E	0.91	78	E	1.00	78	E	1.00
Stanyan Street / John F Kennedy Drive	Signal	AM	> 80	F	1.51	> 80	F	1.72	> 80	F	1.72
		PM	74	E	1.24	> 80	F	1.38	> 80	F	1.38
Parker Street / Geary Boulevard	Signal	AM	16	B		19	B		19	B	
		PM	16	B		17	B		17	B	
Parker Street / Turk Boulevard	Signal	AM	14	B		18	B		19	B	
		PM	15	B		16	B		16	B	
Parker Street / Golden Gate Avenue	AWS	AM	12	B (SB)		14	B (SB)		14	B (SB)	
		PM	13	B (SB)		14	B (SB)		14	B (SB)	
Masonic Avenue / Geary Boulevard	Signal	AM	> 80	F	1.21	> 80	F	1.37	> 80	F	1.37
		PM	> 80	F	1.01	> 80	F	1.10	> 80	F	1.10
Masonic Avenue / Turk Boulevard	Signal	AM	17	B		43	D		46	D	
		PM	21	C		34	C		35	C	
Masonic Avenue / Golden Gate Avenue	Signal	AM	< 10	A		< 10	A		< 10	A	
		PM	< 10	A		< 10	A		< 10	A	
Masonic Avenue / Fulton Street	Signal	AM	16	B		40	D		41	D	
		PM	12	B		20	B		20	C	
Masonic Avenue / Fell Street	Signal	AM	21	C		25	C		25	C	
		PM	24	C		48	D		49	D	
Turk Boulevard / Chabot Terrace	Signal	AM	< 10	A		< 10	A		< 10	A	
		PM	< 10	A		< 10	A		< 10	A	
Turk Boulevard / Tamalpais Terrace	Signal	AM	< 10	A		< 10	A		< 10	A	
		PM	11	B		11	B		11	B	

Notes: **Bold** = unacceptable operations

1. AWS = All-Way Stop-Controlled intersection
2. Average Delay shown as seconds per vehicle.

Source: Fehr & Peers, 2011



Project Traffic Impacts

Table 4.3 shows that the IMP would contribute to the following intersections that are estimated to operate at LOS E or LOS F under 2022 Cumulative No Project Conditions, and would continue to operate unacceptably under 2022 Cumulative Plus Project Conditions:

- Intersection #5: Stanyan Street / Fulton Street (AM/PM)
- Intersection #6: Stanyan Street / John F Kennedy Drive (AM/PM)
- Intersection #10: Masonic Avenue / Geary Boulevard (AM/PM)

Each of these intersections operates unacceptably under 2022 Cumulative No Project Conditions; therefore, the IMP's contribution to each intersection's critical movements was identified to determine if the project had a significant impact at the intersection.

Intersection #5: Stanyan Street / Fulton Street (LOS E, AM Peak Hour; LOS E, PM Peak Hour)

The Stanyan Street/Fulton Street intersection operates at LOS E in the AM peak hour under 2022 Cumulative No Project and 2022 Cumulative Plus Project Conditions. The critical northbound through movement operates at LOS F during the PM peak. The IMP would add ten vehicle trips to the critical northbound through movement, which represent 2.2 percent of the movement's future expected volume. While this approach is expected to operate at LOS F, the project's contribution would not be considered significant. The southbound through movement is expected to operate at LOS F under 2022 Cumulative Plus Project Conditions, but one project trip (0.3 percent of the movement's future volume) would be added to this movement so the impact would not be considered significant. The northbound left would operate at LOS F but no project trips would be assigned to this movement. Hence, the project's impact to this intersection would be considered **less-than-significant**.

The Stanyan Street / Fulton Street intersection would operate at LOS E during the PM peak hour under 2022 Cumulative No Project and 2022 Cumulative Plus Project Conditions. The critical movements at this intersection during the PM peak hour include the northbound left (LOS E) and southbound through (LOS F) movements. The IMP would add eight trips to the southbound through movement, which represents 1.5 percent of the movement's future expected volume. The IMP would not add trips to the northbound left movement. Therefore, the project's contribution to these critical movements would not be considered significant. The project's contribution to the operating conditions at this intersection during the PM peak hour would be considered **less-than-significant**.

Intersection #6: Stanyan Street / John F Kennedy Drive (LOS F, AM Peak Hour; LOS F, PM Peak Hour)

The Stanyan Street/John F Kennedy Drive intersection operates at LOS F during the AM peak hour under 2022 Cumulative No Project and 2022 Cumulative Plus Project Conditions. The IMP would not add vehicle trips to the critical northbound through (LOS F), eastbound through (LOS F), and southbound left (LOS F) movements but zero project trips would be added to these movements. The other critical movements at the intersection are expected to operate at acceptable levels of service. Therefore, the project's impact to this intersection during the AM peak hour would be considered **less-than-significant**.

The Stanyan Street/John F Kennedy Drive intersection operates at LOS E during the PM peak hour under 2022 Cumulative No Project and 2022 Cumulative Plus Project Conditions. The critical northbound through (LOS F), southbound left (LOS F), and southbound through (LOS E) movements operate unacceptably. The IMP would add eight vehicle trips to the critical southbound left movement at the

intersection during the PM peak hour, which represent 0.9 percent of the movement's expected volume. The IMP would not add vehicle trips to the southbound left and northbound through movements. The other critical movements at the intersection are expected to operate at acceptable levels of service. Hence, the project's impact to this intersection during the PM peak hour would be considered **less-than-significant**.

Intersection #10: Masonic Avenue / Geary Boulevard (LOS F, AM Peak Hour; LOS F, PM Peak Hour)

The Masonic Avenue/Geary Boulevard intersection operates at LOS F during the AM peak hour under 2022 Cumulative No Project and 2022 Cumulative Plus Project Conditions. The critical westbound left movement operates at LOS F. Contributions by the IMP to the westbound left movement are expected to be five trips, or 2.9 percent of the movement's expected volume. Other critical movements operating at LOS F also include eastbound left, northbound left, and northbound through movements. The IMP would not add vehicle trip to any of these critical movements during the AM peak hour. Therefore, the IMP's contribution to unacceptable 2022 Cumulative Conditions at this intersection during the AM peak hour would be considered **less-than-significant**.

During the PM peak hour, the intersection operates at LOS F under 2022 Cumulative No Project and Plus Project Conditions. The IMP would add one vehicle trips to the eastbound left movement (LOS F) at the intersection during the PM peak hour, which represent 0.6 percent of the movement's expected volume. The other critical movements operating at LOS F also include westbound left, northbound left, and southbound through movements. The IMP would not add vehicle trip to any of these critical movements during the AM peak hour. Therefore, the IMP's contribution to the intersection during the PM peak hour would be considered **less-than-significant**.

Overall, implementation of the IMP under 2022 Cumulative Conditions would result in a less-than-significant impact at the all study intersections.

4.2.4 Cumulative (2035) Conditions

The preceding discussion of project impacts has been related to ten-year conditions with the IMP. This section presents traffic future year 2035 Cumulative Conditions without and with the IMP. Future year traffic volume forecasts and transit ridership were estimated based on output from the SF CHAMP travel demand model. The Cumulative 2035 analysis assumes that the Masonic Boulevard Streetscape project is constructed.

Traffic Forecast

Year 2035 Cumulative No Project traffic estimates were developed based on expected linear growth rates between years 2010 and 2030 for the AM and PM peak periods, obtained from the SF-CHAMP model. The annual growth rates between years 2010 and 2030 were assumed to be applicable to years between 2030 and 2035 as well. No additional public roadway changes were assumed under year 2035 Cumulative Conditions than those of Baseline Conditions in the project area. The resulting traffic estimates represent year 2035 No Project Conditions. As shown in Section 4.2.1, the AM and PM peak hour volumes at the study intersections are projected to increase by 1.3 and 0.9 percent per year. The 2035 Cumulative No Project Conditions peak hour turning movement volumes are shown in **Figure 4.6**.

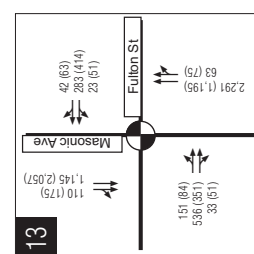
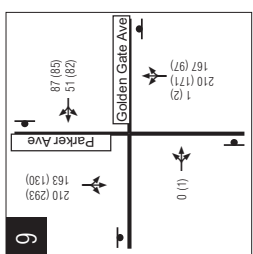
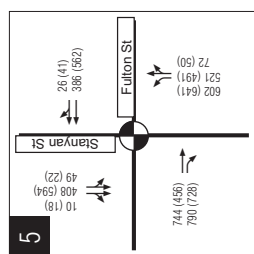
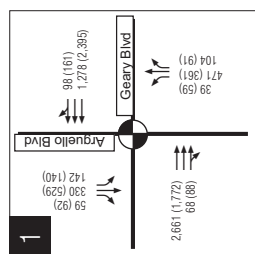
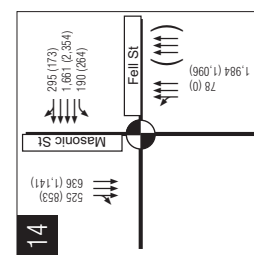
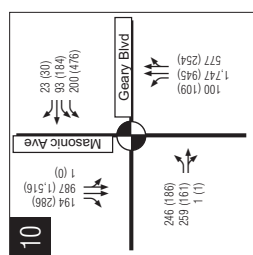
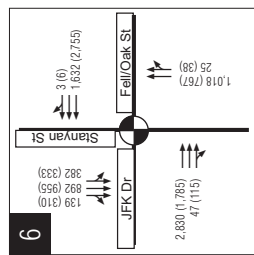
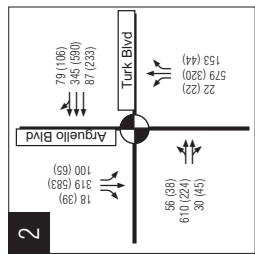
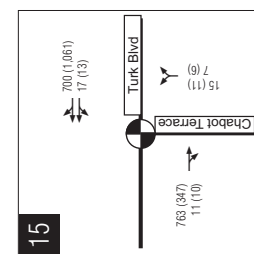
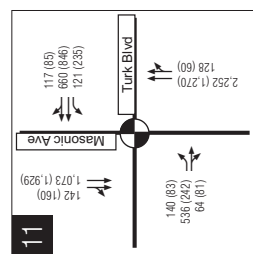
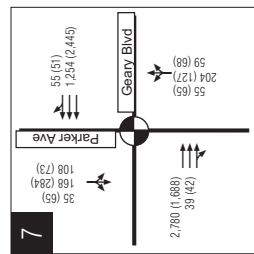
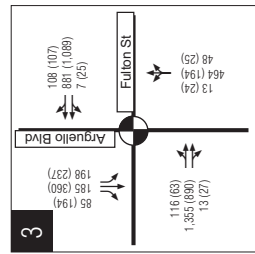
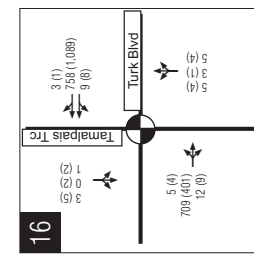
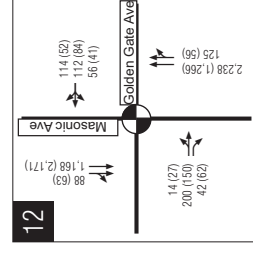
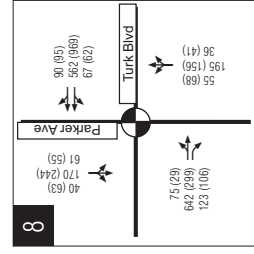
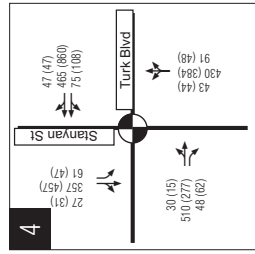
Since the SF-CHAMP models do not assume USF to contribute much to the expected traffic growth between years 2010 and 2030 within the study area, the IMP is expected to generate additional trips to the study beyond the growth estimated from the SF-CHAMP model. The net new vehicle estimates for the IMP that were shown in **Figure 3.1** were added to the 2035 Cumulative No Project peak hour intersection volumes to represent 2035 Cumulative Plus Project Conditions. The 2035 Cumulative Plus Project Conditions peak hour turning movement volumes are shown in **Figure 4.7**. **Table 4.4** compares the intersection LOS between the Baseline, 2022 Cumulative No Project, and 2035 Cumulative No Project and Plus Project Conditions.

Year 2035 Cumulative No Project Conditions Peak Hour Turning Movement Volumes





- LEGEND**
- Traffic Signal
 - Stop Sign
 - AM (PM) Volumes



Year 2035 Cumulative Plus Project Conditions Peak Hour Turning Movement Volumes
 FIGURE 4.7

TABLE 4.4: YEAR 2035 CUMULATIVE CONDITIONS INTERSECTION LEVEL OF SERVICE

Intersection	Traffic Control ¹	Peak Hour	Baseline No Project			2022 Cumulative No Project			2035 Cumulative No Project			2035 Cumulative Plus Project		
			Avg. Delay ²	LOS	V/C Ratio	Avg. Delay ²	LOS	V/C Ratio	Avg. Delay ²	LOS	V/C Ratio	Avg. Delay ²	LOS	V/C Ratio
Arguello Boulevard / Geary Boulevard	Signal	AM	19	B		22	C		38	D		39	D	
		PM	20	B		22	C		28	C		28	C	
Arguello Boulevard / Turk Boulevard	Signal	AM	13	B		14	B		16	B		16	B	
		PM	10	B		11	B		12	B		12	B	
Arguello Boulevard / Fulton Street	Signal	AM	18	B		31	C		> 80	F	1.19	> 80	F	1.19
		PM	15	B		18	B		26	C	-	26	C	-
Stanyan Street / Turk Boulevard	Signal	AM	16	B		18	B		23	C		26	C	
		PM	12	B		13	B		18	B		18	B	
Stanyan Street / Fulton Street	Signal	AM	47	D	--	67	E	1.05	> 80	F	1.21	> 80	F	1.21
		PM	62	E	0.91	78	E	1.00	> 80	F	1.11	> 80	F	1.11
Stanyan Street / John F Kennedy Drive	Signal	AM	> 80	F	1.51	> 80	F	1.72	> 80	F	1.98	> 80	F	1.98
		PM	74	E	1.24	> 80	F	1.38	> 80	F	1.58	> 80	F	1.59
Parker Street / Geary Boulevard	Signal	AM	16	B		19	B		31	C		31	C	
		PM	16	B		17	B		21	C		21	C	
Parker Street / Turk Boulevard	Signal	AM	14	B		18	B		34	C		38	C	
		PM	15	B		16	B		18	B		18	B	
Parker Street / Golden Gate Avenue	AWS	AM	12	B (SB)		14	B (SB)		17	C		18	C	
		PM	13	B (SB)		14	B (SB)		16	C		17	C	
Masonic Avenue / Geary Boulevard	Signal	AM	> 80	F	1.21	> 80	F	1.37	> 80	F	1.58	> 80	F	1.58
		PM	> 80	F	1.01	> 80	F	1.10	> 80	F	1.22	> 80	F	1.22
Masonic Avenue / Turk Boulevard	Signal	AM	17	B		43	D		> 80	F	1.43	> 80	F	1.44
		PM	21	C		34	C		54	D	-	55	E	1.09
Masonic Avenue / Golden Gate Avenue	Signal	AM	< 10	A		< 10	A		37	D		38	D	
		PM	< 10	A		< 10	A		11	B		11	B	
Masonic Avenue / Fulton Street	Signal	AM	16	B		40	D		77	E	1.13	78	E	1.14
		PM	12	B		20	B		39	D	-	40	D	-
Masonic Avenue / Fell Street	Signal	AM	21	C		25	C		48	D		48	D	

TABLE 4.4: YEAR 2035 CUMULATIVE CONDITIONS INTERSECTION LEVEL OF SERVICE

Intersection	Traffic Control ¹	Peak Hour	Baseline No Project			2022 Cumulative No Project			2035 Cumulative No Project			2035 Cumulative Plus Project		
			Avg. Delay ²	LOS	V/C Ratio	Avg. Delay ²	LOS	V/C Ratio	Avg. Delay ²	LOS	V/C Ratio	Avg. Delay ²	LOS	V/C Ratio
Turk Boulevard / Chabot Terrace	Signal	PM	24	C		48	D		68	E		69	E	
		AM	< 10	A		< 10	A		< 10	A		< 10	A	
		PM	< 10	A		< 10	A		< 10	A		< 10	A	
Turk Boulevard / Tamalpais Terrace	Signal	AM	< 10	A		< 10	A		< 10	A		< 10	A	
		PM	11	B		11	B		12	B		12	B	

Notes: **Bold** = unacceptable operations

1. AWS = All-Way Stop-Controlled intersection
2. Average Delay shown as seconds per vehicle.

Source: Fehr & Peers, 2011



Project Traffic Impacts

As indicated in **Table 4.4**, one intersection which operated at acceptable levels of service (LOS D or better) under 2035 Cumulative No Project Conditions would operate at unacceptable levels of service (LOS E or F) with the addition of project-generated traffic. Implementation of the Proposed Project would therefore result in **significant** project impacts at the following intersection:

- Intersection #11: Masonic Avenue / Turk Boulevard (LOS D to LOS E, PM)

In addition, the project would contribute to the following intersections that are estimated to operate at LOS E or LOS F under 2035 Cumulative No Project Conditions, and would continue to operate unacceptably under Cumulative Plus Project Conditions:

- Intersection #3: Arguello Boulevard / Fulton Street (AM)
- Intersection #5: Stanyan Street / Fulton Street (AM/PM)
- Intersection #6: Stanyan Street / John F Kennedy Drive (AM/PM)
- Intersection #10: Masonic Avenue / Geary Boulevard (AM/PM)
- Intersection #11: Masonic Avenue / Turk Boulevard (AM)
- Intersection #13: Masonic Avenue / Fulton Street (AM)
- Intersection #14: Masonic Avenue / Fell Street (PM)

Each of these intersections would operate unacceptably under both 2035 Cumulative No Project and 2035 Cumulative Plus Project Conditions; therefore, the project's contribution to each intersection's critical movements was analyzed to determine if the project would have a significant impact at the intersection.

Intersection #3: Arguello Boulevard / Fulton Street (LOS F, AM Peak Hour)

The Arguello Boulevard/Fulton Street intersection would operate at LOS F during the AM peak period under 2035 Cumulative No Project Conditions and 2035 Cumulative Plus Project Conditions. The IMP would add nine vehicle trips to the critical eastbound movement at the intersection during the AM peak hour, which represents 0.6 percent of the movement's expected future volume. The southbound left movement is another critical movement but the project is not expected to add trips to this approach. These approaches are expected to operate at LOS F under 2035 Cumulative Plus Project Conditions; however, the project's contribution to these critical movements would be considered **less-than-significant**.

Intersection #5: Stanyan Street / Fulton Street (LOS F, AM Peak Hour; LOS F, PM Peak Hour)

The Stanyan Street / Fulton Street intersection would operate at LOS F during the AM peak hour under 2035 Cumulative No Project and 2035 Cumulative Plus Project Conditions. The critical movements operating at LOS F at this intersection during the AM peak hour include the eastbound through, northbound through, northbound left, and southbound through movements. The IMP would add seven vehicle trips to the critical eastbound through movement, which represents 0.9 percent of the movement's future expected volume. The IMP would add ten vehicle trips to the northbound through movement, which represent 1.9 percent of the movement's future expected volume. The IMP would also add one vehicle trip to the southbound through movement, representing 0.2 percent of the movement's future volume. The IMP would not add trips to the northbound left movement. Therefore, the project's contribution to these critical movements would not be considered significant. The project's contribution

to the intersection's failing operating conditions during the AM peak hour would be considered **less-than-significant**.

The Stanyan Street / Fulton Street intersection would operate at LOS F during the PM peak hour under 2035 Cumulative No Project and 2035 Cumulative Plus Project Conditions. The critical movements at this intersection during the PM peak hour include the northbound left (LOS F) and southbound through (LOS F) movements. The IMP would add eight trips to the southbound through movement, which represents 1.3 percent of the movement's future expected volume. The IMP would not add trips to the northbound left movement. Therefore, the project's contribution to these critical movements would not be considered significant. The project's contribution to the operating conditions at this intersection during the PM peak hour would be considered **less-than-significant**.

Intersection #6: Stanyan Street / John F Kennedy Drive (LOS F, AM Peak Hour; LOS F, PM Peak Hour)

The Stanyan Street / John F. Kennedy Drive intersection would operate unacceptably at LOS F during the AM peak hour under 2035 Cumulative No Project and 2035 Cumulative Plus Project Conditions. The critical movements operating at LOS F would include eastbound through, northbound through, and southbound left. The IMP would not add any trips to the any of the critical movements. Therefore, the project would have a **less-than-significant** impact to intersection during the AM peak hour.

During the PM peak hour under 2035 Cumulative No Project and 2035 Cumulative Plus Project Conditions, the intersection would operate at LOS F and the critical movements would include the westbound through (LOS E), northbound through (LOS F), southbound through (LOS F), and southbound left (LOS F) movements. One vehicle trip and eight vehicle trips would be added to the westbound through and southbound through movements due to the IMP, representing 0.04 and 0.1 percent of the respective movements' future expected volume. Hence, the project would have a **less-than-significant** impact to the operating conditions at this intersection during the PM peak hour.

Intersection #10: Masonic Avenue / Geary Boulevard (LOS F, AM Peak Hour; LOS F, PM Peak Hour)

The Masonic Avenue / Geary Boulevard intersection would operate at LOS F during the AM peak hour under 2035 Cumulative No Project and 2035 Cumulative Plus Project Conditions. The eastbound left, westbound left, northbound left and northbound through movements would be the critical movements during the AM peak hour, operating at LOS F. The IMP would add five trips to the westbound left movement, or 0.3 percent of the movement's future expected volume. No trips would be added to the other critical movements. Thus, the project's impact on the intersection during the AM peak hour would be considered **less-than-significant**.

The intersection would also operate at LOS F during the PM peak hour under 2035 Cumulative No Project and Plus Project Conditions, with the eastbound left, westbound left, northbound left, and southbound through as the critical movements operating at LOS F. The IMP is expected to add one trip to the eastbound left approach, which represent just 0.5 percent of the movement's future expected volume. The project would have a **less-than-significant** impact to the operating conditions at this intersection during the PM peak hour.

Intersection #11: Masonic Avenue / Turk Boulevard (LOS F, AM Peak Hour; LOS E, PM Peak Hour)

The Masonic Avenue / Turk Boulevard intersection would operate unacceptably at LOS F during the AM peak hour under 2035 Cumulative No Project and 2035 Cumulative Plus Project Conditions. Critical movements include the eastbound left, eastbound through, westbound left, and northbound through

movements, all of which would operate at LOS F during the Am peak hour. The IMP would add 22 vehicle trips to the eastbound right movement, which represents 3.7 percent of future volume for the eastbound through-right lane. With three trips added to the critical westbound left movement, the project would contribute to 2.5 percent of the movement's future expected volume. The IMP is not expected to add vehicle trips to the other critical movements. Therefore, the project's contribution to the critical movements as well as the intersection's LOS F operating conditions would be considered **less-than-significant**.

The addition of Proposed Project trips would degrade PM peak hour level of service from LOS D under 2035 Cumulative No Project Conditions to LOS E under 2035 Cumulative Plus Project Conditions. This would be considered a **significant** traffic impact. Providing an additional right turn lane at this intersection would improve operations to acceptable levels and reduce the impact to a **less-than-significant** level.

Intersection #13: Masonic Avenue / Fulton Street (LOS E, AM Peak Hour)

Under 2035 Cumulative No Project and Plus Project Conditions, the Masonic Avenue / Fulton Street intersection would operate at LOS E during the AM peak hour. Seven vehicle trips would be added to the critical northbound through (LOS F) movement due to the IMP, representing 0.3 percent of the movement's future expected volume. Hence, the project would have a **less-than-significant** contribution to the intersection.

Intersection #14: Masonic Avenue / Fell Street (LOS E, AM Peak Hour; LOS E, PM Peak Hour)

The Masonic Avenue / Fell Street intersection would operate unacceptably at LOS E during the AM peak hour under 2035 Cumulative No Project and 2035 Cumulative Plus Project Conditions. The southbound through movement would be the critical movement and operate at LOS F. The IMP would add eight southbound through trips at this intersection, which would be 0.7 percent of the southbound through movement's future expected volume. Therefore, the project's contribution to the intersection's failing operating conditions would be considered **less-than-significant**.

Overall, implementation of the IMP under 2035 Cumulative Conditions would result in insignificant impact at the all study intersections.

4.3 TRANSIT IMPACTS



To estimate transit operations under project conditions, future year ridership projections were obtained from the SF CHAMP model for each line serving the Campus. Ridership demand estimates for each of the scenario years were developed by assuming linear growth between the 2008 model and future year 2030 model, and applying that growth rate to the scenario year. Estimated future hourly ridership demand was then compared to the expected hourly capacity, assuming transit routes and headway changes would not change between 2008 and the scenario year. Transit capacity utilization rates were then calculated for both the No Project and Plus Project Conditions. No future changes to the bus routes, headways, and capacity of the lines were assumed.

4.3.1 Existing Plus Project Conditions

The IMP is estimated to produce 447 net new daily transit trips, 40 net new AM peak hour transit trips, and 36 net new PM peak hour transit trips. These transit person trips were added to the Existing Conditions for the transit lines within study area that would be used by employees and visitors to access the campus. Transit routes were chosen based on the trip distribution percentages presented in Section 3.3. **Table 4.6** summarizes Existing and Existing Plus Project transit conditions.

Transit routes serving the Hilltop Campus were split into directional groups to analyze whether or not the IMP would cause transit operating in a particular direction (i.e., northbound, southbound, westbound, eastbound) to exceed the SFMTA’s 85 percent capacity utilization standard. Northbound and eastbound routes carry inbound riders, whereas southbound and westbound routes carry outbound riders. As shown in **Table 4.6**, no transit corridors are expected to operate over 85 percent of capacity standard; hence, impacts to transit ridership are expected to be **less-than-significant**.

TABLE 4.6: MUNI TRANSIT CAPACITY UTILIZATION BY CORRIDOR SCREENLINE – EXISTING PLUS PROJECT CONDITIONS

Direction	Peak Hour	Existing Conditions			Existing Plus Project		
		Capacity	Ridership	Capacity Utilization	Project Trips	Ridership	Capacity Utilization
Northbound ¹	AM	630	471	75%	14	485	77%
	PM	630	302	48%	8	310	49%
Southbound ¹	AM	693	193	28%	2	195	28%
	PM	630	348	55%	6	354	56%
Eastbound ²	AM	3,631	2,077	57%	25	2,102	58%
	PM	3,361	1,540	46%	18	1,558	46%
Westbound ²	AM	3,141	2,039	65%	15	2,054	65%
	PM	3,882	2,141	55%	23	2,164	56%

Notes:

1. 33 Stanyan, 43 Masonic
2. 5 Fulton, 21 Hayes, 31 Balboa, 31BX Balboa B Express, 38 Geary, 38L Geary Limited

Source: Fehr & Peers, 2011

4.3.2 Baseline 2012 Conditions

The IMP is estimated to produce 447 net new daily transit trips, 40 net new AM peak hour transit trips, and 36 net new PM peak hour transit trips. These transit person trips were added to the Baseline

Conditions for the transit lines within study area that would be used by employees and visitors to access the campus. Transit routes were chosen based on the trip distribution percentages presented in Section 3.3. **Table 4.7** summarizes Baseline and Baseline Plus Project transit conditions.

Transit routes serving the Hilltop Campus were split into directional groups to analyze whether or not the IMP would cause transit operating in a particular direction (i.e., northbound, southbound, westbound, eastbound) to exceed the SFMTA’s 85 percent capacity utilization standard. Northbound and eastbound routes carry inbound riders, whereas southbound and westbound routes carry outbound riders. As shown in **Table 4.7**, no transit corridors are expected to operate over 85 percent of capacity standard; hence, impacts to transit ridership are expected to be **less-than-significant**.

TABLE 4.7: MUNI TRANSIT CAPACITY UTILIZATION BY CORRIDOR SCREENLINE – BASELINE CONDITIONS							
Direction	Peak Hour	Baseline No Project			Baseline Plus Project		
		Capacity	Ridership	Capacity Utilization	Project Trips	Ridership	Capacity Utilization
Northbound ¹	AM	630	475	75%	14	489	78%
	PM	630	305	48%	8	313	50%
Southbound ¹	AM	693	204	29%	2	206	30%
	PM	630	366	58%	6	372	59%
Eastbound ²	AM	3,631	2,184	60%	25	2,209	61%
	PM	3,361	1,634	49%	18	1,652	49%
Westbound ²	AM	3,141	2,042	65%	15	2,057	65%
	PM	3,882	2,143	55%	23	2,166	56%

Notes:
 1. 33 Stanyan, 43 Masonic
 2. 5 Fulton, 21 Hayes, 31 Balboa, 31BX Balboa B Express, 38 Geary, 38L Geary Limited
 Source: Fehr & Peers, 2011

4.3.3 Year 2022 Cumulative Conditions

The transit person trips estimated to be generated by the IMP were added to the Year 2022 Cumulative No Project Conditions for the bus lines within the transit study area that would be used by USF faculty, staff, and students to the campus. Project-generated inbound and outbound transit trips were distributed directionally based on the regional distribution for transit trips presented in Section 3.3. These trips were then assigned proportionally to bus lines that operate in the same corridor and would likely serve these trips.

The project would be considered to have a significant cumulative impact by year 2022 if the addition of project trips to the Muni corridors would result in the capacity utilization to exceed 85 percent standard. Where a corridor operates at over 85 percent capacity utilization under Year 2022 Cumulative No Project Conditions, the increase in project transit trips were reviewed to determine whether the increase would contribute significantly to the capacity utilization.

As shown in **Table 4.8**, no transit corridors are expected to operate over Muni’s 85 percent standard; hence, impacts to transit ridership are expected to be **less-than-significant**.

TABLE 4.8: MUNI TRANSIT CAPACITY UTILIZATION BY CORRIDOR SCREENLINE – YEAR 2022 CUMULATIVE CONDITIONS

Direction	Peak Hour	Year 2022 No Project			Year 2022 Cumulative Plus Project		
		Capacity	Ridership	Capacity Utilization	Project Trips	Ridership	Capacity Utilization
Northbound ¹	AM	630	481	76%	14	495	79%
	PM	630	309	49%	8	317	50%
Southbound ¹	AM	693	234	34%	2	236	34%
	PM	630	415	66%	6	421	67%
Eastbound ²	AM	3,631	2,482	68%	25	2,507	69%
	PM	3,361	1,897	56%	18	1,915	57%
Westbound ²	AM	3,141	2,046	65%	15	2,061	66%
	PM	3,882	2,142	55%	23	2,165	56%

Notes:

3. 33 Stanyan, 43 Masonic

4. 5 Fulton, 21 Hayes, 31 Balboa, 31BX Balboa B Express, 38 Geary, 38L Geary Limited

Source: Fehr & Peers, 2011

4.3.4 Year 2035 Cumulative Conditions

Ridership demand estimates for year 2035 were developed by assuming linear growth between the year 2008 and 2030 SF-CHAMP models. The same annual growth rates were also assumed between years 2030 and 2035. Estimated future hourly ridership demand was compared to expected hourly capacity, with the assumption that no changes in transit routes, headway, and bus capacity would occur between year 2012 Baseline and year 2035.

The IMP is estimated to produce 40 AM peak hour transit trips (39 inbound and one outbound) and 36 PM peak hour transit trips (eight inbound and 28 outbound).

As for the preceding year scenarios, the transit routes serving the USF Campus were split into directional groups to analyze whether or not the IMP would cause transit operating in a directional screenline to exceed the Muni's 85 percent capacity utilization standard.

The project would have a significant impact if the addition of project trips to the Muni corridors was a substantial contribution that would result in the capacity utilization to exceed 85 percent. As shown in **Table 4.9**, no transit corridors are expected to operate over 85 percent of capacity standard; therefore, the IMP's contribution to the transit ridership would be considered **less-than-significant**.

TABLE 4.8: MUNI TRANSIT CAPACITY UTILIZATION BY CORRIDOR SCREENLINE – YEAR 2035 CUMULATIVE CONDITIONS

Direction	Peak Hour	Year 2035 No Project			Year 2035 Cumulative Plus Project		
		Capacity	Ridership	Capacity Utilization	Project Trips	Ridership	Capacity Utilization
Northbound ¹	AM	630	490	78%	14	504	80%
	PM	630	314	50%	8	322	51%
Southbound ¹	AM	693	281	41%	2	283	41%
	PM	630	492	78%	6	498	79%
Eastbound ²	AM	3,631	2,953	81%	25	2,978	82%
	PM	3,361	2,317	69%	18	2,335	69%
Westbound ²	AM	3,141	2,052	65%	15	2,067	66%
	PM	3,882	2,143	55%	23	2,166	56%

Notes:

5. 33 Stanyan, 43 Masonic

6. 5 Fulton, 21 Hayes, 31 Balboa, 31BX Balboa B Express, 38 Geary, 38L Geary Limited

Source: Fehr & Peers, 2011

4.4 BICYCLE IMPACTS



The IMP is expected to increase bicycle demand around the Campus. This section describes the City of San Francisco bicycle parking requirements per the *Planning Code*, as they relate to the campus, and the bicycle circulation impacts in the area around the campus.

4.4.1 Bicycle Parking

The City of San Francisco *Planning Code* Section 155 specifies that new developments or major renovations must provide a minimum number of bicycle parking spaces and bicycle amenities. The design of the bicycle parking areas on the Campus would be subject to review by the City to ensure *Planning Code* compliance, either directly, through a variance, or exception. *Planning Code* information is presented for informational purposes only, and no impacts were identified.

As part of the IMP, the University may expand or alter its parking garages. The Campus would be required to provide a minimum of six bicycle parking spaces, plus one bicycle parking space for every 20 parking spaces in garages with 120 to 500 parking spaces. Garages which offer more than 500 automobile parking spaces would be required to provide 25 bicycle parking spaces plus one for every 40 automobile spaces, up to a maximum of 50 bicycle parking spaces.

New or significantly renovated academic buildings on the Campus would also be required to provide bicycle parking. Where the gross square footage of the floor area exceeds 10,000 square feet but is no greater than 20,000 feet, three bicycle spaces would be required. Where the gross square footage of the floor area exceeds 20,000 square feet but is no greater than 50,000 feet, six bicycle spaces would be required. Where the gross square footage of the floor area exceeds 50,000 square feet, 12 bicycle spaces would be required.

Any new dormitory or housing facility would be required to provide one bicycle parking space for every three bedrooms.

Additionally, the University would be required to provide locker and shower facilities for cyclist commuters in new buildings or buildings undergoing major renovations. Where the gross square footage of the floor area exceeds 10,000 square feet but is no greater than 20,000 square feet, one shower and two clothes lockers would be required. Where the gross square footage of the floor area exceeds 20,000 square feet but is no greater than 50,000 square feet, two showers and four clothes lockers would be required. Where the gross square footage of the floor area exceeds 50,000 square feet, four showers and eight clothes lockers would be required. This requirement can be waived if the University establishes an agreement to provide lockers and showers at a health club (e.g., Koret Center) or other facility within four blocks of the University building free of charge to employees who choose to bicycle to Campus.

As mentioned before, the University would be required to submit plans to the City for any future project on the Campus, and bicycle parking would be reviewed at that time. Therefore, no impacts are identified in this subsection and data is presented for informational purposes only.

4.4.2 Bicycle Circulation

As discussed in Section 2.5, the area around the Campus has a number streets designated as bicycle routes or with striped bicycle lanes. In summary, the following on-street bicycle facilities are located near the USF Campus:

- Turk Boulevard, west of Masonic Avenue, Class II bicycle lanes in both directions;
- Golden Gate Avenue, between Baker Street and Shrader Street, a westbound Class II bicycle lane, between Annapolis Street and Broderick Street, an eastbound Class II bicycle lane, and between Shrader Street and Annapolis Street, a Class III bicycle route (signs and sharrows).
- Other bicycle facilities near the Lone Mountain and Lower Campus include bidirectional Class II bicycle lanes on Arguello Boulevard, a Class III bicycle route on Masonic Avenue, and a Class III bicycle route (signs and Sharrows) on McAllister Street.

The recently adopted Masonic Avenue Street Design study also identified future bicycle network changes along Masonic Avenue. A grade-separated cycletrack would be added in both the northbound and southbound directions. This improvement would be implemented at the same time of a planned lane reduction and signal retiming of the Masonic corridor. Although the project was approved, the City is still in the process of identifying funding to implement the preferred alternative.

During the implementation of the ten year IMP, the Campus would experience an increase in the number of students, faculty and staff. Some of these new people on campus would bicycle to Campus; however, a majority is still expected to drive. As part of the IMP, the University would implement two streetscape design plans –Turk Boulevard and Golden Gate Avenue between Masonic Avenue and Shrader Street – to increase bicycle and pedestrian safety on the streets adjacent to the campus.

The IMP does not include any elements that would significantly inhibit bicycle activity in the area surrounding the Campus, nor does it interfere with the implementation of elements of the *Bike Plan*. The proposed streetscape improvements to Turk Boulevard and Golden Gate Avenue would generally enhance the bicycling environment and improve bicyclist safety. The project is expected to generate new bicycle trips within San Francisco; however, these new trips can be reasonably accommodated on the existing and planned bicycle network; therefore, the project's impact to the bicycle network would be **less-than-significant**.

4.5 PEDESTRIAN IMPACTS



The IMP is expected to increase pedestrian traffic on and around the USF Campus, including walking trips to and from nearby transit stops. Although pedestrian activity around the campus is generally dispersed, pedestrian activity would likely increase at locations proposed as future development sites, particularly across Parker Avenue and between the Lower and Hilltop portions of the Campus.

There would also likely be an increase in the number of pedestrians at transit stops around the Campus. This includes walking trips to transit stops located along Turk Boulevard at Stanyan Street, Parker Avenue, Chabot Terrace, Roselyn Terrace, and Masonic Avenue, and along Fulton Street at Parker Avenue, Clayton Street, and Masonic Avenue.

To address an increased number of pedestrians, the IMP includes pedestrian enhancements as part of the Turk Boulevard and Golden Gate Avenue streetscape plans. Improvements would include enhanced crosswalks, medians, curb extensions, and traffic calming elements. The Master Plan also includes an enhanced crosswalk on Parker Avenue at McAllister Street.

The IMP would not create unsafe conditions for pedestrians, nor would the additional walk trips cause crowding on nearby sidewalks; therefore, the IMP would have a **less-than-significant** impact to pedestrian facilities around the Campus. Generally, the traffic calming plan would improve conditions for pedestrians around the Campus.

Prior to constructing any proposed improvements to the public right-of-way, USF would coordinate their proposed plan and design with the SFMTA, the agency with the authority to make changes to the roadway.

4.6 LOADING IMPACTS



Assessments of loading impacts are specific to individual projects, and include the ability of the new development to accommodate the projected delivery and service vehicle demand generated by the new uses. To the extent that the loading demand is not accommodated on-site, and could not be accommodated within existing or new on-street loading zones, double-parking, illegal use of sidewalks and other public space is likely to occur with associated disruptions and impacts to traffic and transit operations as well as to bicyclists and pedestrians. These disruptions are usually short in duration and occur when trucks enter and exit loading areas. However, USF has implemented several improvement measures to manage loading issues including creating a Traffic Coordinator position in 2010 to manage campus deliveries and to address disruptions and impacts. The University limits the hours of use of its loading docks to Monday through Friday, 7am to 4pm and Saturday & Sunday 9am to 4pm. Therefore, no impacts associated with loading were identified.

4.7 EMERGENCY ACCESS IMPACTS



Aside from the modest increase in vehicle traffic associated with the new students, faculty, and staff at the Hilltop Campus, the IMP would not inhibit or create any barriers to emergency access vehicles on the Campus or traveling through the Campus. Therefore, impacts to emergency access are expected to be **less-than-significant**.



4.8 CONSTRUCTION IMPACTS

Temporary construction impacts are specific to individual development projects, and include impacts related to temporary roadway and sidewalk closures, relocation of bus stops, effects on roadway circulation due to construction vehicles, and parking demand associated with construction workers. The IMP envisions development sites that may affect the transportation network along Fulton Street, next to St. Ignatius; Parker Avenue, between McAllister and Turk; Golden Gate Avenue, west of Masonic; Turk Avenue, between Tamalpais Terrace and Roselyn Terrace; Anza Street, east of Parker Avenue. Construction activities that affect street right-of-way are typically regulated through permits and construction requirements to ensure acceptable levels of traffic and transit flow during the period of traffic disruptions. Construction best management practices are typically required to be in place to ensure the safety of construction workers, motorists, bicyclists, and pedestrians throughout the construction period. No construction impacts were identified.

4.9 PARKING IMPACTS



Although there are no significance thresholds for parking impacts, parking impacts due to campus population growth, the traffic calming plan, and the Masonic Boulevard Streetscape project were analyzed to help shape USF's transportation demand management strategy. Based on campus population projections, removal of on-street parking due to both the traffic calming plan and the Masonic Boulevard project, and future on-campus parking supply, the estimated future on-campus parking deficit is 101 vehicles and off-campus parking deficit is 127 vehicles. The USF transportation demand management strategy is tailored to address the projected parking deficits. The existing and forecasted parking conditions are discussed in further detail in Chapter 6.

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CHAPTER 5. MITIGATION AND IMPROVEMENTS

This chapter presents the transportation mitigation measures that would be required to reduce the impacts of the IMP. In some cases, mitigation measures would reduce the magnitude of the project's impacts, but not to less-than-significant levels. In some cases, no significant impact was identified; however, an improvement measure was noted that would improve operations. This chapter describes the level of significance following implementation of the recommended mitigation measure.

5.1 TRAFFIC

One significant environmental impact has been identified. The addition of Proposed Project trips at the Masonic Avenue / Turk Boulevard intersection would degrade PM peak hour level of service from LOS D under 2035 Cumulative No Project Conditions to LOS E under 2035 Cumulative Plus Project Conditions. This would be considered a significant traffic impact. Providing an additional right turn lane at this intersection would improve operations to acceptable levels and reduce the impact to a **less-than-significant** level.

5.2 TRANSIT

No significant environmental impacts have been identified. No mitigation required.

5.3 BICYCLES

No significant environmental impacts have been identified. No mitigation required.

5.4 PEDESTRIANS

No significant environmental impacts have been identified. No mitigation required.

5.5 LOADING

No significant environmental impacts have been identified. No mitigation required.

5.6 EMERGENCY ACCESS

No significant environmental impacts have been identified. No mitigation required.

5.7 LOADING

No significant environmental impacts have been identified. No mitigation required.

5.8 CONSTRUCTION

No significant environmental impacts have been identified. No mitigation required.

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CHAPTER 6. PARKING CONDITIONS



The City of San Francisco does not consider parking to be a part of the physical environment, since the availability of parking spaces (or lack thereof) is not a permanent physical conditions and changes over time (both throughout the day and week and as people change their travel mode and patterns). However, parking supply and demand is generally of interest to both residents and the USF community. This chapter describes the data collection, analysis, and results of an on-street and on-campus parking study completed as part of the IMP.

Existing on-street and off-street parking conditions were examined in a parking study area bounded by Geary Boulevard to the north, Central Avenue to the east, Fell Street to the south, and Arguello Boulevard to the west. The parking study area encompasses areas that are within ½ mile from the center of the Upper and Lower Campuses, which includes most street segments within two blocks of a Campus edge. This boundary for the study area is assumed to represent areas within a reasonable walking distance from the Campus for those who choose to park along the street. The parking study area, as well as subareas, is shown in **Figure 6.1**.

This study area is inclusive of the entire BB residential parking permit area and the entire L residential parking permit area except for one L permit block north of Geary and one L permit block west of Arguello. The parking area captures drivers who might look for less-convenient, but less-restricted parking, as well as those less willing to walk, willing to spend more time looking for parking, and more willing to move their car for applicable time restrictions.

6.1 ON-STREET PARKING

The residential streets surrounding USF were surveyed to determine the typical on-street parking occupancy rate. The area surveyed covers the streets within two blocks of a Campus edge, as shown in **Figure 6.1**. To determine the existing parking occupancy of the surrounding area, field surveys were conducted on these streets on March 24, March 31, and April 19, 2011 and are included in **Appendix D**. This study area includes a total of 3,670 on street parking spaces. Of these spaces, approximately 1,601 spaces are unrestricted with only street cleaning limitations. The unrestricted spaces are generally located along the USF Campus (Anza Street, Turk Boulevard, and Parker Avenue). Except for block faces around the USF Campus and the St. Mary's Campus, parking is generally restricted to 2-hours except for those with residential parking permits.

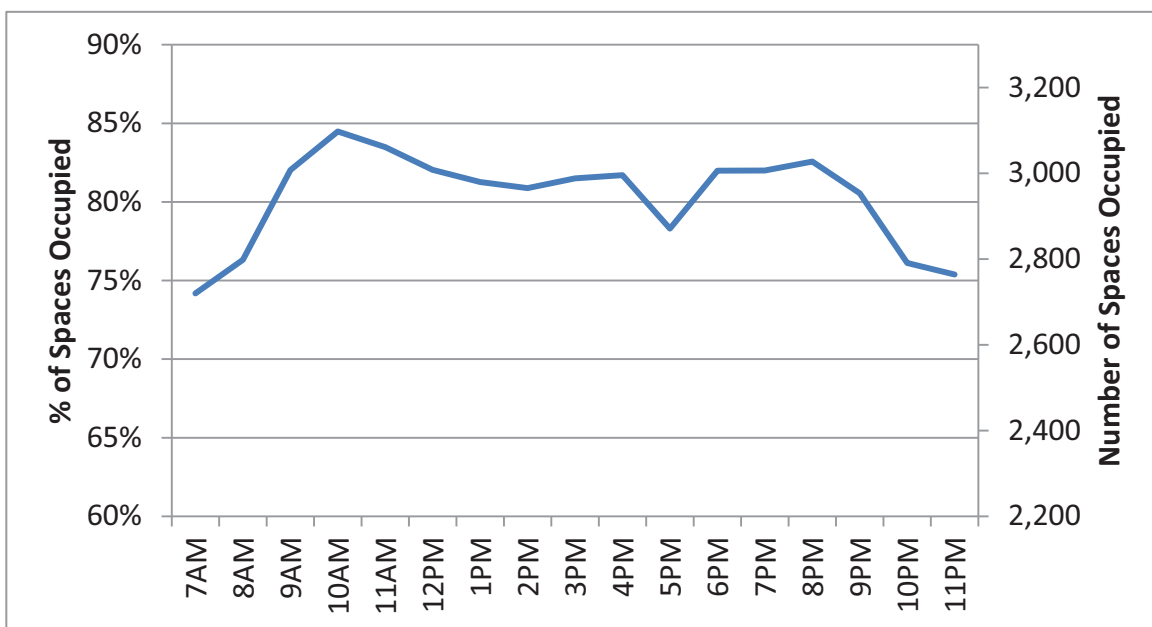
The parking field surveys were conducted in-person by counting the total parking spaces available on each roadway segment, then counting the number of parked vehicles on each roadway segment for each hour between 7:00 AM and midnight. Because the data was collected by roadway segment, the data could be aggregated by block or subarea to determine if a particular area had a more constrained (i.e., more occupied) parking supply throughout a typical day. Data was not collected between midnight at 7:00 AM because parking restrictions are typically not in effect and parking occupancy changes less frequently from one hour to the next because residents are sleeping. For example, conditions at midnight and at 7:00 AM can be used as proxy for what parking occupancy is at 3:00 AM.

The data was also collected such that it reflected typical conditions in the study area when school is in session and parking supply is most constrained. As a result, the analysis could focus on what the effect of enrollment changes on the Campus would do to parking when it is in most short supply, and the study

could inform decisions regarding transportation demand management tools to reduce parking demand and improve parking strategies (e.g., restructuring on-campus permits to manage demand or building a new garage).

As shown in **Chart 6.1** of the transportation impact study, on street parking in the study area ranges from approximately 73% occupancy at 7:00 AM to 83% occupied at 10:00AM. **Figure 6.2** summarizes the peak hour occupancy of each roadway segment in the study area. As shown, even when area wide parking is most constrained (i.e., most occupied), some streets, including Fulton Street, Rossi Avenue, and Ewing Terrace have available parking. In fact, many of the blocks to the west of the Campus, including Beaumont, Willard, Edward, and Arguello have parking occupancy under 80%. However, as noted, the blocks nearest to the Campus, including Golden Gate, Roselyn Terrace, and Annapolis Terrace, are 100% occupied at the peak time of day for the area.

Chart 6.1 - On-Street Parking Occupancy by hour



The parking survey data contained in Appendix D of can be aggregated to identify the peak occupancy and peak times of day for subareas and individual streets. **Table 6.1** summarizes parking occupancy for each subarea shown in **Figure 6.1** throughout the day. As shown, Subarea 3's approximately 1,076 spaces are most occupied throughout the day, ranging from about 60% occupied at midnight to about 93% occupied at 10:00 AM.

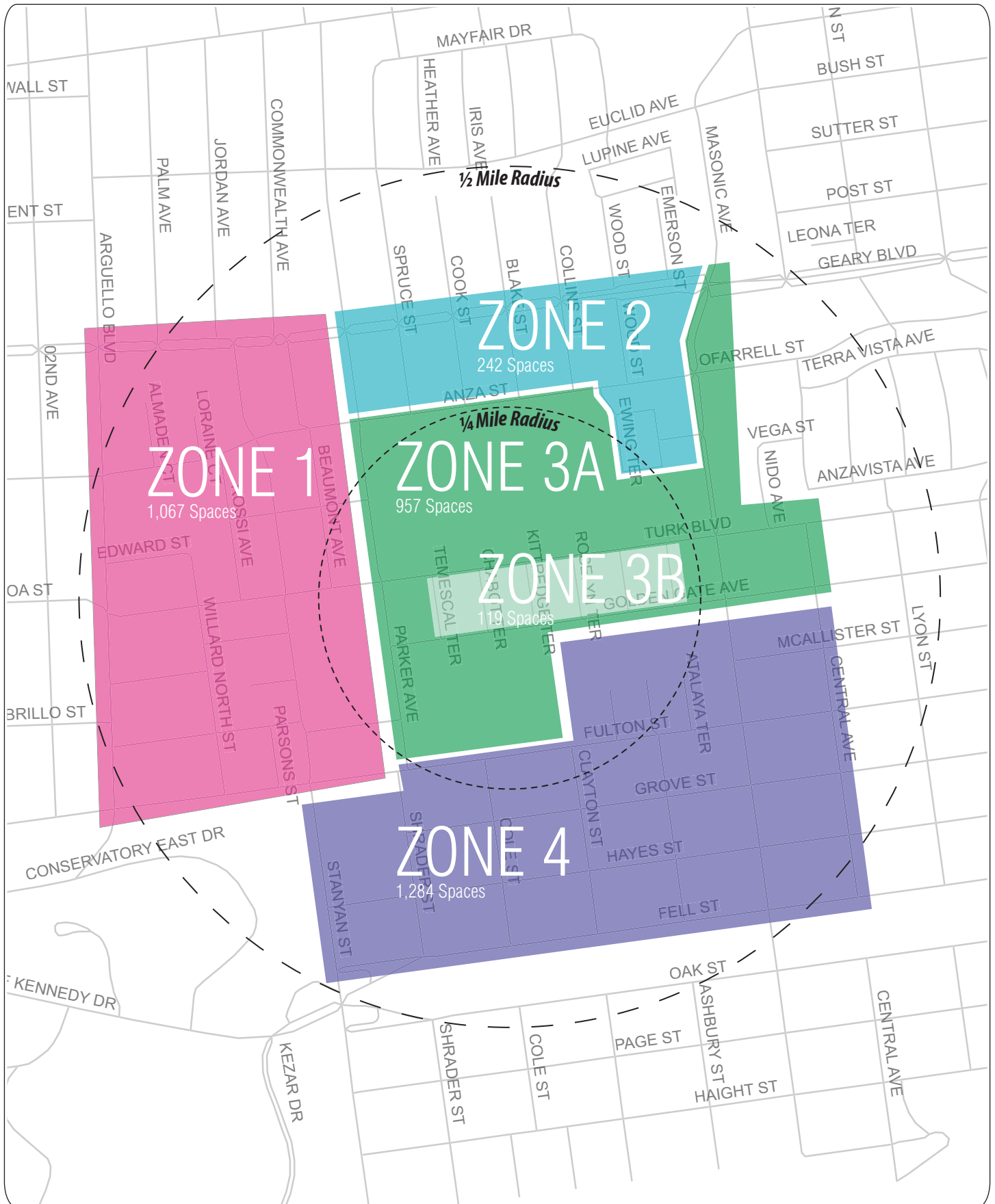
TABLE 6.1: PARKING OCCUPANCY AND AVAILABLE SUPPLY BY SUBAREA AND HOUR OF DAY

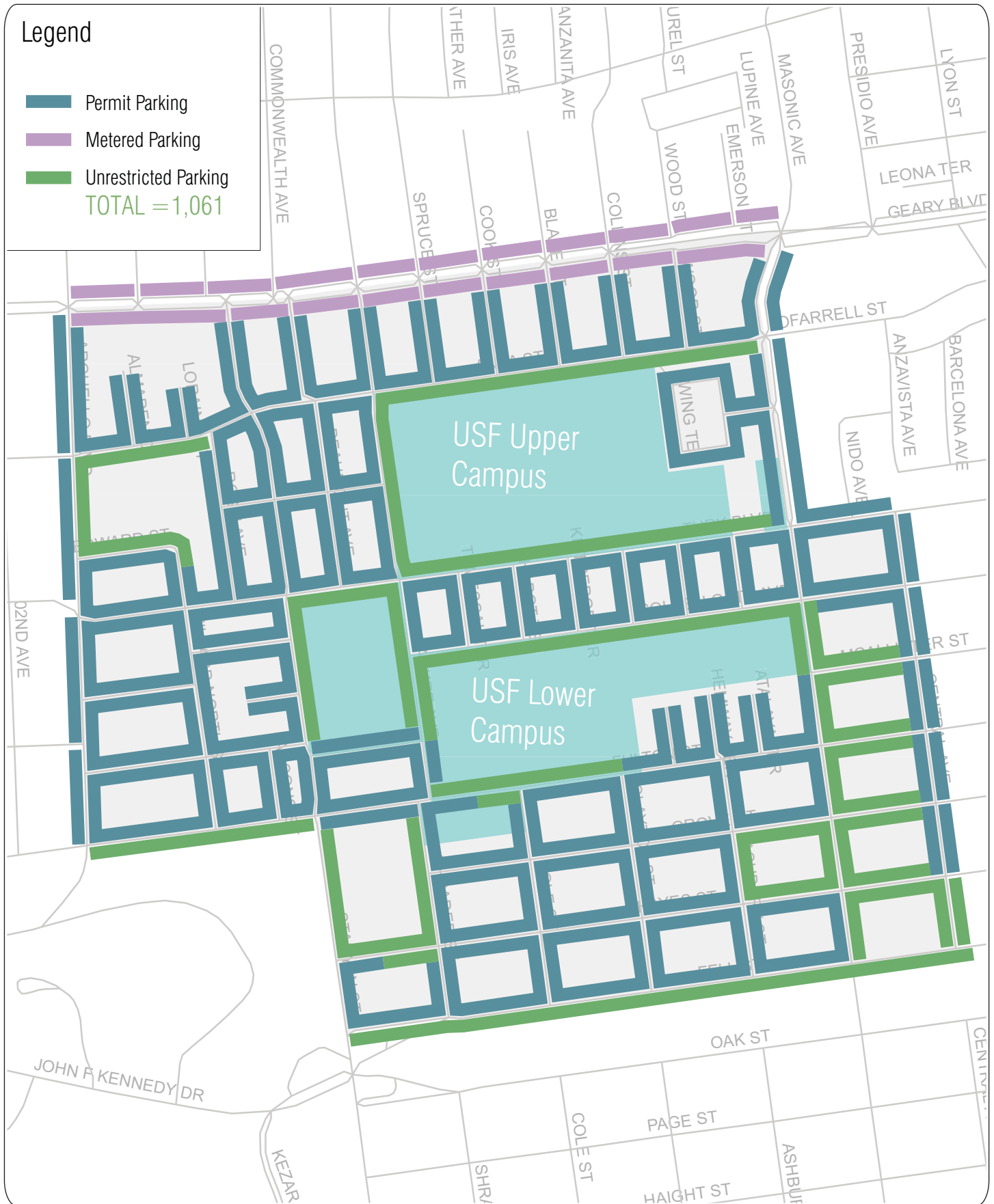
Location	Total Available Spaces	Time of Day																				
		Morning						Afternoon						Evening								
		7:00	8:00	9:00	10:00	11:00	12:00	1:00	2:00	3:00	4:00	5:00	6:00	7:00	8:00	9:00	10:00	11:00				
Area #1 – West of Parker																						
Percent Occupied	1,067	73%	68%	67%	70%	70%	71%	67%	68%	66%	68%	71%	67%	68%	68%	60%	73%	75%	77%	77%	75%	74%
Spaces Available		293	343	353	317	323	308	347	343	361	339	308	347	343	422	285	267	248	248	268	268	274
Area #2 – North of Anza + Ewing Terrace																						
Percent Occupied	242	68%	69%	72%	80%	81%	79%	71%	69%	72%	71%	79%	71%	69%	81%	77%	74%	80%	80%	78%	78%	73%
Spaces Available		77	75	68	49	45	51	69	76	68	69	51	69	76	46	56	63	49	57	53	53	65
Area #3a – University Block Faces																						
Percent Occupied	957	65%	76%	92%	94%	92%	90%	91%	90%	92%	90%	90%	91%	90%	92%	82%	80%	77%	74%	71%	62%	60%
Spaces Available		331	226	81	60	75	97	88	95	77	92	97	88	95	174	189	216	245	279	368	379	
Area #3b – University Terrace Streets																						
Percent Occupied	119	50%	68%	95%	92%	92%	92%	93%	90%	95%	92%	92%	93%	90%	91%	91%	86%	76%	70%	48%	44%	
Spaces Available		60	38	6	10	10	10	8	12	6	9	11	11	11	11	11	17	28	36	62	67	
Area #4 – South of Lower Campus / Panhandle Neighborhoods																						
Percent Occupied	1,284	82%	81%	85%	86%	85%	85%	86%	86%	87%	87%	85%	86%	86%	89%	91%	93%	92%	93%	90%	91%	
Spaces Available		229	242	188	180	199	196	177	176	167	164	143	143	143	143	120	94	86	102	126	117	

Notes:

1. Parking occupancy over 90% has been shown in **bold** typeface to indicate times of day when parking is most constrained in each of the subareas.

Source: Fehr & Peers, 2012



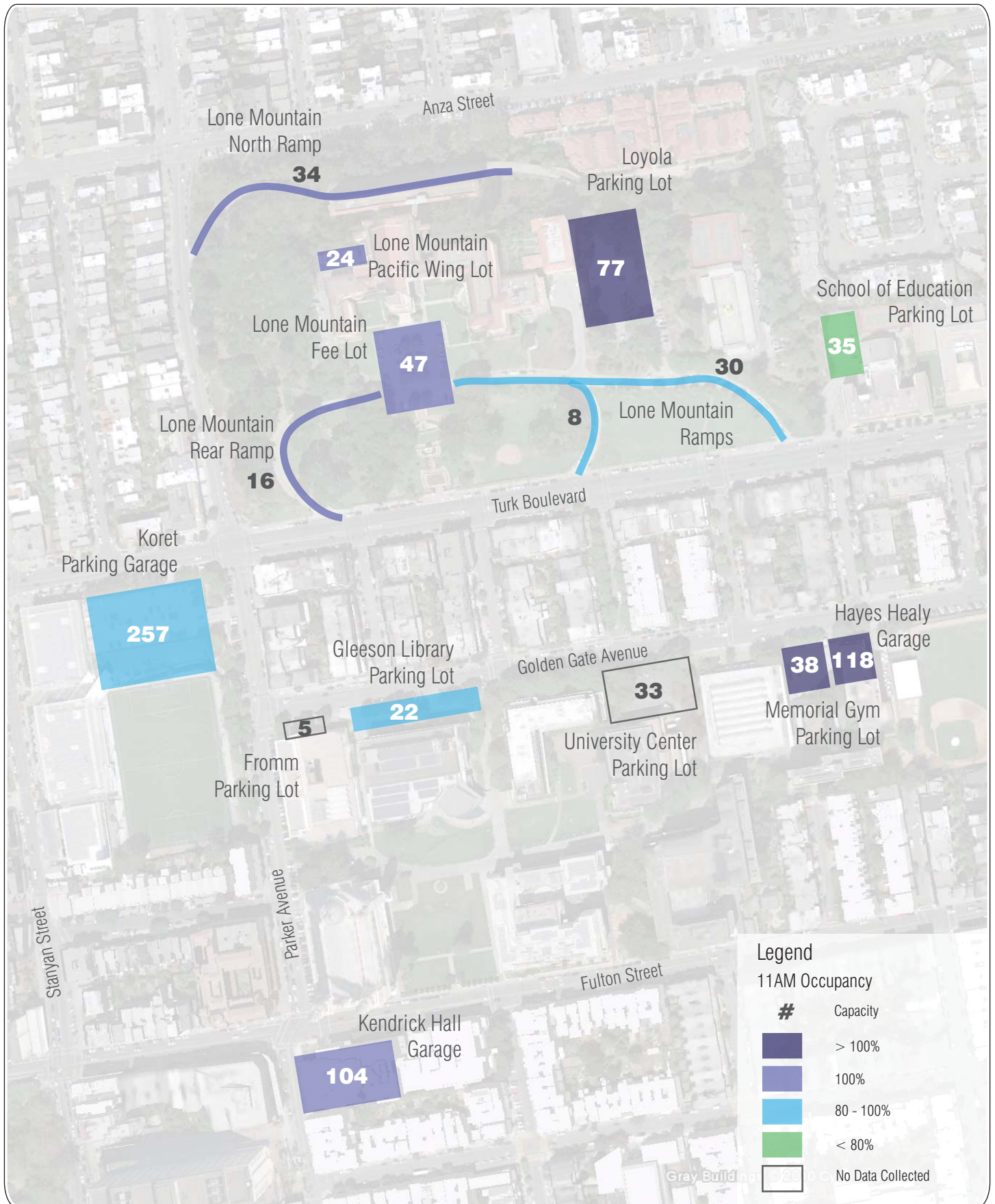


6.2 ON-CAMPUS PARKING

USF currently has seven parking lots and three parking garages on campus (**Figure 6.3**). Cars may also park on-campus along the Lone Mountain entrance ramps. The total on-campus parking supply is 860 spaces. 710 of these spaces are regular use spaces while the remaining 150 are designated for specific uses, including handicap spaces, motorcycle spaces, dedicated carpool and carshare spaces, and short-term loading zones.

Figure 6.3 also indicates the peak occupancy of on-campus parking during the day. The daily occupancy was surveyed at the same time that on-street parking was surveyed. The peak occupancy hour was 11 AM to 12 PM when 93 percent of the regular parking spaces were occupied. During this time the majority of on-campus parking lots/garages are at capacity. One exception is the School of Education Parking Lot, in which only 16 of its 32 regular parking spaces, or 50 percent, are occupied. Furthermore, the Koret Parking Lot lower level never reached above a 79 percent occupancy rate, demonstrating that some on-campus parking spaces remained available throughout the day.

USF faculty, staff, and students arrive to and depart from campus at various times throughout the day. According to the transportation survey conducted, the peak arrival time to campus occurs from 8AM to 10AM while the peak departure time from campus occurs from 5PM to 7PM. Among those who typically drive to USF, 45 percent use a parking garage or lot on the campus.



Existing On-Campus Parking Locations and Occupancy

6.3 PARKING DEMAND

The number of on-street USF parked cars was estimated using existing commute patterns to the University that were documented in the University's transportation survey administered in 2010 and industry standard practice for estimating parking demand for other land uses in the area.

According to the transportation survey administered to the USF community, approximately 31 percent of USF faculty, staff, and students drive alone to campus. Among those who typically drive to USF, 55 percent park on-street while 45 percent use a parking garage or lot. Two-thirds of those who drive to campus and park on street said that they can typically find parking within 3 blocks of campus (roughly the same distance as the parking study area).

To estimate the amount of on-street parking by USF faculty, staff, and students, 45% of the 31% of the total campus population who drove to campus were assumed to park on the street based on the surveyed data. However, the total number was also adjusted to account for people who did not come to campus every day and for arrival and departure times recorded in the transportation survey. For example, the survey indicated that only about 70% of those who drove to campus were on-campus during the peak time of day (between 12 and 1:00 PM).

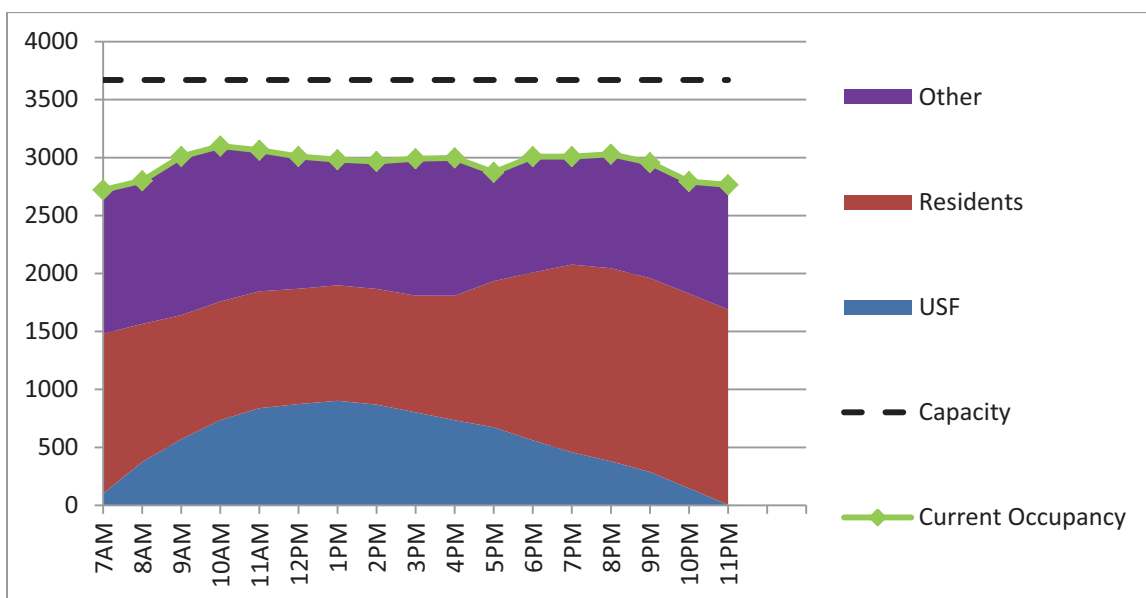
Taking into consideration the number of days single occupancy drivers and carpoolers travel to campus per week, the expected number of vehicles traveling to campus on a typical weekday is approximately 2,400. Furthermore, not all of these vehicles are on campus at the same time throughout the day. Using the times of arrival and departure recorded in the transportation survey, approximately 1,670 vehicles related to USF are parked on or near campus during the peak hour (approximately Noon). Although a total of 1,670 vehicles are expected on or near USF campus during peak hours, only 860 spaces are designated on campus for parking, and the remainder must park on street.

The empirical rate developed for USF was compared to national surveys and reported in the Institute of Transportation Engineers *Parking Generation Handbook*. ITE *Parking Generation* rates indicate that an urban university campus the size of USF would generate a weekday peak period parking demand of 2,324 vehicles, which is about 40 percent higher than what was forecasted for USF. This demonstrates the importance of performing specific analysis for each university, since parking demand can vary greatly based on the local environment and circumstances.

Chart 6.2 shows the estimated on-street parking demand from USF faculty, staff, and students, residents, and other uses in the area around the Campus, including St. Mary's Campus, the CCSF John Adams Campus, nearby public elementary schools and private schools, retail businesses, offices, banks, post offices, and restaurants. Parking demand for these uses and shown in the Chart were estimated based on standard industry parking demand ratios based on national surveys and reported by ITE. The parking demand for residential uses in the parking study area was estimated based on SFMTA's records of issued residential parking permits, US Census American Community Survey (ACS) travel mode share, and ACS "time leaving for work" data.

At the peak time of day for USF faculty, staff, and students (approximately Noon), USF faculty, staff, and students occupy 15% of on-street parking spaces and represent 18% of parked vehicles, on average throughout the day. At Noon, when USF has the highest parking demand, approximately 25% of all on-street parking spaces are occupied by USF faculty, staff, and students.

Chart 6.2 - Existing On-Street Parking Occupancy



6.3.1 Parking Supply and USF Demand

Parking data was collected such that it reflected typical conditions in the study area when school is in session and parking supply is most constrained. As a result, the analysis could focus on what the effect of enrollment changes on the Campus would do to parking when it is in most short supply, and the study could inform decisions regarding transportation demand management tools to reduce parking demand and improve parking strategies (e.g., restructuring on-campus permits to manage demand or building a new garage).

The parking occupancy data shown in **Table 6.1** were then used to evaluate whether the availability of parking within the parking study area would be affected by enrollment changes on the USF campus on a typical day. Based on the data and analysis described above, 1,670 USF-related vehicles are expected on or near campus during the peak hour. 860 of those vehicles park on campus while 810 park on street. The occupancy study for on-street parking within ½ mile of the campus indicates that available parking is available on-street within the study area. During the peak hour of the day, there are approximately 620 unoccupied on-street parking spaces in the parking study area around the Campus. Assuming that approximately 45 percent of the future USF parking demand (i.e., approximately 100 vehicles) is met using on-street parking spaces, then the parking study area would continue to have available parking.

Based on campus population projections, enrollment growth as a result of the IMP would increase parking demand by approximately 225 parking spaces. Removal of on-street parking due to the traffic calming plan and the Masonic Boulevard project, and future on-campus parking supply, the estimated future on-campus parking deficit is 101 vehicles. The USF transportation demand management strategy is tailored to address the projected parking deficits. The TDM plan’s goal is to reduce parking demand by 13 percent.

Recognizing that some parking will continue to occur on streets around the Campus even with the enhanced TDM plan, USF would implement the Traffic Calming Plan to reduce the impact of vehicles circling neighborhood blocks looking for on-street parking. The turn restrictions on the Terrace streets

included in the Traffic Calming plan would discourage vehicles from circulating through each street looking for parking in an area where availability is most constrained.

Additionally, USF is working the University Terrace neighborhood to change the time limit restrictions on BB permitted streets. As proposed, time limits would be reduced from two-hours to one-hour for non-BB permitted vehicles.

USF SOUND STUDY

REPORT

14 OCTOBER 2011

CSA Project No: 10-0298

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INTRODUCTION

Since August of 2010 our firm has conducted a variety of sound studies at the University. These studies have addressed noise at the batting cage, the baseball field, and the soccer field, and ambient measurements prior to construction of the science building addition.

This report summarizes our efforts.

Batting Cage Measurements

At the time of our measurements on 10 August 2010, the batting cage has sound reflecting wall and ceiling surfaces. Neighbors living on Annapolis Terrace complained about batting cage noise.

With Lorraine batting in the batting cage, acoustical measurements were conducted at varying distances in front of the batting cage (15 feet, 30 feet, and 45 feet).

45 feet away the maximum noise of batting was 80 dBA.

At Annapolis Terrace, about 360 feet away, the predicted maximum sound level of batting was 58 dBA.

We recommended adding sound absorbing material on the ceiling and wall surfaces of the batting cage, the batting noise transfer to the neighbors was expected to be reduced by about 3 dBA. This is the same sound level which was predicted to occur due to batting noise prior to the construction of the batting cage.

If further noise reduction is warranted, additional shielding of noise transfer from the batting cage to the residential neighborhood can be considered.

Baseball Field Sound System Noise

On 10 August 2010, test tones were played through the sound system to quantify sound transfer to the residential neighborhood.

To reduce this noise effect, a new sound reinforcement system was engineered and installed. The new sound system has loud speakers that are directionally oriented to cover the seating area while reducing sound emitted to the neighborhood. The system also has capabilities to limit maximum noise transfer.

Ambient Noise Levels

The ambient noise along Annapolis Terrace was measured on 10 August 2010 in order to compare to the batting cage noise and speech noise transfer of the baseball announcement system. The average ambient sound level was about 60 dBA with maximum sound levels which occasionally exceeded 75 dBA.

Soccer Field Sound System Noise

We conducted measurements of soccer game noise during the 22 October 2010 Men's Soccer game against Santa Clara. The game took place between 7 pm and 9 pm. We understand this game has high attendance. Figure 1 shows the measurement locations. The following summarizes our measurement results:

Measurement Location 1 (along Golden Gate): At this location, the game noise was somewhat constant and traffic noise was intermittent. The noise of the occasional crowd cheers and bleacher stomping was approximately 60 dBA. One loud cheer for a goal was 71 dBA. The PA loudspeaker for the game was between 57 and 60 dBA, and occasional referee whistles were 53 dBA. The ambient with no crowd noise and no car passbys was approximately 50 dBA due to general city noise. Car passbys were generally between 64 and 68 dBA and there were 13 passbys in a five minute span.

Measurement Location 2 (along Parker): At this location, the game noise and traffic noise were both constant. There was lots of traffic passing directly by the field, approximately 30 passbys in a five-minute span. The players yelling on the field was continuous and up to 65 dBA. The crowd noise was up to 60 dBA and stomping on the bleachers was up to 65 dBA. The PA loudspeaker was between 63 and 73 dBA.

Measurement Location 3 (along Temescal): At this location, the game noise was quiet and traffic noise was mostly intermittent, dominated by cars on Golden Gate and on Turk Street. During the short-term measurement, a lady had her car idling quietly across the street for the duration of the entire measurement. Also during the measurement, half-time began and the crowd noise stopped but the PA loudspeaker was used continuously and was between 50 and 60 dBA. The crowd cheering was between 54 and 60 dBA and the halftime horn was 59 dBA. A nearby dog barking at the horn was between 68 and 73 dBA. Traffic along Turk Street was 53 to 55 dBA. The PA loudspeaker from a different nearby sporting event was between 52 and 55 dBA. The car idling across the street was 48 dBA.

We also conducted measurements at Location 3 (Temescal) on an evening when there was no soccer game to quantify the ambient noise level under "normal" conditions. The graph that follows Figure 1 compares the game day noise level to the non-game day noise level. You can see that there is virtually no difference in ambient noise between the two conditions.



● = MEASUREMENT LOCATIONS

- 1 - 59 Temescal
- 2 - 2550 Golden Gate
- 3 - 36 Temescal

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USF NEGOESCO FIELD: NOISE MEASUREMENT LOCATIONS

FIGURE 1

CSA #
10-0298

RDW/PKH
11.02.10

Charles M Salter Associates Inc

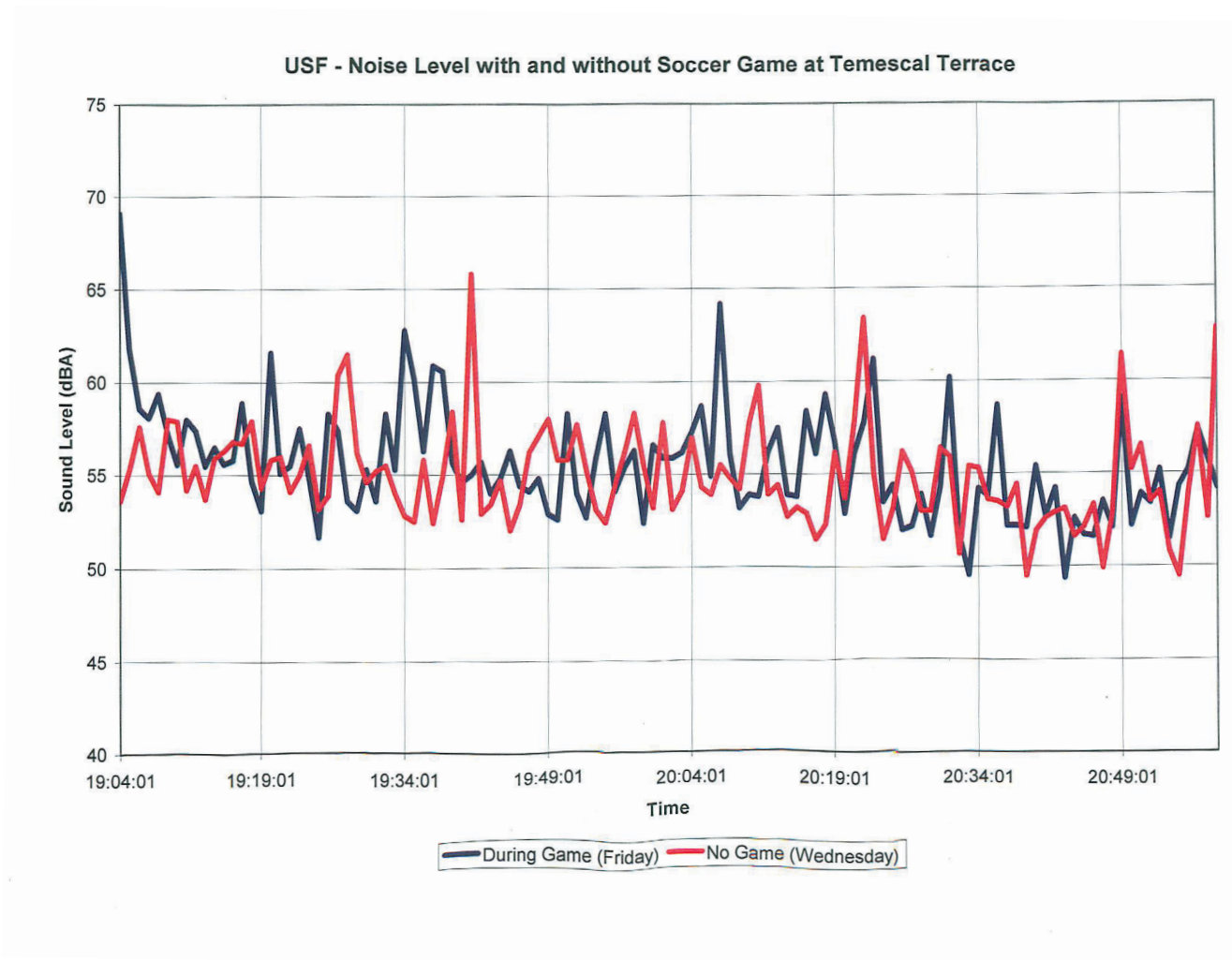
130 Sutter Street San Francisco California 94104 Tel: 415 397 0442 Fax: 415 397 0454

Ambient Noise Measurements at the corner of Roswell and Golden Gate

These measurements occurred on 10, 15, 17, and 22 November 2011 from about 7:00 a.m. to noon. This data represents the ambient at this location prior to the construction of the science building addition.

The average sound levels around 70 dBA with maximums that occasionally exceeded 80 dBA.

Traffic noise was the primary source.



C h a r l e s M S a l t e r A s s o c i a t e s I n c

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08 November 2011

Elizabeth Miles
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University of San Francisco
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**Subject: USF Sound Study of Soccer Field Public Announcement System –
Follow-Up Measurements**

Dear Elizabeth:

As you know we measured the community noise during a soccer game on Sunday 04 November 2011. Our measured values were compared to what we measured on 22 October 2010 during a USF Men's soccer game prior to the installation of the new PA system.

SOCCER FIELD SOUND SYSTEM NOISE

The USF Women's Soccer team played Bakersfield from 1 – 3 pm. We understand this game had a medium attendance. Figure 1 shows the measurement locations. The following summarizes our measurement results:

Measurement Location 1 (on corner of Temescal and Golden Gate): The game noise was somewhat constant and traffic noise was intermittent. The noise of players yelling was between 51 to 53 dBA. The horn from the stadium was measured at 67 dBA. The PA loudspeaker for the game was between 51 to 53 dBA during the half-time announcements. The ambient, with no crowd noise nor car passbys, was approximately 50 dBA due to general city noise. Car passbys were generally between 65 and 69 dBA.

Measurement Location 2 (along Parker): The game and traffic noise were both constant. There was lots of traffic passing directly by the field, approximately 30 passbys in a five-minute span, with a noise level between 66 to 73 dBA. The players yelling on the field varied between 61 to 69 dBA. The crowd noise was up to 72 dBA when a goal was scored. The PA loudspeaker was between 55 and 60 dBA. The ambient noise when no traffic was present and the crowd and players were quiet was 51 dBA.

Measurement Location 3 (along Temescal): The game noise was low. Intermittent traffic noise was dominated by cars on Golden Gate and Turk Street. The crowd and player noise was audible but only slightly louder than the ambient levels that were between 45 to 50 dBA. Traffic along Turk Street was 55 to 62 dBA and exceeded traffic on Golden Gate. The PA loudspeaker was not noticeable.

CONCLUSION

A comparison of the measured PA system noise is shown in Table 1.

Table 1: Comparison of PA System Noise

Location	22 October 2010	04 November 2011
1. Golden Gate	59 dBA	53 dBA
2. Parker Ave.	67 dBA	58 dBA
3. Temescal Terr.	55 dBA	45 dBA

As you can see, the PA system noise transfer into the community has been reduced by an average of about 8 dBA, a noticeable reduction.

* * *

This concludes our current comments on the subject project. If there are any comments or questions please feel free to contact us.

Sincerely,

CHARLES M. SALTER ASSOCIATES, INC.



Travis R. Lawrence
Consultant

CMS/trl
P:/2010/10-0298/08Nov11 USF Soccer Measure

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4 November 2011

Lisha Karpay-Brody
University of San Francisco
2130 Fulton Street
San Francisco, CA 94117
Email: lkarpaybrody@usfca.edu

Subject: University of San Francisco – San Francisco, CA
Batting Cage Follow-up Acoustical Measurements
CSA Project No. 10-0267

Dear Lisha:

This letter summarizes the results of our follow-up noise measurements of the batting cages at Ulrich Field on the University of San Francisco campus. These measurements were made to quantify the noise reduction provided by two inch thick Sound Silencer panels from Acoustical Surfaces, Inc. applied to the walls and ceiling of the batting cage. Our comments are as follows:

PROJECT GOALS

Based on our previous analysis and report, sound absorbing treatment was added to the batting cages to reduce noise levels to 55 dBA or below approximately 360-ft away at residences along Annapolis Terrace. This is considered the pre-batting cage noise level, as it was determined noise levels were increased 3 dBA due to sound reflections off the batting cage structure.

MEASUREMENTS AND RESULTS

On 27 October 2011 we visited the project site to quantify noise levels from batting impact noise inside the batting cages at Ulrich Field. Measurements were made at a distance of 45-ft from the batter and approximately 360-ft away in front of residences along Annapolis Terrace. The results are as shown in Table 1:

TABLE 1: ULRICH FIELD BATTING CAGE IMPACT NOISE LEVELS

Table with 3 columns: Noise Level Category, 45-ft away (dBA), 360-ft away along Annapolis Terrace (dBA). Rows include Maximum Noise Level (75, 53), Minimum Noise Level (66, 47), and Average Noise Level (72, 51).

Lisha Karpay-Brody
4 November 2011
Page 2

As indicated in Table 1, batting cage noise levels do not exceed 55 dBA at residences along Annapolis Terrace and no further mitigation is needed.

* * *

This concludes our current comments for the Ulrich Field batting cage project. Please call if you have any questions.

Sincerely,

CHARLES M. SALTER ASSOCIATES, INC.



Alexander K. Salter, P.E.
Senior Consultant

Appendix 3

Prior Conditional Use Authorizations—March 2012

This section of the IMP includes a list of conditional use authorizations for projects on the Main Campus and the Lone Mountain Campus over the past five decades. The conditions of project approval are listed below with a brief description of how applicable conditions have been or will be satisfied.

Lone Mountain – 2800 Turk Street; Block 1107, Lot 003A

1. Resolution No. 5357 (Case No. CU61.13)

1961 conditional use authorization for expansion of an existing conditional use (San Francisco College for Women).

- No conditions are listed in the approval.

Kendrick Hall and Harney Hall – Block 1190 & 1145, Lot 001

2. Resolution No. 5367 (Case No. CU61.16)

1961 conditional use authorization for (1) a new Law School and (2) a new Science building for the University.

- No conditions are listed in the approval.

Gillson Hall – Block 1145, Lot 001

3. Resolution No. 5766 (Case No. CU64.11)

1964 conditional use authorization for a 382-student multi-floor men's dormitory subject to the further conditions as follows:

1. Said dormitory shall be located as indicated on the site plan by Milton T. Pflueger, architect, dated April 9, 1964, marked Exhibit "A11" and filed as a part of this application and said structure shall be generally in character with the plans and perspective marked Exhibit "B" filed with this application;
2. Vehicular and pedestrian access to the university property and this dormitory from Loyola Terrace shall be limited and controlled in the following manner: (a) a fence and gate a minimum of eight feet high with a vehicular opening 16 feet or less in width and a pedestrian opening within the vehicular gate 3 feet or less in width, all in general conformity with the sketch by Milton T. Pflueger dated April 14, 1964 marked Exhibit "C" and filed with this application. (b) A lock on the vehicular gate which may be opened only for access to the dormitory by scavenger trucks and other necessary service vehicles and for emergency purposes. (c) The pedestrian gate shall be open only as long as the use of said gate for access to Loyola Terrace does not result in objectionable activity and/or noise or undue vehicular congestion of Loyola Terrace, a residentially developed street, by on-street parking of automobiles or use of Loyola Terrace as a passenger pickup area. (d) Signs, if any, to give notice of the above restrictions shall not exceed 4 square feet in area and shall be approved as to form and location by the Department of City Planning prior to filing for a sign permit.
3. A planting strip, 10 feet wide except where necessarily less for vehicular turning maneuvers at the Loyola Terrace entrance shall be provided along the southern property line between said dormitory and adjacent residential properties. Said landscaping shall consist of such plants as Monterey Pines or comparable-size broadleaf evergreens combined with medium-size shrubs and broadleaf evergreens at the above mentioned gate of a type which will arch over the entry way in conformity with a landscaping plan to be submitted to the Department of City Planning for approval. All such landscaping shall be installed prior to occupancy of this dormitory.

4. Any outside artificial lighting shall be directed downward and away from adjoining residential properties.
5. During construction of this dormitory a solid fence, a minimum of six feet high, shall be erected along the southern property line adjacent to nearby residential buildings.
6. Final plans, including landscaping plans, prepared in consultation with the Department of City Planning shall be submitted for approval to the Department of City Planning prior to filing for any building permit applications.

- The conditions above have been met. This project is now complete.

Student Union and Hayes-Healy Hall – Block 1145, Lot 001

4. Resolution No. 5830 (Case No. CU64.28)

1964 conditional use authorization of a (1) a 5-story student union building (opposite Kittredge Terrace and between the Harney Science Building and the Gymnasium) and (2) a 9-story dormitory for approximately 400 students (opposite Tamalpais Terrace and north of a dormitory authorized on April 16, 1964, by the City Planning Commission) subject to further conditions as follows:

1. The student union building shall be located, constructed and landscaped in general conformity with plans entitled "Preliminary, Student Union Building, University of San Francisco, Milton T. Pflueger, Architect" dated August 20, 1964 and revised August 24, 1964; which plans have been submitted with this application and marked as Exhibit A.
2. The dormitory building shall be located, constructed and landscaped in general conformity (except as noted below) with plans entitled 11 Preliminary Plans for Student Residence #3 & Parking Garage, University of San Francisco, Milton T. Pflueger, Architect" dated August 20, 1964; which plans have been submitted with this application and marked as Exhibit B.
3. Landscaping and solid fencing or other appropriate measures shall be provided in a manner approved by the Department of City Planning so as to screen the truck loading and parking areas adjacent to the dormitory building from residential properties across Golden Gate Avenue.
4. In the event that a portion of the approximately 171 parking spaces proposed to be located in the garage and lot adjacent to the dormitory may be appropriately located elsewhere on the campus all but approximately 40 of said spaces may be so relocated subject to the approval of the City Planning Commission prior to the filing of any application for grading or building permits for the dormitory building, and all 171 parking spaces must be available for use prior to the issuance of a certificate of occupancy for the dormitory building.

During construction of these two buildings an attractive solid fence, a minimum of six feet high, shall be erected along Golden Gate Avenue in front of the two construction sites to conceal debris resulting from the construction, and the contractors for these two buildings shall take appropriate action at the discretion of the Department of City Planning to prevent undue blowing of dust and debris from the construction sites to nearby residences.

5. Final building and landscaping plans for these two buildings shall be submitted to and approved by the Department of City Planning prior to the filing of any application for grading or building permits.

- The conditions above have been met. This project is now complete.

Library – Block 1145, Lot 001**5. Resolution No. 5985 (Case No. CU66.17)**

1966 conditional use authorization for the expansion of an authorized conditional use by addition of a four-story library wing subject to further conditions as follows:

1. Said expansion shall be in general conformity with plans titled “Library Addition for San Francisco College for Women” by Ohmura, Teague and Associates, dated December 10, 1965 and filed with this application.
 2. The City Planning Commission shall receive a report every three months from the College on the progress of the installation of landscaping on the north slope of Lone Mountain as described to the Commission in February 1961.
- The conditions above have been met. This project is now complete.

School of Business and Education; Law School Parking Garage – Block 1145, Lot 001; 1144, Lots 001 & 001B; 1190, Lot 001**6. Resolution No. 6634 (Case No. CU70.79)**

1970 conditional use authorization to permit a 3-story building adjacent to St. Ignatius Church on Fulton Street for the Schools of Business Administration and Education; to remove 36 off-street parking spaces thereby modifying the off-street parking requirements of City Planning Commission Resolution No. 6083; and to provide additional parking at some future date in a new parking garage adjacent to the Law School, having access on Cole Street subject to further conditions as follows:

1. The site for the Education and Business Administration Building shall be developed in general conformity with the plot plan filed with this application and marked “Exhibit A,” except that surface or below grade parking may be placed on the site upon approval by the Department of City Planning without further Conditional Use authorization.
2. A minimum of 624 off-street parking spaces shall be provided on the campus at all times, except during construction of buildings authorized in this Resolution when a lesser number, if necessary, may be provided upon receiving approval of such lesser number from the Department of City Planning.
3. Prior to the filing for any building permits, final preliminary plans for landscaping shall be submitted to the Department of City Planning for review and approval. Said landscaping shall be installed and continuously maintained in a healthy and attractive condition. Defective, damaged or lost plants and trees shall be replaced whenever necessary by the applicant.
4. Plans for a parking garage, located to the east of the adjacent Law School and accommodating at least 116 automobiles shall be prepared in consultation with and be approved by the Department of City Planning prior to the application for any building permits for said parking structure. Without further conditional use authorization, said building containing the parking garage may contain other uses appropriate to the operation of the University of San Francisco to the extent that the number of off-street parking spaces to be provided therein meets the strict requirement of the City Planning Code for such uses. The height of said building shall not exceed an elevation of 370 feet, the height of the adjacent Law School. Automobiles in the garage shall be effectively and attractively screened from the view of residential properties. The exterior treatment and appearance of said parking garage shall be in general conformity with the character of neighboring structures.
5. Signs, if any, shall be limited to non-projecting, non-illuminated signs for identification and control of access and circulation for the parking garage and shall all be in conformity with sign plans approved by the Department of City Planning prior to filing for sign permits.

- The conditions above have been met. The parking garage adjacent to the Law School was built. The 3-story building proposed to be adjacent to St. Ignatius Church on Fulton Street has not been built and the site remains open space.
- Regarding Condition No. 3, in 2012 the University plans to replace the prior Acacia trees by extending the line of existing Lombardi Poplar trees along the south side of the parking structure.
- Regarding Condition No 4, the parking garage adjacent to the Law School includes approximately 104 off-street parking spaces. This condition provides that the parking garage may contain other uses (i.e. fewer than 116 parking spaces) so long as Planning Code parking requirements are met. There are currently about 135 classrooms (including teaching laboratories and seminar rooms) campus-wide, resulting in a Planning Code requirement of 68 off-street parking spaces. There are approximately 847 off-street parking spaces campus-wide, exclusive of the dedicated parking provided for Loyola Village apartments and the Loyola House Jesuit residence. Loyola village includes approximately 136 off-street parking spaces (one parking space per dwelling unit, consistent with Planning Code requirements). Loyola House has 26 rooms with one bed per room and there are a total of 25 off-street parking spaces dedicated for use by the Jesuit community, consistent with Planning Code requirements.

Loyola Village – Block 1107, Lot 003A

7. Resolution No. 8248 (Case No. CU79.22)

8. 1979 conditional use authorization to permit a community recycling program and facility.

- This facility was removed to accommodate the Loyola Village project and is no longer in operation.

9. Motion No. 14322 (Case No. 95.336C)

1997 conditional use authorization to construct up to 136 dwelling units [Anza Street Housing] and up to 34 group housing units [Jesuit Residence], and allowance of parking exceeding 150% of the requirement, and as a Planned Unit Development seeking exceptions from rear yard standards, modification of the method of measurement of building height, and review of the proposed reconfiguration and improvement of the south side of Anza Street from wood street to Parker Avenue for consistency with the general plan.

- The conditions of approval to this motion were superseded by the conditions to Motion No. 14998, discussed below.

10. Motion No. 14998 (Case No. 99.289C)

2000 conditional use authorization to modify a previously approved conditional use application (Case No. 95.336C, Motion No. 14322) to construct up to 136 dwelling units, and to modify a previously approved Planned Unit Development with exceptions from the rear yard requirements, and method of height measurement. This proposal is in compliance with USF's Institutional Master Plan. Conditions of approvals as follows:

1. This Conditional Use authorization shall be for the construction of up to 136 dwelling units in 5 buildings in general conformity with plans filed with the application and labeled "Exhibit B" and dated January 24, 2000.

General Mitigation Measures

2. Mitigation Measures, as outlined in Negative Declaration File No. 95.336C dated October 2, 1996, and reconfirmed in Addendum No. 2 dated August 2, 1999, shall be Conditions of Approval and are accepted by the Project Sponsor and are binding on its successors in interest. If said measures are less restrictive than the additional conditions imposed herein, the more restrictive and protective measures, as determined by the Zoning Administrator shall apply.

Transportation

3. USF will cooperate with the neighbors in the vicinity of the project if such neighbors seek to create a separate residential permit parking area for the on-street parking along Anza Street, adjacent to the project, which is not currently identified as residential permit parking. USF will not seek to add the Anza Street project nor the parking areas adjacent to the project to the current "L" residential permit parking area unless it is agreed to by both the Ewing Terrace Neighborhood Association and the Francisco Heights Civic Association.
4. USF will cooperate with the neighbors in the vicinity of the project towards getting approval from the Department of Parking and Traffic for a crosswalk and placement of a STOP sign at Blake Street and/or Collins Street.
5. During site preparation and construction the Project Sponsor shall restrict hoe ram operation or similar operations to the hours of 9:00 a.m. to 3:30 p.m.. Construction hours are restricted to 7:00 a.m. through 4:00 p.m. Mondays through Fridays, and 9:00 a.m. to 3:30 p.m. on Saturdays and Sundays.
6. During construction of the project, the Project Sponsor shall request that the Department of Parking and Traffic close the south parking lane and sidewalk between Parker and Collins Avenues.
7. During construction of the project, material storage shall be located on site.
8. Project sponsor will install a STOP sign on the Driveway Approach to Anza Street, and will obtain a permit for this from the Department of Parking and Traffic if necessary.
9. USF will modify the intersection at the viaduct exit onto Parker Avenue and will add a right turn only sign.

Parking

10. A minimum of eleven (11) off-street parking spaces, split between at least two different locations on the Project Site, shall be made available exclusively to guests and visitors to the project, subject to reasonable regulation by the Project Sponsor or homeowner's association. The visitor parking shall be designated as such by appropriate signage.
11. Except for a maximum of eight (8) employees whose duties require the use of an automobile, residents of the project shall not be eligible for parking permits for daytime parking in University parking lots other than those lots associated with their individual residences.

Housing Affordability

12. The Project Sponsor shall designate a total of 17 units as affordable Below Market Rate (BMR) units to be constructed on the site of the principal project. This total represents 12.5 percent of all units in the Modified Project.
13. The subject BMR units may all be located in the two larger apartment buildings, and shall reflect the unit size/mix of the market rate units in those buildings.
14. The BMR units shall be designated by the Project Sponsor by notice to both the Zoning Administrator and the Director of the Mayor's Office of Housing prior to the issuance of the first temporary certificate of occupancy for the Modified Project. Thereafter, the designated affordable units may be changed from time to time by the Project Sponsor upon thirty (30) days' notice to both the Zoning Administrator and the Director of the Mayor's Office of Housing; provided, however, that such change shall not be made if within such thirty (30) days either the Zoning Administrator or the Director of the Mayor's Office of Housing determines that the proposed substitute affordable unit is not equivalent in size and quality to the previously designated unit, or that any existing owner or tenant of the substitute BMR unit is not a qualified household.

15. Six (6) of the seventeen (17) BMR units shall be rented to qualifying households, as defined in the Affordable Housing Monitoring Procedures Manual (hereinafter "Procedures Manual") published and adopted by Resolution No. 13405 on September 10, 1992 by the City Planning Commission, whose gross annual income, adjusted for household size, does not exceed sixty percent (60%) of the median income for the San Francisco Principal Metropolitan Statistical Area (PMSA). The remaining eleven (11) BMR Units shall be rented to qualifying households whose gross income, adjusted for household size, does not exceed seventy-five percent (75%) of the median income for the San Francisco PMSA. The percentage of median income specified herein shall be the maximum income for qualifying households and the basis of base rent for BMR units. Base rent for BMR rental units, together with a utility allowance, shall not exceed thirty (30) percent of the percentage of median income specified above adjusted annually for permitted rent increase as described in the Procedures Manual, for a period of fifty (50) years from the date of initial rental of the BMR unit. These restrictions shall apply for a fifty (50) year period from the date of the initial rental of the BMR unit.
16. All BMR units shall be rented to qualifying households in accordance with these Conditions of Approval and the Procedures Manual for the 50 year term of this approval. Tenant and/or buyers shall so qualify upon first occupancy.
17. All qualifying households shall maintain residence in the BMR unit according to the procedures established in the Procedures Manual.
18. The City acknowledges that the Modified Project, including the BMR units, is primarily intended for sale or rental to faculty and staff of the University of San Francisco. The City further acknowledges that certain changes in the Procedures Manual are necessary to effectuate this purpose and to permit changes from time to time in the designated BMR units and to permit at the option of the Project Sponsor either the sale or rental of the units. Consequently, notwithstanding the provisions of the Procedures Manual, so long as the BMR units are marketed only to faculty and staff of the University, the provisions set forth in Section II C, D and E shall not apply, but shall apply to the marketing of the BMR units to other persons; (ii) the restriction or conversion of BMR rental units to ownership units set forth in Section II.J shall not apply; and (iii) the BMR Note referenced in Section II.K of the Procedures Manual shall be payable to the Project Sponsor or USF, and any funds received by the Project Sponsor or USF from the repayment of BMR Notes shall be used to subsidize housing in the Modified Project.
19. The definitions, procedures and requirements for BMR units set forth in the Procedures Manual, as modified by the Conditions of Approval, are incorporated herein as Conditions of Approval. Terms used in these Conditions of Approval and not otherwise defined shall have the meanings set forth in the Procedures Manual.

Resale Restrictions

20. Condominiums sold shall be subject to resale restrictions which (a) require that the units be marketed for a period of at least forty-five (45) days exclusively to the University of San Francisco and its affiliates and its faculty and staff, and (b) provide the University or the Project Sponsor with a right of first offer on the sale of the unit to any person who is not a member of the University faculty or staff.

Landscaping

21. A detailed landscaping plan shall be developed, in consultation with the Ewing Terrace Neighborhood Association and Francisco Heights Civic Association, and shall be subject to the approval of the Department of City Planning staff prior to issuance of a building permit. Such landscaping plan shall include, (a) repair and replanting of the existing footpaths, (b) criteria developed by an arborist to protect, to the extent reasonably feasible, existing trees not designated to be removed.

Design

22. Final design details, specifically window treatment including but not limited to illusion of depth, detailing, placement, and materials shall be subject to Planning Department review (in consultation

with the neighborhood) and approval before the Architectural Addendum is released for approval to the Department of Building Inspection.

Performance

23. The Project Sponsor shall appoint a community liaison officer to deal with issues of concern to neighbors related to the construction and operation of the Modified Project. The name and telephone number shall be reported to the Zoning Administrator for reference.
 24. Should implementation of this project result in complaints from neighborhood residents, which are not resolved by the Project Sponsor and are subsequently reported to the Zoning Administrator and found to be in violation of the Planning Code and/or the specific Conditions of Approval for the Project as set forth with Exhibit A of the motion, the Zoning Administrator shall report such complaints to the Planning Commission which may thereafter hold a public hearing on the matter in accordance with the hearing notification and conduct procedures as set forth in Sections 174, 306.3 and 306.4 of the Code to consider revocation of this Conditional Use Authorization.
 25. Should the monitoring of the Conditions of Approval contained in Exhibit A of this Motion be required, the Project Sponsor or successor shall pay fees as established in Planning code Section 351(f)(2).
 26. The Applicant will record a copy of these Conditions with the City and County of San Francisco's Office of the Recorder as part of the Property records prior to the approval of any building permit application by Planning Department.
 27. The authorization and rights vested by virtue of this action shall be deemed void and canceled if within thirty-six months of the effective date of this Motion, construction has not yet begun by the applicant.
- The conditions above have substantially been met, as explained below.
 - Regarding Condition No. 2, the required mitigation measures pertained to construction of the project and are no longer relevant. See "Mitigation Measures Referenced in Motion No. 14998" below.
 - Condition No. 10 requires, in part, that visitor parking be split in at least two different locations and be designated as such by signage. The University is beginning a review of parking facilities and policies. These conditions will be incorporated in future parking restrictions.
 - Condition No. 9, requires a right turn only sign at Parker Avenue. However, because there is no westbound traffic on the viaduct it is not possible to exit onto Parker Avenue so this condition is moot.
 - Regarding Condition No. 12, the University will initiate annual reporting to the Mayor's Office of Housing in 2012. To date, there have only been minimal changes in occupancy and no rent increases.
 - Regarding Condition No. 20, there are no condominiums in Loyola Village. All units are rental units.

11. *Mitigation Measures Referenced in Motion No. 14998*

12. Pursuant to Motion No. 14998 (discussed above) the project sponsor was required to comply with the following Mitigation Measures, as outlined in Negative Declaration File No. 95.336C dated October 2, 1996, and reconfirmed in Addendum No. 2 dated August 2, 1999:

Construction Air Quality

The project sponsor would require the contractor(s) to spray the site with water during demolition, excavation, and construction activities; spray unpaved construction areas with water at least twice per day; cover stockpiles of soil, sand, and other material; cover trucks hauling debris, soil, sand or other such material; and sweep surrounding streets during demolition, excavation, and construction at least once per day to reduce particulate emissions.

Ordinance 175-91, passed by the Board of Supervisors on May 6, 1991, requires that non-potable water be used for dust control activities. Therefore, the project sponsor would require that the contractor(s) obtain reclaimed water from the Clean Water Program for this purpose. The project sponsors would require the project contractors) to maintain and operate construction equipment so as to minimize exhaust emissions of particulates and other pollutants, by such means as a prohibition on idling motors when equipment is not in use or when trucks are waiting in queues, and implementation of specific maintenance programs to reduce emissions from equipment that would be in frequent use for much of the construction period.

Hazardous Materials

To mitigate any potential health risks related to chrysotile asbestos, which may or may not be located on the site, the project contractor will water the site during excavation activities at least twice daily, or more frequently if necessary to prohibit visible dust emissions (which might indicate emission of non-visible dust), and take other steps (such as covering of haul loads, rinsing of tires, and sweeping construction dirt and debris from adjacent streets, as necessary) to minimize dust generation during excavation, storage, and transport. Excavated materials containing over one percent friable asbestos will be treated as hazardous waste, and will be transported and disposed of in accordance with applicable State and Federal regulations.

Cultural

Should evidence of archaeological resources of potential significance be found during ground disturbance, the project sponsor would immediately notify the Environmental Review Officer (ERO) and would suspend any excavation which the ERO determined could damage such archaeological resources. Excavation or construction activities which might damage discovered cultural resources would be suspended for a total maximum of four weeks over the course of construction.

After notifying the ERO, the project sponsor would select an archaeologist to assist the Office of Environmental Review in determining the significance of the find. The archaeologist would prepare a draft report containing an assessment of the potential significance of the find and recommendations for what measures should be implemented to minimize potential effects on archaeological resources. Based on this report, the ERO would recommend specific additional mitigation measures to be implemented by the project sponsor.

Mitigation measures might include a site security program, additional on-site investigations by the archaeologist, and/or documentation, preservation, and recovery of cultural materials. Finally, the archaeologist would prepare a draft report documenting the cultural resources that were discovered, and evaluation as to their significance, and a description as to how any archaeological testing, exploration and/or recovery program was conducted.

Copies of all draft reports prepared according to this mitigation measure would be sent first and directly to the ERO for review. Following approval by the ERO, copies of the final reports(s) would be sent by the archaeologist directly to the president of the Landmarks Preservation Advisory Board and the California Archaeological Site Survey Northwest Information Center. Three copies of the final archaeology report(s) shall be submitted to the Office of Environmental Review, accompanied by copies of the transmittals documenting its distribution to the president of the Landmarks Preservation Advisory Board and the California Archaeological Site Survey Northwest Information Center.

Kendrick Law School – Block 1190, Lot 001

13. Resolution No. 8708 (Case No. CU80.213)

1980 conditional use authorization to permit building expansion subject to further conditions as follows:

1. This authorization is for construction of an addition to Kendrick Law School in general conformity with plans entitled: "Kendrick Hall Additions, University of San Francisco", sheets A-1, A-3, A-4 and A-5 dated June 10, 1980 and on file with the conditional use application.
2. The University shall provide for regular clean up and removal of litter and trash from the open area of the site.
3. The University shall continue the diligent implementation of the Transportation Systems Management

Plan, and shall submit yearly reports to the Department of City Planning describing the progress made in implementing the plan.

- The conditions above have been substantially met. Regarding Condition No. 3, the University has diligently implemented its Transportation Systems Management Plan since 1980 and will submit yearly reports to the Planning Department. The University's Transportation Systems Management Plan (a.k.a. the Transportation Demand Management Program) has been evaluated and updated as part of this new IMP.

Saint Ignatius High School – Block 1144, Lot 001 & 001B

14. *Resolution No. 6366 (Case No. CU69.20)*

1969 conditional use authorization to permit expansion of the facilities of the University of San Francisco by the alteration of the St. Ignatius High School building into university classrooms and offices and the adjoining playfield into a parking lot on the property subject to further conditions as follows:

1. The subject site shall be developed in general conformity with the plot plan filed with this application and marked "Exhibit A," except that additional surface of below grade parking may be placed on the site upon approval by the Department of City Planning without further Conditional Use authorization.
 2. The subject site shall be landscaped according to plans and specifications prepared in consultation with and approved by the Department of City Planning prior to any excavation of the site or preparation for new parking areas on the site. All parking areas shall be screened from facing residential properties by a landscaped solid fence, wall or other solid landscaping screen, and said landscaping plan shall include appropriate on-site shrubs, ground cover and trees to enhance the appearance of the parking areas as viewed from nearby residential properties. All three street frontages of the site shall be planted with appropriate street trees.
 3. Landscaping shall be perpetually maintained to sustain plants in a healthy, attractive condition and promote normal growth and full development typical of their species.
 4. Any artificial lighting shall be deflected downward and away from adjoining and facing residential properties.
 5. Signs, if any shall be limited to non-projecting, non-illuminated signs to control access and circulation within the parking area, and identifying signs for the University and shall all be in conformity with sign plans approved by the Department of City Planning prior to filing for sign permits.
- The conditions above have been met. This project is complete.

Koret Center – Block 1144, Lots 001 & 001B

15. *Motion No. 10407 (Case No 83.469C)*

1985 conditional use authorization for modifications and additions to the recreation facilities of a private post-secondary educational institution including consolidation of off-street parking. Three new building components would be constructed along the Stanyan Street frontage and linked by a glass enclosed circulation system to each other and to the remaining portion of Loyola Gym. These components would be: (1) Racquetball Courts (5,500 sq.ft.), (2) Natatorium (57,100 sq.ft.), (3) Multipurpose Courts (43,200 sq.ft.). The three existing parking lots on site would be consolidated in the northeast portion of the project block, retaining the existing lot entrance on Turk Street. (Seven spaces on site would be lost in the consolidation and would be replaced elsewhere on the USF main campus.) The existing soccer field would be shifted 10 feet to the west and the existing spectator seating would be moved to the east side of the field and a press box and public restrooms would be incorporated into the spectator viewing area. Conditions of Approval are as follows:

1. The authorization contained herein is for the use of the Subject Property as the University of San Francisco Health and Recreation Center with off-street parking in the amount proposed in Application No. 83.469ECC (177 spaces on-site). Final plans, including a plan for landscaping, the planting and

maintenance of plant materials, fencing, parking lot lighting, and parking lot screening along all street frontages shall be reviewed and approved by the staff of the Department prior to the issuance of any building permit.

2. This authorization is limited to USF and is not transferrable to any other assignees or successors in interest. Any new non-residential use of the property would be subject to the regulations of the Code and, accordingly, would be required to seek a new conditional use authorization.
 3. The Applicant shall continue to encourage ride sharing and transit use and shall continue to pursue the goals and objectives of the USF Transportation Systems Management Plan to decrease reliance on the automobile for the operation of the Health and Recreation Center on the Subject Property.
 4. A final plan for the layout and arrangement of parking spaces preferential carpool spaces and the ingress and egress to the parking lot shall be made under the advisement of staff of the Department of City Planning. Said final parking plan shall be kept on file with the Application.
 5. The Applicant shall provide for use of the facilities by neighborhood residents as outlined in the application and the FEIR.
 6. The Subject property shall be maintained in a neat and attractive manner in keeping with the residential character of the surrounding area.
 7. Colors used for the exterior finish of the structure will be earth-tones.
 8. Evergreen landscaping will be used to screen exposed glass surfaces such as the Recreation Center entrance atrium and galleria to reduce glare from glass surfaces. Insofar as possible, west facing glass will be angled northwest to reduce glare directly across Stanyan Street. Non-reflective glass will be used for the Recreation Center atria and galleria as proposed.
- The conditions above have been met. This project is now complete.

Koret Center Parking Platform

16. Motion No. 13862 (93.314C)

1995 conditional use authorization to allow construction of a parking platform above an existing parking lot. The project includes the construction of an additional parking level containing approximately 119 automobile parking spaces on a 31,640 square feet platform over an existing parking lot containing 169 automobiles and 10 motorcycle spaces, at the corner of Turk Boulevard and Parker Avenue for a total parking area of about 78,200 square feet. The project would increase the number of (automobile) parking spaces for this lot by 99 (119 new spaces minus twenty that would be lost on the first level due to structural requirements), for a total of 268 spaces on the two levels. The university plans to eliminate two other parking lots (Lots D and I) as described in the Institutional Master Plan. There would be no net increase in total off-street automobile parking spaces in the area, though there would be a loss of 59 motorcycle spaces. (Lots D and I would be removed from use at or before the time the subject project is completed.). Conditions of approval are as follows:

- A. Land Use
 1. This Conditional Use Authorization shall be for the construction of an additional parking level on Lot 1 in Assessor's Block 1144, and containing up to approximately 119 parking spaces over an existing lot containing 169 automobile and motorcycle spaces at the corner of Turk Boulevard and Parker Street in general conformity with plans filed with the Application and labeled "Exhibit B" and dated April 13, 1995.
 2. Ingress and egress for the new parking level shall be limited to Parker Avenue.
 3. The applicant shall use good faith efforts to request and encourage the Department of Public Works

or Department of Parking and Traffic to install traffic bumps (similar to those on Masonic Avenue near Fulton Street) on Turk Boulevard to discourage illegal left turns into or out of the lower parking level. If installed, the Project Sponsor shall reimburse the City for the cost of installation.

4. The applicant shall restrict parking in the lower level of the parking structure, accessed from Turk Boulevard, to handicapped parking and USF faculty and employees expected to use the parking on a long-term daily basis.
 5. The applicant shall restrict parking available for short term users to the upper level accessed from Parker Street.
 6. No internal vehicular connection between the two levels will be permitted and parking on each of the two levels will require a separate parking permit.
 7. Security measures, including lighting, video surveillance and emergency telephones directly hooked up to the University Public Safety Office will be installed on both parking levels. The parking deck will be a part of the University Public Safety officer's regular security surveillance. Lighting shall be directed down and away from residentially developed properties in a manner that prevents adverse glare to surrounding dwelling and in accordance with plans approved by the Department of City Planning.
 8. The applicant shall make available night time and weekend parking privileges in the parking structure to neighborhood residents on terms as the University determines after consultation with interested residents and neighborhood groups.
 9. Construction, site preparation and clean up guidelines shall be developed in consultation with the Department of City Planning and adhered to by the Applicant.
 10. Construction hours shall be restricted to the time after 8:00 a.m. and ending prior to 5:00 p.m. Monday through Saturday. There shall be no construction work on Sundays. The use of heavy machinery and equipment and other activities involving substantial noise shall not commence until after 9:00 a.m.
 11. There shall be notice to adjacent neighbors 30 days prior to construction according to procedures approved by the Zoning Administrator.
 12. The Applicant shall meet and confer with operators of the recycling center and use its best efforts to allow continuation of the operation either at the current location or at an alternative location through December.
- B. Performance
1. Should the implementation of this Project result in complaints from Interested property owners, residents or commercial lessees, which are not resolved by the applicant (and/or the appointed Community Liaison for the Project) and are subsequently reported to the Zoning Administrator and found to be in violation of the City Planning Code and/or the specific Conditions of Approval for the Project as set forth in Exhibit A of this Motion, the Zoning Administrator shall refer such unresolved complaints to the City Planning Commission after which the Commission shall hold a public hearing on the matter in accordance with the hearing notification and conduct procedures as set forth in Section 174, 306.3, and 306.4 of the Code to consider revocation of this Conditional Use Authorization.
 13. Should monitoring of the Conditions of Approval be required, the applicant or successors in interest shall pay applicable fees as established in Planning Code Section 351.
 14. The applicant shall execute and record the specified conditions as a Notice of Special Restrictions at the Office of the County Clerk/Recorder.
- The conditions above have substantially been met. Regarding Conditions No. 4 and 5, the University is beginning a review of parking facilities and policies. These conditions will be incorporated in future parking restrictions.

Handicapped parking spaces are already designated on the lower level.

Cogeneration Power Plant – Block 1145, Lot 001

17. Motion No. 10408 (Case No. 83.469C)

1985 conditional use authorization for modifications of the heat and power-generation facilities of a private post-secondary educational institution. Construction of a cogeneration power plant and demolition of four existing steam boilers. Conditions of approval are as follows:

1. The authorization contained herein is for the use of the Subject Property as the University of San Francisco Cogeneration Plant as proposed in Application No. 83.469ECC. Final plans shall be reviewed and approved by the staff of the Department prior to the issuance of any building permit. Said plant, and the cogeneration system approved, shall be limited to operating at the level needed to provide for the USF electrical demand or steam demand, whichever is the higher level of operation.
2. This authorization is limited to USF and is not transferable to any other assignees or successors in interest. Any new non-residential use of the property would be subject to the regulations of the Code and, accordingly, would be required to seek a new conditional use authorization.
3. The heat radiator of the Cogeneration System shall be encased within a noise insulating enclosure that reduces noise to levels at or below the respective daytime and nighttime ambient levels.
4. The fan in the heat radiator shall be run at low speed during the night to reduce noise generated by the radiator to a level below that which would potentially cause sleep disturbance for the residents of the homes nearest the Gleeson Library site.
5. The intake and outlet of the system shall be equipped with silencing devices to reduce noise levels measured at the nearest homes.
6. The system shall be installed in a basement to reduce noise levels emitted from the system to the environment.
7. The system shall be enclosed in an acoustically treated shell to reduce noise to levels currently existing inside the steam plant.
8. Soundproofing of the steam plant shall include acoustical tiles or padding on the walls and air intake and exhaust pipe sound traps to reduce noise levels to 50 dBa just outside the basement walls.
9. Insofar as feasible, major equipment shall undergo initial testing with all acoustically mitigating auxiliary equipment in place to reduce noise impacts during equipment installation and system start-up.
10. To minimize the impact of exhaust emissions on the people in the vicinity of the cogeneration system, the project sponsor shall have the top of the cogeneration system exhaust stack narrowed to increase emission velocity and thus the extent of the dispersion.
11. Cogeneration equipment shall be installed in compliance with the National Fire Protection Association (NFPA) recommended "Standard for the Installation and Use of Stationary Combustion Engines and Gas Turbines," NFPA 37.
12. Existing PCB-containing electrical transformers shall be replaced with new transformers not containing PCBs.
13. A noise level survey shall be performed after the cogeneration facility is operating to determine whether the cogeneration facility equipment generates a sound level at the sidewalk on the north side of Golden Gate Avenue across from Gleeson Library in excess of 50 dBa between 7:00 AM and 10:00 PM at full load or 45 dBa between 10:00 PM and 7:00 AM under night operating conditions. The results of the

survey shall be submitted to the Zoning Administrator. If the noise level should exceed these levels, USF shall implement additional engineering controls to reduce the sound to the stated levels.

14. Appropriate air dispersion modeling as determined by the Bay Area Air Quality Management District shall be performed on the stack at Gleeson Hall. If modeling indicates a potential violation of a State or Federal ambient Air Quality Standard, the design shall be adjusted as necessary to insure that no violation will occur.
 15. The construction contract shall include a requirement that the contractor not exceed equipment noise limits stated in the City Noise Ordinance (Article 29, San Francisco Administrative Code, 1972).
 16. All construction shall take place between 8:00 AM and 5:00 PM and shall be restricted to weekdays.
 17. The general contractor for the project shall meet with the Department of Public Works to establish construction vehicle routes that shall minimize impacts to residents and businesses in the vicinity of the site.
 18. The University shall monitor noise levels each year at a time of cold weather that requires full operation of the cogeneration system. If the noise level is greater than the existing noise level, the University shall implement engineering changes to reduce the noise level to the existing level.
- The conditions above have substantially been met.

18. Gleeson Library – Block 1145, Lot 001

19. Motion No. 13986 (95.435C)

1995 conditional use authorization to allow construction of an addition to the existing Gleeson Library. The project will include the construction of a three-story, approximately 37,040 gross square foot addition to the existing Gleeson Library, which is located on USF's lower campus. Conditions of approval are as follows:

Land Use

1. This approval is for the construction of a three-story approximately 37,100 gross square foot addition to the existing approximately 96,000 square foot Gleeson Library in general conformity with plans filed with the application and labeled "Exhibit B" and dated October 19, 1995.

Conditions to be Met During the Construction Phase

1. All storage and staging of construction materials must take place on property owned by the University of San Francisco.
2. All construction vehicles are prohibited from parking or idling on any City street surrounding the construction site.
3. During the construction phase, all construction workers shall park on USF's property and not on public streets.
4. There shall not be any construction before 7 a.m., Monday through Saturday nor any construction on Sundays.

Air Quality

1. To reduce particulate emission during construction, the contractors shall:
 - a. Spray the site with water to reduce particulate emission during excavation and foundation phase.

- b. Spray the soils affected during disruptive activities, such as pavement/ foundation removal, excavation, grading, truck loading and compaction, continuously.
 - c. Cover stockpiles of soil, sand, and other material.
 - d. Cover trucks hauling debris, soils, sand, and other such materials.
 - e. Sweep surrounding street and unpaved construction areas at least once a day during demolition, excavation, and foundation setting phase.
5. The project sponsor shall require its contractor(s) to comply with Ordinance 175-71, adopted by the Board of Supervisors, requiring the use of non-potable water for particulate control activities, and to obtain reclaimed water from the Clean Water Program for this purpose.

Performance Conditions

1. The authorization and rights vested by virtue of this action shall be deemed void and canceled if the building permits are not issued within 36 months of the Commission authorization. This time limitation may be extended at the direction of the Zoning Administrator only where the failure to issue a building permit to construct the project is delayed by a City or State Agency, by administrative appeals or court challenge.
6. Should the construction phase of this project result in complaints from interested property owners or residents, which are not resolved by the applicant and are subsequently reported to the Zoning Administrator and found to be in violation of the City Planning Code and/or the specific Conditions of Approval for the Project as set forth in Exhibit A of this Motion, the Zoning Administrator shall refer such unresolved complaints to the City Planning Commission after which the Commission shall hold a public hearing on the matter in accordance with the hearing notification and conduct procedures as set forth in section 174, 306.3, and 306.4 of the Code to consider revocation of this Conditional Use Authorization.
7. Should monitoring of the Conditions of Approval be required, the applicant or successors in interest shall pay applicable fees as established in Planning Code Section 351.
8. The applicant shall execute and record the specified conditions as a Notice of Special Restrictions at the Office of the County Clerk/Recorder.

- The conditions above have been met. This project is now complete.

Law Library – Block 1190, Lot 001

20. Motion No. 14744 (98.072C)

1998 conditional use and planned unit development approval for construction of a new 61,000 square-foot law library building, intensifying an institutional use and constructing a building over 40 feet in height (about 52 feet at its peak), and allowing modifications to front setback and rear yard requirements within a planned unit development. Conditions of approval as follows:

1. This authorization is the approval of a Conditional Use and Planned Unit Development to construct a new 61,000 square foot law library building for the University of San Francisco pursuant to conditional use application number 98.072C, allowing intensification of an institutional use in a residential district, a building of greater than 40 feet in height (about 52 feet at the atrium peak) in a residential district, and modification of the front setback and rear yard standards under a planned unit development at 2195 Fulton Street, the southwest corner of the intersection of Fulton and Cole Streets (the eastern portion of Lot 1 in Assessor's Block 1190), in an RH-3 (Residential House, Three Family) District and 80-D Height and Bulk District, per Sections 209.3(i), 290.9(b), 253 and 304 of the Planning Code, in general conformance with "Exhibit B", the architectural plans so labeled contained in the case file as reviewed

and approved by the Planning Commission. The Project will displace the existing 30 parking spaces from the site, and the new building will be integrated into the existing Kendrick Hall law school building at various levels. Overall the Project will add about 61,000 gross square feet of library space, which includes book and reference stacks, study, storage, processing and administrative areas. The new building could include up to three new classroom or seminar room spaces. About 22,000 square feet of area in the existing Kendrick Hall building will be vacated when those library facilities move into the new structure. This back space would be converted to offices and administrative space to alleviate existing overcrowded conditions in the building and the addition of up to four new seminar or classrooms. The Applicant has testified and presented evidence that student enrollment is not expected to increase due to the Project, but that the new law library building is intended to provide adequate space to service their existing program.

2. The mitigation measures identified in Negative Declaration No. 98.072E shall be required of the Project as follows:

Construction Air Quality

The project sponsor would require the contractor(s) to spray the site with water during excavation and construction activities; spray unpaved construction areas with water at least twice per day; cover stockpiles of soil, sand, and other material; cover trucks hauling debris, soil, sand or other such material; and sweep surrounding streets during excavation and construction at least once per day to reduce particulate emissions. Ordinance 175-91, passed by the Board of Supervisors on May 6 1991, requires that non-potable water be used for dust control activities. Therefore, the project sponsor would require that the contractor(s) obtain reclaimed water from the Clean Water Program for this purpose. The project sponsors would require the project contractor(s) to maintain and operate construction equipment so as to minimize exhaust emissions of particulates and other pollutants, by such means as a prohibition on idling motors when equipment is not in use or when trucks are waiting in queues, and implementation of specific maintenance programs to reduce emissions from equipment that would be in frequent use for much of the construction period.

Cultural Resources

Should evidence of archaeological resources of potential significance be found during ground disturbance, the project sponsor would immediately notify the Environmental Review Officer and would suspend any excavation which the Environmental Review Officer determined could damage such archaeological resources. Excavation or construction activities which might damage discovered cultural resources would be suspended for a total maximum of four weeks over the course of construction. After notifying the Environmental Review Officer, the project sponsor would select an archaeologist to assist the Office of Environmental Review in determining the significance of the find. The archaeologist would prepare a draft report containing an assessment of the potential significance of the find and a recommendation for what measures should be implemented to minimize potential effects on archaeological resources. Based on this report, the Environmental Review Officer would recommend specific additional mitigation measures to be implemented by the project sponsor. Mitigation measures might include the site security program, additional on-site investigations by the archaeologist, and/or documentation, preservation, and recovery of cultural materials. Finally, the archaeologist would prepare a draft report documenting the cultural resources that were discovered, and an evaluation as to their significance, and a description as to how any archaeological testing, exploration and/or recovery program was conducted. Copies of all draft reports prepared according to this mitigation measure would be sent first and directly to the Environmental Review Officer for review. Following approval by the Environmental Review Officer, copies of the final report(s) would be sent by the archaeologist directly to the president of the Landmarks Preservation Advisory Board and the California Archaeological Site Survey Northwest Information Center. Three copies of the final archaeology report(s) shall be submitted to the Office of Environmental Review, accompanied by copies of the transmittals documenting its distribution to the president of the Landmarks Preservation Advisory Board and the California Archaeological Site Survey Northwest Information Center.

3. The final plans shall conform substantially to the plans approved by the Commission on December 3, 1998, labeled as Exhibit B in the case file. The Planning Department shall continue working with the Applicant's architect on development of the details of the Project design, consistent with the plans approved by the Commission. Planning Department shall approve final design.
4. Landscaping shall be provided as indicated on the plans in Exhibit B, at a minimum. Every reasonable effort shall be made to preserve and integrate existing mature trees on the site. Screening landscaping,

including substantial trees shall be planted to the extent feasible along the southern perimeter of the Project and adjacent Kendrick Hall building. Street trees shall be planted as indicated on the plans in Exhibit B. All landscaping shall be maintained for the life of the Project.

5. Non-reflective glass shall be utilized in all areas of the new building. Glazed, frosted, or otherwise non-transparent glazing shall be used on the portions of the south facade of the building as indicated on Exhibit B, or other mechanisms employed to ensure the privacy of adjacent residences to the south. A landscape or other buffer shall be provided along the perimeter of south-facing balconies and terraces sufficient to prevent a direct line-of-sight of persons on the terraces to the north-facing windows on the adjacent residential buildings to the south.
6. Outdoor events which might take place on the south-facing terraces and open spaces within the Project shall be closely managed by the Applicant, limited to the day time and early evening hours, and controlled so as not to become a nuisance to nearby residents.
7. All Project lighting shall be directed onto the Project site and immediately surrounding sidewalk area only, and designed and managed so as not to be a nuisance to adjacent residents.
8. Construction of the herein-authorized Project shall commence within three years of the date of this action and shall be, thenceforth, pursued diligently to completion or the said authorization shall become null and void. This authorization may be extended at the direction of the Zoning Administrator only where the failure to issue a building permit to construct the Project is delayed by a City or State Agency or legal challenges.
9. Should the monitoring of the Conditions of Approval be required, the Applicant or successors shall pay fees as established in Planning Code Section 351 (f)(2).
10. The Project sponsor shall appoint a community liaison officer to deal with issues and other related matters of concern to nearby residents. The Applicant shall report the name and telephone number of this officer to nearby residents and the Zoning Administrator for reference. Should implementation of this Project result in complaints from neighborhood residents, which are not resolved by the Project Sponsor and are subsequently reported to the Zoning Administrator and found to be in violation of the Planning Code and/or the specific Conditions of Approval for the Project as set forth in Exhibit A of this motion, the Zoning Administrator shall report such complaints to the Planning Commission which may thereafter hold a public hearing on the matter in accordance with the hearing notification and conduct procedures as set forth in Sections 174, 306.3 and 306.4 of the Code to consider revocation of this Conditional Use Authorization.
11. The Applicant shall transmit a copy of the Conditions of Approval to the Office of the Recorder of the City and County of San Francisco for recordation as part of the property records. This action shall be taken prior to any approval of a building permit by the Planning Department.

- The conditions above have been met. This project is now complete.

Antennas on Kendrick Hall – Block 1190, Lot 001

21. Motion No. 14294 (Case No. 96.731C)

1997 conditional use authorization to install a total of six panel antennas and a base transceiver station on the roof of an existing building for Sprint Spectrum. Conditions of approval as follows:

1. This authorization is granted to install up to six antennas and a base transceiver station (the “facilities”) on the roof of the existing building at 2195 Fulton Street, Assessor’s Block 1190, Lot 1; the facilities are to be installed in general conformity with the plans identified as EXHIBIT B, dated November 27, 1996, and submitted to the Commission for review on January 16, 1997.
2. Plan Drawings. Prior to the issuance of any building or electrical permits for the installation of the

facilities, the Project Sponsor shall submit final scaled drawings for review and approval by the Planning Department ("Plan Drawings"). The Plan Drawings shall:

- a.) Structure and Siting. Identify all facility related support and protection measures to be installed. This includes, but is not limited to, the location(s) and Method(s) of placement, support, protection, screening, paint and/or other treatments of the antennas and other appurtenances to insure public safety, insure compatibility with urban design, architectural and historic preservation principles, and harmony with neighborhood character.
 - b.) For the Project Site, regardless of the ownership of the existing facilities: Identify the location of all existing antennas and facilities; and identify the location of all approved (but not installed) antennas and facilities.
 - c.) Emissions. Provide a report, subject to approval of the Zoning Administrator, that operation of the facilities in addition to ambient RF emission levels will not exceed adopted FCC standards with regard to human exposure in uncontrolled areas.
3. Project Implementation Report. The Project Sponsor shall prepare and submit to the Zoning Administrator a Project Implementation Report. The Project Implementation Report shall:
- a.) identify the three-dimensional perimeter closest to the facility at which adopted FCC standards for human exposure to RF emissions in uncontrolled areas are satisfied;
 - b.) document testing that demonstrates that the facility will not cause any potential exposure to RF emissions that exceed adopted FCC emission standards for human exposure in uncontrolled areas.
 - c.) the Project Implementation Report shall compare test results for each test point with applicable FCC standards. Testing shall be conducted in compliance with FCC regulations governing the measurement of RF emissions and shall be conducted during normal business hours on a non-holiday week day with the subject equipment measured while operating at maximum power.
 - d.) Testing, Monitoring, and Preparation. The Project Implementation Report shall be prepared by a certified professional engineer or other technical expert approved by the Department. At the sole option of the Department, the Department (or its agents) may monitor the performance of testing required for preparation of the Project Implementation Report. The cost of such monitoring shall be borne by the Project Sponsor pursuant to the condition related to the payment of the City's reasonable costs.
 - e.) Notification and Testing. The Project Implementation Report shall set forth the testing and measurements undertaken pursuant to Conditions 2 and 8.
 - f.) Approval. The Zoning Administrator shall request that the Certification of Final Completion for operation of the facility not be issued by the Department of Building Inspection until such time that the Project Implementation Report is approved by the Department for compliance with these conditions.
4. Notification prior to Project Implementation Report. The Project Sponsor shall undertake to inform and perform appropriate tests for residents of any dwelling units located within 25 feet of the transmitting antennae at the time of testing for the Project Implementation Report.
- a.) At least twenty calendar days prior to conducting the testing required for preparation of the Project Implementation Report, the Project Sponsor shall mail notice to the Department, as well as to the resident of any legal dwelling unit within 25 feet of a transmitting antenna, of the date on which testing will be conducted. The Applicant will submit a written affidavit attesting to this mail notice along with the mailing list.

- b.) When requested in advance by a resident notified of testing pursuant to subsection (a), the Project Sponsor shall conduct testing of total power density of RF emissions within the residence of that resident on the date on which the testing is conducted for the Project Implementation Report.
- 5. Community Liaison. Within 10 days of the effective date of this authorization, the Project Sponsor shall appoint a community liaison officer to resolve issues of concern to neighbors and residents relating to the construction and operation of the facilities. Upon appointment, the Project Sponsor shall report in writing the name, address and telephone number of this officer to the Zoning Administrator. The Community Liaison Officer shall report to the Zoning Administrator what issues, if any, are of concern to the community and what issues have not been resolved by the Project Sponsor.
- 6. Installation. Within 10 days of the installation and operation of the facilities, the Project Sponsor shall confirm in writing to the Zoning Administrator that the facilities are being maintained and operated in compliance with applicable Building, Electrical and other Code requirements, as well as applicable FCC emissions standards.
- 7. Screening.
 - a.) To the extent necessary to ensure compliance with adopted FCC regulations regarding human exposure to RF emissions, and upon the recommendation of the Zoning Administrator, the Project Sponsor shall:
 - i.) Modify the placement of the facilities;
 - ii.) install fencing, barriers or other appropriate structures or devices to restrict access to the facilities;
 - iii.) install multi-lingual signage, including the RF radiation hazard warning symbol identified in ANSI C95.2-1982, to notify persons that the facility could cause exposure to RF emissions; or
 - iv.) implement any other practice reasonably necessary to ensure that the facility is operated in compliance with adopted FCC RF emission standards.
 - b.) To the extent necessary to minimize visual obstruction and clutter, installations shall conform to the following standards:
 - i.) Antennas and back-up equipment shall be painted, fenced, landscaped or otherwise treated architecturally so as to minimize visual impacts;
 - ii.) Rooftop installations shall be setback such that back-up facilities are not viewed from the street;
 - iii.) Antennae attached to building facades shall be so placed, screened or otherwise treated to minimize any negative visual impact; and
 - iv.) If WTS facilities are to be located on architecturally significant or historic buildings or structures, all facilities shall be integrated architecturally with the style and character of the structure or otherwise made unobtrusive.
 - v.) Although co-location of various companies' facilities may be desirable, a maximum number of antennas and back-up facilities on the Project Site shall be established, on a case-by-case basis, such that "antennae farms" or similar visual intrusions for the site and area is not created.
 - vi.) The Project Sponsor shall remove antennae and equipment that has been out of service for a continuous period of six months.

8. Periodic Safety Monitoring. The Project Sponsor shall submit to the Zoning Administrator 10 days after installation of the facilities, and every two years thereafter, a certification attested to by a licensed engineer expert in the field of EMR/RF emissions, that the facilities are and have been operated within the then current applicable FCC standards for RF/EMF emissions.
9. Emissions Conditions. It is a continuing condition of this authorization that the facilities be operated in such a manner so as not to contribute to ambient RF/EMF emissions in excess of then current FCC adopted RF/EMF emission standards; violation of this condition shall be grounds for revocation.
10. Noise and Heat. The WTS facility, including power source and cooling facility, shall be operated at all times within the limits of the San Francisco Noise Ordinance. The WTS facility, including power source and cooling facility, shall not be operated so as to cause the generation of heat that adversely affects a building occupant.
11. Implementation and Monitoring Costs.
 - a.) The Project Sponsor, on an equitable basis with other WTS providers, shall pay the cost of preparing and adopting appropriate General Plan policies related to the placement of WTS facilities. Should future legislation be enacted to provide for cost recovery for planning, the Project Sponsor shall be bound by such legislation.
 - b.) The Project Sponsor or its successors shall be responsible for the payment of all reasonable costs associated with the monitoring of the conditions of approval contained in this authorization, including costs incurred by this Department, the Department of Public Health, the Department of Electricity and Telecommunications, Office of the City Attorney, or any other appropriate City Department or agency pursuant to Planning Code Section 351 (f)(2). The Planning Department shall collect such costs on behalf of the City.
 - c.) The Project Sponsor shall be responsible for the payment of all fees associated with the installation of the subject facility which are assessed by the City pursuant to all applicable law.
12. All Conditions Basis for Revocation. The Project Sponsor or its successors shall comply fully with all conditions specified in this authorization. Failure to comply with any condition shall constitute grounds for revocation under the provisions of Planning Code sections 174, 176 and 303(d). The Zoning Administrator shall schedule a public hearing before the Planning Commission to receive testimony and other evidence to demonstrate a finding of a violation of a condition of the authorization of the use of the facility and, finding that violation, the Commission shall revoke the Conditional Use authorization. Such revocation by the Planning Commission is appealable to the Board of Supervisors. In the event that the project implementation report includes a finding that RF emissions for the site exceed FCC Standards in any uncontrolled location, the Zoning Administrator may require the Applicant to immediately cease and desist operation of the facility until such time that the violation is corrected to the satisfaction of the Zoning Administrator.
13. Complaints and Proceedings. Should any party complain to the Project Sponsor about the installation or operation of the facilities, which complaints are not resolved by the Project Sponsor, the Project Sponsor (or its appointed agent) shall advise the Zoning Administrator of the complaint and the failure to satisfactorily resolve such complaint. If the Zoning Administrator thereafter finds a violation of any provision of the City Planning Code and/or any condition of approval herein, the Zoning Administrator shall attempt to resolve such violation on an expedited basis with the Project Sponsor. If such efforts fail, the Zoning Administrator shall refer such complaints to the Commission for consideration at the next regularly scheduled public meeting.
14. Severability. If any clause, sentence, section or any part of these conditions of approval is for any reason held to be invalid, such invalidity shall not affect or impair other of the remaining provisions, clauses, sentences, or sections of these conditions. It is hereby declared to be the intent of the Commission that these conditions of approval would have been adopted had such invalid sentence, clause, or section or part thereof not been included herein.

15. Transfer of Operation. Any carrier/provider authorized by the Zoning Administrator or by the Planning Commission to operate a specific WTS installation may assign the operation of the facility to another carrier licensed by the FCC for that radio frequency provided that such transfer is made known to the Zoning Administrator in advance of such operation, and all conditions of approval for the subject installation are carried out by the new carrier/provider, and the authorizing Motion is recorded on the deed of the property stating the new carrier/provider and authorizing conditions of approval.
 16. Compatibility with City Emergency Services. The facility shall not be operated, nor caused to transmit on or adjacent to any radio frequencies licensed to the City for emergency telecommunication services such that the City's emergency telecommunications system experiences interference, unless prior approval for such has been granted in writing by the City.
 17. Recordation. The Property Owner shall execute and record these specified conditions as a Notice of Special Restrictions at the Office of the County Recorder/County Clerk.
- The University has contacted the vendor responsible for the installation, maintenance and operation of the antennas and has requested that the vendor confirm that it has complied with the conditions set forth above. The University has instructed the vendor to provide the facilities department with a specific plan of action for immediate compliance in the unlikely event that it is not in compliance with any of the conditions.

22. Motion No. 14456 (Case No. 97.507C)

1997 conditional use authorization for Pac Bell Mobile Services to install a total of three panel antennas on the building's façade and a base transceiver station on the roof of an existing building. Conditional of approvals as follows:

1. This authorization is granted to install up to three antennas on the building's facade, and a base transceiver station (the "facilities") on the roof of the existing building at 2195 Fulton Street, Assessor's Block 1190, Lot 1; the facilities are to be installed in general conformity with the plans identified as EXHIBIT B, dated July 17, 1997, and submitted to the Commission for review on September 4, 1997.
2. Plan Drawings. Prior to the issuance of any building or electrical permits for the installation of the facilities, the Project Sponsor shall submit final scaled drawings for review and approval by the Planning Department ("Plan Drawings"). The Plan Drawings shall:
 - a.) Structure and Siting. Identify all facility related support and protection measures to be installed. This includes, but is not limited to, the location(s) and method(s) of placement, support, protection, screening, paint and/or other treatments of the antennas and other appurtenances to insure public safety, insure compatibility with urban design, architectural and historic preservation principles, and harmony with neighborhood character.
 - b.) For the Project Site, regardless of the ownership of the existing facilities: Identify the location of all existing antennas and facilities; and identify the location of all approved (but not installed) antennas and facilities.
 - c.) Emissions. Provide a report, subject to approval of the Zoning Administrator, that operation of the facilities in addition to ambient RF emission levels will not exceed adopted FCC standards with regard to human exposure in uncontrolled areas.
3. Project Implementation Report. The Project Sponsor shall prepare and submit to the Zoning Administrator a Project Implementation Report. The Project Implementation Report shall:
 - a.) identify the three-dimensional perimeter closest to the facility at which adopted FCC standards for human exposure to RF emissions in uncontrolled areas are satisfied;
 - b.) document testing that demonstrates that the facility will not cause any potential exposure to RF emissions that exceed adopted FCC emission standards for human exposure in uncontrolled areas.
 - c.) the Project Implementation Report shall compare test results for each test point with applicable

FCC standards. Testing shall be conducted in compliance with FCC regulations governing the measurement of RF emissions and shall be conducted during normal business hours on a non-holiday week day with the subject equipment measured while operating at maximum power.

d.) Testing, Monitoring, and Preparation. The Project Implementation Report shall be prepared by a certified professional engineer or other technical expert approved by the Department. At the sole option of the Department, the [] shall be borne by the Project Sponsor pursuant to the condition related to the payment of the City's reasonable costs.

e.) Notification and Testing. The Project Implementation Report shall set forth the testing and measurements undertaken pursuant to Conditions 2 and 8.

f.) Approval. The Zoning Administrator shall request that the Certification of Final Completion for operation of the facility not be issued by the Department of Building Inspection until such time that the Project Implementation Report is approved by the Department for compliance with these conditions.

4. Notification prior to Project Implementation Report. The Project Sponsor shall undertake to inform and perform appropriate tests for residents of any dwelling units located within 25 feet of the transmitting antennae at the time of testing for the Project Implementation Report.

a.) At least twenty calendar days prior to conducting the testing required for preparation of the Project Implementation Report, the Project Sponsor shall mail notice to the Department, as well as to the resident of any legal dwelling unit within 25 feet of a transmitting antenna, of the date on which testing will be conducted. The Applicant will submit a written affidavit attesting to this mail notice along with the mailing list.

b.) When requested in advance by a resident notified of testing pursuant to subsection (a), the Project Sponsor shall conduct testing of total power density of RF emissions within the residence of that resident on the date on which the testing is conducted for the Project Implementation Report.

5. Community Liaison. Within 10 days of the effective date of this authorization, the Project Sponsor shall appoint a community liaison officer to resolve issues of concern to neighbors and residents relating to the construction and operation of the facilities. Upon appointment, the Project Sponsor shall report in writing the name, address and telephone number of this officer to the Zoning Administrator. The Community Liaison Officer shall report to the Zoning Administrator what issues, if any, are of concern to the community and what issues have not been resolved by the Project Sponsor.

6. Installation. Within 10 days of the installation and operation of the facilities, the Project Sponsor shall confirm in writing to the Zoning Administrator that the facilities are being maintained and operated in compliance with applicable Building, Electrical and other Code requirements, as well as applicable FCC emissions standards.

7. Screening.

a.) To the extent necessary to ensure compliance with adopted FCC regulations regarding human exposure to RF emissions, and upon the recommendation of the Zoning Administrator, the Project Sponsor shall:

- i.) Modify the placement of the facilities;

- ii.) install fencing, barriers or other appropriate structures or devices to restrict access to the facilities;
 - iii.) []
 - iv.) implement any other practice reasonably necessary to ensure that the facility is operated in compliance with adopted FCC RF emission standards.
 - b.) To the extent necessary to minimize visual obstruction and clutter, installations shall conform to the following standards:
 - i) Antennas and back-up equipment shall be painted, fenced, landscaped or otherwise treated architecturally so as to minimize visual impacts;
 - ii) Rooftop installations shall be setback such that back-up facilities are not viewed from the street;
 - iii) Antennae attached to building facades shall be so placed, screened or otherwise treated to minimize any negative visual impact; and
 - iv) If WTS facilities are to be located on architecturally significant or historic buildings or structures, all facilities shall be integrated architecturally with the style and character of the structure or otherwise made unobtrusive.
 - v) Although co-location of various companies' facilities may be desirable, a maximum number of antennas and back-up facilities on the Project Site shall be established, on a case-by-case basis, such that "antennae farms" or similar visual intrusions for the site and area is not created.
 - vi) The Project Sponsor shall remove antennae and equipment that has been out of service for a continuous period of six months.
- 8. Periodic Safety Monitoring. The Project Sponsor shall submit to the Zoning Administrator 10 days after installation of the facilities, and every two years thereafter, a certification attested to by a licensed engineer expert in the field of EMR/RF emissions, that the facilities are and have been operated within the then current applicable FCC standards for RF/EMF emissions.
- 9. Emissions Conditions. It is a continuing condition of this authorization that the facilities be operated in such a manner so as not to contribute to ambient RF/EMF emissions in excess of then current FCC adopted RF/EMF emission standards; violation of this condition shall be grounds for revocation.
- 10. Noise and Heat. The WTS facility, including power source and cooling facility, shall be operated at all times within the limits of the San Francisco Noise Ordinance. The WTS facility, including power source and cooling facility, shall not be operated so as to cause the generation of heat that adversely affects a building occupant.
- 11. Implementation and Monitoring Costs.
 - a.) The Project Sponsor, on an equitable basis with other WTS providers, shall pay the cost of preparing and adopting appropriate General Plan policies related to the placement of WTS facilities. Should future legislation be enacted to provide for cost recovery for planning, the Project Sponsor shall be bound by such legislation.
 - b.) The Project Sponsor or its successors shall be responsible for the payment of all [] Office of the City Attorney, or any other appropriate City Department or agency pursuant to Planning Code Section 351(f)(2). The Planning Department shall collect such costs on behalf of the City.

c.) The Project Sponsor shall be responsible for the payment of all fees associated with the installation of the subject facility which are assessed by the City pursuant to all applicable law.

12. All Conditions Basis for Revocation. The Project Sponsor or its successors shall comply fully with all conditions specified in this authorization. Failure to comply with any condition shall constitute grounds for revocation under the provisions of Planning Code sections 174, 176 and 303(d). The Zoning Administrator shall schedule a public hearing before the Planning Commission to receive testimony and other evidence to demonstrate a finding of a violation of a condition of the authorization of the use of the facility and, finding that violation, the Commission shall revoke the Conditional Use authorization. Such revocation by the Planning Commission is appealable to the Board of Supervisors.

In the event that the project implementation report includes a finding that RF emissions for the site exceed FCC Standards in any uncontrolled location, the Zoning Administrator may require the Applicant to immediately cease and desist operation of the facility until such time that the violation is corrected to the satisfaction of the Zoning Administrator.

13. Complaints and Proceedings. Should any party complain to the Project Sponsor about the installation or operation of the facilities, which complaints are not resolved by the Project Sponsor, the Project Sponsor (or its appointed agent) shall advise the Zoning Administrator of the complaint and the failure to satisfactorily resolve such complaint. If the Zoning Administrator thereafter finds a violation of any provision of the City Planning Code and/or any condition of approval herein, the Zoning Administrator shall attempt to resolve such violation on an expedited basis with the Project Sponsor. If such efforts fail, the Zoning Administrator shall refer such complaints to the Commission for consideration at the next regularly scheduled public meeting.

14.

15. Severability. If any clause, sentence, section or any part of these conditions of approval is for any reason held to be invalid, such invalidity shall not affect or impair other of the remaining provisions, clauses, sentences, or sections of these conditions. It is hereby declared to be the intent of the Commission that these conditions of approval would have been adopted had such invalid sentence, clause, or section or part thereof not been included herein.

16. Transfer of Operation. Any carrier/provider authorized by the Zoning Administrator or by the Planning Commission to operate a specific WTS installation may assign the operation of the facility to another carrier licensed by the FCC for that radio frequency provided that such transfer is made known to the Zoning Administrator in advance of such operation, and all conditions of approval for the subject installation are carried out by the new [].

17. Compatibility with City Emergency Services. The facility shall not be operated, nor caused to transmit on or adjacent to any radio frequencies licensed to the City for emergency telecommunication services such that the City's emergency telecommunications system experiences interference, unless prior approval for such has been granted in writing by the City.

18. Recordation. The Property Owner shall execute and record a Memorandum of Site Agreement and Special Conditions Under the Planning Code at the Office of the County Recorder/County Clerk.

- The University has contacted the vendor responsible for the installation, maintenance and operation of the antennas and has requested that the vendor confirm that it has complied with the conditions set forth above. The University has instructed the vendor to provide the facilities department with a specific plan of action for immediate compliance in the unlikely event that it is not in compliance with any of the conditions.

Antennas on Gershwin Theater– Block 1107, Lot 006

23. Motion No. 15049 (00.036C)

2000 conditional use authorization to flush-mount a total of two panel antennas on the facade and install a base

transceiver station in an existing rooftop penthouse of the existing Gershwin Theater.

1. This authorization is granted to flush-mount up to two panel antennas on the facade of the building and install a base transceiver station (the “facilities”) on the roof of the existing school building at 2350 Turk Street, Assessor’s Block 1107, Lot 006; the facilities are to be installed in general conformity with the plans identified as EXHIBIT B, dated March 21, 2000.
2. Plan Drawings. Prior to the issuance of any building or electrical permits for the installation of the facilities, the Project Sponsor shall submit final scaled drawings for review and approval by the Planning Department (“Plan Drawings”). The Plan Drawings shall:
 - a.) Structure and Siting. Identify all facility related support and protection measures to be installed. This includes, but is not limited to, the location(s) and method(s) of placement, support, protection, screening, paint and/or other treatments of the antennas and other appurtenances to insure public safety, insure compatibility with urban design, architectural and historic preservation principles, and harmony with neighborhood character.
 - b.) For the Project Site, regardless of the ownership of the existing facilities: Identify the location of all existing antennas and facilities; and identify the location of all approved (but not installed) antennas and facilities.
 - c.) Emissions. Provide a report, subject to approval of the Zoning Administrator, that operation of the facilities in addition to ambient RF emission levels will not exceed adopted FCC standards with regard to human exposure in uncontrolled areas.
3. Project Implementation Report. The Project Sponsor shall prepare and submit to the Zoning Administrator a Project Implementation Report. The Project Implementation Report shall:
 - a.) identify the three-dimensional perimeter closest to the facility at which adopted FCC standards for human exposure to RF emissions in uncontrolled areas are satisfied;
 - b.) document testing that demonstrates that the facility will not cause any potential exposure to RF emissions that exceed adopted FCC emission standards for human exposure in uncontrolled areas.
 - c.) the Project Implementation Report shall compare test results for each test point with applicable FCC standards. Testing shall be conducted in compliance with FCC regulations governing the measurement of RF emissions and shall be conducted during normal business hours on a non-holiday week day with the subject equipment measured while operating at maximum power.
 - d.) Testing, Monitoring, and Preparation. The Project Implementation Report shall be prepared by a certified professional engineer or other technical expert approved by the Department. At the sole option of the Department, the Department (or its agents) may monitor the performance of testing required for preparation of the Project Implementation Report. The cost of such monitoring shall be borne by the Project Sponsor pursuant to the condition related to the payment of the City’s reasonable costs.
 - e.) Notification and Testing. The Project Implementation Report shall set forth the testing and measurements undertaken pursuant to Conditions 2 and 9.
 - f.) Approval. The Zoning Administrator shall request that the Certification of Final Completion for operation of the facility not be issued by the Department of Building Inspection until such time that the Project Implementation Report is approved by the Department for compliance with these conditions.

4. Notification prior to Project Implementation Report. The Project Sponsor shall undertake to, inform and perform appropriate tests for residents of any dwelling units located within 25 feet of the transmitting antennae at the time of testing for the Project Implementation Report.
 - a.) At least twenty calendar days prior to conducting the testing required for preparation of the Project Implementation Report, the Project Sponsor shall mail notice to the Department, as well as to the resident of any legal dwelling unit within 25 feet of a transmitting antenna, of the date on which testing will be conducted. The Applicant will submit a written affidavit attesting to this mail notice along with the mailing list.
 - b.) When requested in advance by a resident notified of testing pursuant to subsection (a), the Project Sponsor shall conduct testing of total power density of RF emissions within the residence of that resident on the date on which the testing is conducted for the Project Implementation Report.
5. Community Liaison. Within 10 days of the effective date of this authorization, the Project Sponsor shall appoint a community liaison officer to resolve issues of concern to neighbors and residents relating to the construction and operation of the facilities. Upon appointment, the Project Sponsor shall report in writing the name, address and telephone number of this officer to the Zoning Administrator. The Community Liaison Officer shall report to the Zoning Administrator what issues, if any, are of concern to the community and what issues have not been resolved by the Project Sponsor.
6. Installation. Within 10 days of the installation and operation of the facilities, the Project Sponsor shall confirm in writing to the Zoning Administrator that the facilities are being maintained and operated in compliance with applicable Building, Electrical and other Code requirements, as well as applicable FCC emissions standards.
7. Screening.
 - a.) To the extent necessary to ensure compliance with adopted FCC regulations regarding human exposure to RF emissions, and upon the recommendation of the Zoning Administrator, the Project Sponsor shall:
 - i.) Modify the placement of the facilities;
 - ii.) install fencing, barriers or other appropriate structures or devices to restrict access to the facilities;
 - iii.) install multi-lingual signage, including the RF radiation hazard warning symbol identified in ANSI C95.2-1982, to notify persons that the facility could cause exposure to RF emissions; or
 - iv.) implement any other practice reasonably necessary to ensure that the facility is operated in compliance with adopted FCC RF emission standards.
 - b.) To the extent necessary to minimize visual obtrusion and clutter, installations shall conform to the following standards:
 - i.) Antennas and back-up equipment shall be painted, fenced, landscaped or otherwise treated architecturally so as to minimize visual impacts;
 - ii.) Rooftop installations shall be setback such that back-up facilities are not viewed from the street;
 - iii.) Antennae attached to building facades shall be so placed, screened or otherwise treated to minimize any negative visual impact; and

- iv.) Although co-location of various companies' facilities may be desirable, a maximum number of antennas and back-up facilities on the Project Site shall be established, on a case-by-case basis, such that "antennae farms" or similar visual intrusions for the site and area is not created.
- 8. The Project Sponsor shall remove antennae and equipment that has been out of service for a continuous period of six months.
- 9. Periodic Safety Monitoring. The Project Sponsor shall submit to the Zoning Administrator 10 days after installation of the facilities, and every two years thereafter, a certification attested to by a licensed engineer expert in the field of EMR/RF emissions, that the facilities are and have been operated within the then current applicable FCC standards for RF/EMF emissions.
- 10. Emissions Conditions. It is a continuing condition of this authorization that the facilities be operated in such a manner so as not to contribute to ambient RF/EMF emissions in excess of then current FCC adopted RF/EMF emission standards; violation of this condition shall be grounds for revocation.
- 11. Noise and Heat. The WTS facility, including power source and cooling facility, shall be operated at all times within the limits of the San Francisco Noise Ordinance. The WTS facility, including power source and cooling facility, shall not be operated so as to cause the generation of heat that adversely affects a building occupant.
- 12. Implementation and Monitoring Costs.
 - a.) The Project Sponsor, on an equitable basis with other WTS providers, shall pay the cost of preparing and adopting appropriate General Plan policies related to the placement of WTS facilities. Should future legislation be enacted to provide for cost recovery for planning, the Project Sponsor shall be bound by such legislation.
 - b.) The Project Sponsor or its successors shall be responsible for the payment of all reasonable costs associated with the monitoring of the conditions of approval contained in this authorization, including costs incurred by this Department, the Department of Public Health, the Department of Electricity and Telecommunications, Office of the City Attorney, or any other appropriate City Department or agency pursuant to Planning Code Section 351(f)(2). The Planning Department shall collect such costs on behalf of the City.
 - c.) The Project Sponsor shall be responsible for the payment of all fees associated with the installation of the subject facility which are assessed by the City pursuant to all applicable law.
- 13. All Conditions Basis for Revocation. The Project Sponsor or its successors shall comply fully with all conditions specified in this authorization. Failure to comply with any condition shall constitute grounds for revocation under the provisions of Planning Code sections 174, 176 and 303(d). The Zoning Administrator shall schedule a public hearing before the Planning Commission to receive testimony and other evidence to demonstrate a finding of a violation of a condition of the authorization of the use of the facility and, finding that violation, the Commission shall revoke the Conditional Use authorization. Such revocation by the Planning Commission is appealable to the Board of Supervisors.

In the event that the project implementation report includes a finding that RF emissions for the site exceed FCC Standards in any uncontrolled location, the Zoning Administrator may require the Applicant to immediately cease and desist operation of the facility until such time that the violation is corrected to the satisfaction of the Zoning Administrator.
- 14. Complaints and Proceedings. Should any party complain to the Project Sponsor about the installation or operation of the facilities, which complaints are not resolved by the Project Sponsor, the Project Sponsor (or its appointed agent) shall advise the Zoning Administrator of the complaint and the failure to satisfactorily resolve such complaint. If the Zoning Administrator thereafter finds a violation of any

provision of the City Planning Code and/or any condition of approval herein, the Zoning Administrator shall attempt to resolve such violation on an expedited basis with the Project Sponsor. If such efforts fail, the Zoning Administrator shall refer such complains to the Commission for consideration at the next regularly scheduled public meeting.

15. Severability. If any clause, sentence, section or any part of these conditions of approval is for any reason held to be invalid, such invalidity shall not affect or impair other of the remaining provisions, clauses, sentences, or sections of these conditions. It is hereby declared to be the intent of the Commission that these conditions of approval would have been adopted had such invalid sentence, clause, or section or part thereof not been included herein.
 16. Transfer of Operation. Any carrier/provider authorized by the Zoning Administrator or by the Planning Commission to operate a specific WTS installation may assign the operation of the facility to another carrier licensed by the FCC for that radio frequency provided that such transfer is made known to the Zoning Administrator in advance of such operation, and all conditions of approval for the subject installation are carried out by the new carrier/provider.
 17. Compatibility with City Emergency Services. The facility shall not be operated, nor caused to transmit on or adjacent to any radio frequencies licensed to the City for emergency telecommunication services such that the City's emergency telecommunications system experiences interference, unless prior approval for such has been granted in writing by the City.
- The University has contacted the vendor responsible for the installation, maintenance and operation of the antennas and has requested that the vendor confirm that it has complied with the conditions set forth above. The University has instructed the vendor to provide the facilities department with a specific plan of action for immediate compliance in the unlikely event that it is not in compliance with any of the conditions.

1. Antennas on Rossi Wing – Block 1107, Lot 003A

1. Motion No. 15913 (00.566C)

2000 conditional use authorization to flush-mount a total of sixteen panel antennas on the facade of an existing stair penthouse and install a base transceiver station on the roof of an existing school administration building.

1. This authorization is granted to flush-mount up to sixteen panel antennas on the facade of an existing stair penthouse and install a base transceiver station (the "facilities") on the roof of a school administration building at 2500-2698 Turk Street, Assessor's Block 1107, Lot 003A; the facilities are to be installed in general conformity with the plans identified as EXHIBIT B, dated May 5, 2000 and revised on May 30, 2000.
2. Plan Drawings. Prior to the issuance of any building or electrical permits for the installation of the facilities, the Project Sponsor shall submit final scaled drawings for review and approval by the Planning Department ("Plan Drawings"). The Plan Drawings shall:

- a.) Structure and Siting. Identify all facility related support and protection measures to be installed. This includes, but is not limited to, the location(s) and method(s) of placement, support, protection, screening, paint and/or other treatments of the antennas and other appurtenances to insure public safety, insure compatibility with urban design, architectural and historic preservation principles, and harmony with neighborhood character.
 - b.) For the Project Site, regardless of the ownership of the existing facilities: Identify the location of all existing antennas and facilities; and identify the location of all approved (but not installed) antennas and facilities.
 - c.) Emissions. Provide a report, subject to approval of the Zoning Administrator, that operation of the facilities in addition to ambient RF emission levels will not exceed adopted FCC standards with regard to human exposure in uncontrolled areas.
3. Project Implementation Report. The Project Sponsor shall prepare and submit to the Zoning Administrator a Project Implementation Report. The Project Implementation Report shall:
- a) identify the three-dimensional perimeter closest to the facility at which adopted FCC standards for human exposure to RF emissions in uncontrolled areas are satisfied;
 - b) document testing that demonstrates that the facility will not cause any potential exposure to RF emissions that exceed adopted FCC emission standards for human exposure in uncontrolled areas.
 - c) the Project Implementation Report shall compare test results for each test point with applicable FCC standards. Testing shall be conducted in compliance with FCC regulations governing the measurement of RF emissions and shall be conducted during normal business hours on a non-holiday week day with the subject equipment measured while operating at maximum power.
 - d) Testing, Monitoring, and Preparation. The Project Implementation Report shall be prepared by a certified professional engineer or other technical expert approved by the Department. At the sole option of the Department, the Department (or its agents) may monitor the performance of testing required for preparation of the Project Implementation Report. The cost of such monitoring shall be borne by the Project Sponsor pursuant to the condition related to the payment of the City's reasonable costs.
 - e) Notification and Testing. The Project Implementation Report shall set forth the testing and measurements undertaken pursuant to Conditions 2 and 9.
 - f) Approval. The Zoning Administrator shall request that the Certification of Final Completion for operation of the facility not be issued by the Department of Building Inspection until such time that the Project Implementation Report is approved by the Department for compliance with these conditions.
4. Notification prior to Project Implementation Report. The Project Sponsor shall undertake to inform and perform appropriate tests for residents of any dwelling units located within 25 feet of the transmitting antennae at the time of testing for the Project Implementation Report.

- a) At least twenty calendar days prior to conducting the testing required for preparation of the Project Implementation Report, the Project Sponsor shall mail notice to the Department, as well as to the resident of any legal dwelling unit within 25 feet of a transmitting antenna, of the date on which testing will be conducted. The Applicant will submit a written affidavit attesting to this mail notice along with the mailing list.
 - b) When requested in advance by a resident notified of testing pursuant to subsection (a), the Project Sponsor shall conduct testing of total power density of RF emissions within the residence of that resident on the date on which the testing is conducted for the Project Implementation Report.
5. Community Liaison. Within 10 days of the effective date of this authorization, the Project Sponsor shall appoint a community liaison officer to resolve issues of concern to neighbors and residents relating to the construction and operation of the facilities. Upon appointment, the Project Sponsor shall report in writing the name, address and telephone number of this officer to the Zoning Administrator. The Community Liaison Officer shall report to the Zoning Administrator what issues, if any, are of concern to the community and what issues have not been resolved by the Project Sponsor.
6. Installation. Within 10 days of the installation and operation of the facilities, the Project Sponsor shall confirm in writing to the Zoning Administrator that the facilities are being maintained and operated in compliance with applicable Building, Electrical and other Code requirements, as well as applicable FCC emissions standards.
7. Screening.
 - a) To the extent necessary to ensure compliance with adopted FCC regulations regarding human exposure to RF emissions, and upon the recommendation of the Zoning Administrator, the Project Sponsor shall:
 - i) Modify the placement of the facilities;
 - ii) install fencing, barriers or other appropriate structures or devices to restrict access to the facilities:
 - iii) install multi-lingual signage, including the RF radiation hazard warning symbol identified in ANSI C95.2-1982, to notify persons that the facility could cause exposure to RF emissions: or
 - iv) implement any other practice reasonably necessary to ensure that the facility is operated in compliance with adopted FCC RF emission standards.
 - b) To the extent necessary to minimize visual obtrusion and clutter, installations shall conform to the following standards:
 - i) Antennas and back-up equipment shall be painted, fenced, landscaped or otherwise treated architecturally so as to minimize visual impacts;
 - ii) Rooftop installations shall be setback such that back-up facilities are not viewed from the street;
 - iii) Antennae attached to building facades shall be so placed, screened or otherwise treated to minimize any negative visual impact; and
 - iv) Although co-location of various companies' facilities may be desirable, a maximum number of antennas and back-up facilities on the Project Site shall be established, on a case-by-case basis, such that "antennae farms" or similar visual

intrusions for the site and area is not created.

8. The Project Sponsor shall remove antennae and equipment that has been out of service for a continuous period of six months.
9. Periodic Safety Monitoring. The Project Sponsor shall submit to the Zoning Administrator 10 days after installation of the facilities, and every two years thereafter, a certification attested to by a licensed engineer expert in the field of EMR/RF emissions, that the facilities are and have been operated within the then current applicable FCC standards for RF/EMF emissions.
10. Emissions Conditions. It is a continuing condition of this authorization that the facilities be operated in such a manner so as not to contribute to ambient RF/EMF emissions in excess of then current FCC adopted RF/EMF emission standards; violation of this condition shall be grounds for revocation.
11. Noise and Heat. The WTS facility, including power source and cooling facility, shall be operated at all times within the limits of the San Francisco Noise Ordinance. The WTS facility, including power source and cooling facility, shall not be operated so as to cause the generation of heat that adversely affects a building occupant.
12. Implementation and Monitoring Costs.
 - a) The Project Sponsor, on an equitable basis with other WTS providers, shall pay the cost of preparing and adopting appropriate General Plan policies related to the placement of WTS facilities. Should future legislation be enacted to provide for cost recovery for planning, the Project Sponsor shall be bound by such legislation.
 - b) The Project Sponsor or its successors shall be responsible for the payment of all reasonable costs associated with the monitoring of the conditions of approval contained in this authorization, including costs incurred by this Department, the Department of Public Health, the Department of Electricity and Telecommunications, Office of the City Attorney or any other appropriate City Department or agency pursuant to Planning Code Section 351(f)(2). The Planning Department shall collect such costs on behalf of the City.
 - c) The Project Sponsor shall be responsible for the payment of all fees associated with the installation of the subject facility which are assessed by the City pursuant to all applicable law.
13. All Conditions Basis for Revocation. The Project Sponsor or its successors shall comply fully with all conditions specified in this authorization. Failure to comply with any condition shall constitute grounds for revocation under the provisions of Planning Code sections 174, 176 and 303(d). The Zoning Administrator shall schedule a public hearing before the Planning Commission to receive testimony and other evidence to demonstrate a finding of a violation of a condition of the authorization of the use of the facility and, finding that violation, the Commission shall revoke the Conditional Use authorization. Such revocation by the Planning Commission is appealable to the Board of Supervisors.

In the event that the project implementation report includes a finding that RF emissions for the site exceed FCC Standards in any uncontrolled location, the Zoning Administrator may require the Applicant to immediately cease and desist operation of the facility until such time that the violation is corrected to the satisfaction of the Zoning Administrator.

14. **Complaints and Proceedings.** Should any party complain to the Project Sponsor about the installation or operation of the facilities, which complaints are not resolved by the Project Sponsor, the Project Sponsor (or its appointed agent) shall advise the Zoning Administrator of the complaint and the failure to satisfactorily resolve such complaint. If the Zoning Administrator thereafter finds a violation of any provision of the City Planning Code and/or any condition of approval herein, the Zoning Administrator shall attempt to resolve such violation on an expedited basis with the Project Sponsor. If such efforts fail, the Zoning Administrator shall refer such complaints to the Commission for consideration at the next regularly scheduled public meeting.
 15. **Severability.** If any clause, sentence, section or any part of these conditions of approval is for any reason held to be invalid, such invalidity shall not affect or impair other of the remaining provisions, clauses, sentences, or sections of these conditions. It is hereby declared to be the intent of the Commission that these conditions of approval would have been adopted had such invalid sentence, clause, or section or part thereof not been included herein.
 16. **Transfer of Operation.** Any carrier/provider authorized by the Zoning Administrator or by the Planning Commission to operate a specific WTS installation may assign the operation of the facility to another carrier licensed by the FCC for that radio frequency provided that such transfer is made known to the Zoning Administrator in advance of such operation, and all conditions of approval for the subject installation are carried out by the new carrier/provider.
 17. **Compatibility with City Emergency Services.** The facility shall not be operated, nor caused to transmit on or adjacent to any radio frequencies licensed to the City for emergency telecommunication services such that the City's emergency telecommunications system experiences interference, unless prior approval for such has been granted in writing by the City.
- The University has contacted the vendor responsible for the installation, maintenance and operation of the antennas and has requested that the vendor confirm that it has complied with the conditions set forth above. The University has instructed the vendor to provide the facilities department with a specific plan of action for immediate compliance in the unlikely event that it is not in compliance with any of the conditions.

Malloy Hall – Block 1145, Lot 003

2. Motion No. 16496 (02.0110C)

2002 conditional use authorization allowing intensification of an institutional use in a residential district, a building greater than 40 feet in height in a residential district, and a reduction in the bulk limit for buildings over 40 feet tall in a residential district to construct a 26,000 square foot, 60- foot tall, academic office and classroom building. Conditions of approvals as follows:

1. This Motion is the granting of Conditional Use authorization to construct a new approximately 26,000 square foot office and classroom addition to the University of San Francisco Business School's McLaren Hall pursuant to Sections 1 01.1, 209.3, 253, 295, 271, 303, and 304.5 of the Planning Code, allowing intensification of an institutional use in a residential district, a building greater than 40 feet in height in a residential district, and an exception from the bulk limit for buildings over 40 feet tall in a residential district at 2130 Fulton Street, north side of Fulton at the intersection with Clayton Street (the southeastern portion of Lot 003 in Block 1145), in an RH-2 (Residential, House, Two-Family) District and an 80-D Height and Bulk District, in general conformity with plans dated 12/09/02 and labeled "EXHIBIT B." The proposal is to construct a four story over excavated ground floor building on a presently vacant portion of the site. The approximately 26,000 square foot addition would be attached to and extend eastward from the south end of the existing 5-story McLaren Hall, and would contain approximately 13,000 square feet of faculty offices and support space, approximately 10,000 square feet of new classrooms, and approximately 3,000 square feet of student lounge area. A small portion of McLaren hall will also be renovated as part of this project, but will result in negligible changes to that building. The project will result in the creation of one additional parking space. The Applicant has represented that student enrollment is not expected to increase as a result of the Project, but that the new classroom, lounge, and academic office space is intended to provide adequate space to service

their existing program.

2. The final plans shall meet the standards of the Planning Code and be in general conformity with the plans reviewed by the Commission on December 19, 2002 and filed with the Planning Department as EXHIBIT B.

Design

3. Landscaping shall be provided as indicated in the case materials (drawing SKA•P1 and rendered perspective drawing), and submitted drawings shall be revised to reflect this landscaping. Work related to the retaining wall currently located at the corner of the access driveway and Fulton Street reflecting the work proposed in the case materials shall be added to the scope of work, and submitted drawings shall be revised as described above.
4. Highly reflective glass or mirror glass shall not be used on any area of the new building.
5. All Project lighting shall be directed onto the Project site and immediately surrounding sidewalk area only, and designed and managed so as not to be a nuisance to adjacent residents.
6. Prior to approval of any Building Permit Application subsequent to this authorization, the Project Sponsor shall work with the Planning Department to further develop and refine the envelope design of the proposed project, specifically as regards facade detailing intended to break down the mass of the main volume of the building into component pieces. The Planning Department shall approve the final design, to be in substantial conformity to the plans approved by the Commission on December 19, 2002, and labeled as EXHIBIT B.
7. The species, location, and number of any proposed street trees in the public right-of-way (sidewalk) shall be subject to the final approval of the Department of Public Works.

General

8. The Project Sponsor shall appoint a community liaison officer to deal with issues and other related matters of concern to nearby residents. The Applicant shall report the name and telephone number of this officer to the Zoning Administrator for reference, and for inclusion in the Case Docket. Should implementation of this Project result in complaints from neighborhood residents, which are not resolved by the Project Sponsor and are subsequently reported to the Zoning Administrator and found to be in violation of the Planning Code an/or the specific Conditions of Approval for the Project as set forth in EXHIBIT A of this motion, the Zoning Administrator shall report such complaints to the Planning Commission which may thereafter hold a public hearing on the matter in accordance with the hearing notification and conduct procedures as set forth in Sections 174, 306.3 and 306.4 of the Code to consider revocation or modification of this Conditional Use authorization.
9. Construction of the herein-authorized Project shall commence within three years of the date of this action and shall be thenceforth pursued diligently to completion or the said authorization shall become null and void. This authorization may be extended by the Zoning Administrator for where the failure to implement the Project is caused by delay by another public agency or by legal challenge.
10. Failure to comply with any of the Conditions of Approval shall constitute a violation of the Planning Code, enforceable by the Zoning Administrator. Should the monitoring of the Conditions of Approval be required, the Applicant or successors shall pay fees as established in Planning Code Section 351 (f)(2).

Recordation

11. The Applicant shall record a copy of these conditions with the Office of the Recorder of the City and County of San Francisco as part of the property records. This action shall be taken prior to any approval of a building permit application for any use approved by this action.

12. Mitigation Measures

The following mitigation measures, which have been agreed to by the project sponsor, and which constitute the mitigation measures included in the Project's Preliminary Negative Declaration (Case No. 2002.0110E) and Addendum, are necessary to avoid potential significant effects of the project, and are included herein in full as conditions of approval of this authorization:

2. Construction Air Quality M-1.

The project sponsor would require the contractor(s) to spray the site with water during demolition, excavation, and construction activities; spray unpaved construction areas with water at least twice per day; cover stockpiles of soil, sand, and other material; cover trucks hauling debris, soils, sand or other such material; and sweep surrounding streets during demolition, excavation, and construction at least once per day to reduce particulate emissions. Ordinance 175-91, passed by the Board of Supervisors on May 6, 1991, requires that non-potable water be used for dust control activities. Therefore, the project sponsor would require that the contractor(s) obtain reclaimed water from the Clean Water Program for this purpose. The project sponsors would require the project contractor(s) to maintain and operate construction equipment so as to minimize exhaust emissions of particulates and other pollutants, by such means as a prohibition on idling motors when equipment is not in use or when trucks are waiting in queues, and implementation of specific maintenance programs to reduce emissions for equipment that would be in frequent use for much of the construction period.

3. M-2. Testing for Contaminated Soil and Groundwater

Prior to disturbing soils on the project site, the project sponsor shall implement the following measures:

a. Soil and groundwater testing

A Phase II Environmental Site Assessment of the project site shall be conducted to ensure that all areas of suspected subsurface contamination subject to ground disturbance during site development activities are sampled. These studies shall be completed by a Registered Environmental Assessor (REA) or similarly qualified individual. Testing results shall be reported to the San Francisco Department of Public Health (DPH), which would require further characterization of any hazards associated with petroleum hydrocarbons from the site fill materials. Should contamination at or above potentially hazardous levels be found, the following actions shall be taken:

b. Site Mitigation Plan (SMP) and Corrective Action Plan (CAP)

If the sampling conducted identifies surface and/or subsurface contamination in areas subject to ground disturbance, a SMP shall be prepared, per the determination of DPH, noted in SM-4; (see the Statutory Measures section of this Initial Study). Where hazardous substances are found for which no standards are established, the sponsor would request a determination from state and federal agencies as to whether an SMP is needed. The sponsor would be required to submit the SMP to the appropriate state or federal agency(ies), and to implement and approved SMP prior to issuance of any building permit.

Should groundwater be found to have been contaminated, or where petroleum contamination in soils has the potential to impact groundwater at levels above regulatory thresholds, a Corrective Action Plan (CAP) would be required by Regional Water Quality Control Board (RWQCB), noted in SM-4; (see the Statutory Measures section of this Initial Study).

c. Remediation

Prior to conducting any remediation activities at Site Health and Safety Plan would be prepared pursuant to the California Division of Occupational Health and Safety (Cal-OSHA) requirements and National Institute for Occupational Safety and Health guidance to ensure worker safety. Under Cal-OSHA requirements, the Site Health and Safety Plan would need to be prepared prior to initiating any earth moving activities at the site.

The site shall be remediated in accordance with the standards, regulations, and determinations of

local, state, and federal regulatory agencies. The project sponsor shall coordinate with the DPH and any other applicable regulatory agencies to adopt contaminant specific remediation target levels. Should contaminants at potentially hazardous levels be found, the hazardous substances shall be removed and disposed of at an approved site, or other appropriate actions shall be taken. In addition, installation of groundwater monitoring wells may be required to confirm contaminant concentrations and groundwater flow direction.

Several possible remediation scenarios are: 1) natural attenuation (impacted soil and groundwater is allowed to remain in place and degrade naturally over time); 2) excavation and removal of impacted soil to the extent feasible and backfill with clean soil; 3) introduction of an oxygen release compound into the soil and groundwater at the release site to stimulate biodegradation of the petroleum hydrocarbons; and 4) some form of active groundwater treatment, such as air sparging or extraction and treatment. Remedial actions associated with the soil and groundwater at the project site, if required by DPH, shall be performed concurrently or shortly following demolition.

d. Handling, hauling, and disposal of contaminated soils

d.1. Dust suppression

Soils exposed during excavation for site preparation and project construction activities shall be kept moist, or as otherwise directed by DPH to minimize particulates, throughout the time they are exposed, both during and after work hours.

d.2. Surface water runoff control

Where soils are stockpiled, plastic sheeting shall be used to create an impermeable liner, both beneath and on top of the soils, with a berm to contain any potential surface water runoff from the soil stockpiles during inclement weather.

d.3. Soils replacement

If necessary, clean fill or other suitable material(s) shall be used to bring portions of the project site, where contaminated soils have been excavated and removed, up to construction grade. If directed by DBI, the recommendations of the geotechnical report¹ will be followed, and the top 24 inches of site soils will be re-compacted to 95% relative compaction (SM-4; see the Statutory Measures section of this Initial Study).

d.4. Hauling and disposal

Contaminated soils shall be hauled off the project site by waste hauling trucks appropriately certified with the State of California and adequately covered to prevent dispersion of the soils during transit, and shall be disposed of at a permitted hazardous waste disposal facility registered with the State of California.

e. Preparation of certification report

After excavation, tank replacement, and foundation construction activities are completed, the project sponsor shall prepare and submit a certification report to DPH for review and approval. The certification report shall include the mitigation measures in the SMP for handling and removing contaminated soils from the project site, whether the construction contractor modified any of these mitigation measures, and how and why the construction contractor modified those mitigation measures.

f. Deed recordation

After project construction and if both of the following circumstances are met, the project sponsor shall file a recordation on the deed for the subject property that indicates the need to take special precautions during future disturbance of the soils on the property due to certain on-site soil conditions: 1) based on the results of the soil and groundwater tests, DPH determines that project site soils or groundwater are contaminated at or above potentially hazardous levels, and/or 2) potentially hazardous levels of contaminants remain at the project site.

4. MM-3. Cultural Resources

Based on a reasonable presumption that archeological resources may be present within the project site, the following measures shall be undertaken to avoid any potentially significant adverse effect from the proposed project on buried or submerged historical resources. The project sponsor shall retain the services of a qualified archeological consultant having expertise in California prehistoric and urban historical archeology. The archeological consultant shall undertake an archeological monitoring program. The archeological monitoring program, whether or not significant archeological resources were encountered, shall result in a written report of findings to be submitted first and directly to the Environmental Review Officer (ERO). Archeological monitoring and/or data recovery programs required by this measure could suspend project construction activities for up to a maximum of four weeks. At the direction of the ERO, the suspension of project activities can be extended beyond four weeks only if such a suspension is necessary and is the only feasible means to reduce to a less than significant level potential effects on a significant archeological resource as defined in CEQA Guidelines Sect. 15064.5 (a)(c).

5. Archeological monitoring program.

The archeological monitoring program shall minimally include the following provisions:

a.1. The ERO in consultation with the project archeologist shall determine what project activities shall be archeologically monitored. In most cases, any soils disturbing activities, such as demolition, foundation removal, excavation, grading, utilities installation, foundation work, driving of piles (foundation, shoring, etc.), site remediation, etc., shall require archeological monitoring because of the potential risk these activities pose to archaeological resources and to their depositional context;

a.2. The archeological consultant shall advise all project contractors to be on the alert for evidence of the presence of the expected resource(s), of how to identify the evidence of the expected resource(s), and of the appropriate protocol in the event of apparent discovery of an archeological resource;

a.3. The archaeological monitor(s) shall be present on the project site until the ERO has, in consultation with the archeological consultant, determines that project construction activities could have no effects on significant archeological deposits;

a.4. The archeological monitor shall record and be authorized to collect soil samples and artifactual/ecofactual material as warranted for analysis;

a.5. If an intact archeological deposit is encountered, all soils disturbing activities in the vicinity of the deposit shall cease. The archeological monitor shall be empowered to temporarily redirect demolition/excavation/pile driving/construction crews and heavy equipment until the resource is evaluated. If in the case of pile driving activity (foundation, shoring, etc.), the archeological monitor has cause to believe that the pile driving activity may affect an archeological resource, the pile driving activity shall be terminated until an appropriate evaluation of the resource has been made in consultation with the ERO. The archeological consultant shall immediately notify the ERO of the encountered archeological deposit. The archeological consultant shall, after making a reasonable effort to assess the identity, integrity, and significance of the encountered archeological deposit, present the findings of this assessment to the ERO. If the ERO in consultation with the archeological consultant determines that a significant archeological resource is present and that the resource could be adversely affected by the proposed project, at the discretion of the project sponsor either: the proposed project shall be re-designed so as to avoid any adverse effect on the significant archeological resource; or an archeological data recovery program shall be implemented. If an archeological data recovery program is required by the ERO, the archeological data recovery program shall be conducted in accord with an archeological data recovery plan (ADRP). The project archeological consultant, project sponsor, and ERO shall meet and consult on the scope of the ADRP. The archeological consultant shall prepare a draft ADRP that shall be submitted to the ERO for review and approval. The ADRP shall identify how the proposed data recovery program will preserve the significant information the archeological resource is expected to contain.

b. Human Remains, Associated or Unassociated Funerary Objects.

The treatment of human remains and of associated or unassociated funerary objects discovered during any soils disturbing activity shall comply with applicable State and Federal Laws, including immediate notification of the

Coroner of the City and County of San Francisco and in the event of the Coroner’s determination that the human remains are Native American remains, notification of the California State Native American Heritage Commission (NAHC) who shall appoint a Most Likely Descendant (MLD) (Pub. Res. Code Sec. 5097.98). The archeological consultant, project sponsor, and MLD shall make all reasonable efforts to develop an agreement for the treatment of, with appropriate dignity, human remains and associated or unassociated funerary objects (CEQA Guidelines. Sec. 15064.5(d)). The agreement should take into consideration the appropriate excavation, removal, recordation, analysis, curation, possession, and final disposition of the human remains and associated or unassociated funerary objects.

c. Final Archeological Resources Report.

The archeological consultant shall prepare a Draft Final Archeological Resources Report (FARR) evaluating the historical importance of the archeological resource and describing the archeological and historical research methods employed in the archeological testing/monitoring/data recovery program(s). Information that may put at risk any archeological resource shall be provided in a separate removable insert within the draft final report.

- The conditions above have been met. This project is now complete.

6. Center for Science and Innovation – Block 1145, Lot 003

1. Motion No. 18123 (Case No. 2008.0395C)

2010 conditional use authorization allowing intensification of an existing institutional use, a building greater than 40 feet in height in a residential district and a planned unit development to modify the rear yard requirement to construct an approximately 60,000 square foot academic building of approximately 50 feet in height (not including mechanical stacks) to include classrooms, teaching laboratories, instrumentation rooms, and building mechanical/support spaces and reconfigure approximately 20,000 square feet of Harney Plaza at 2130 Fulton Street, between Parker and Masonic Avenues. Condition of approvals as follows:

Wherever “Project Sponsor” is used in the following conditions, the conditions shall also bind any successor to the Project or other persons having an interest in the Project or underlying property.

This Conditional Use authorization per Sections 101.1, 209.3, 253, 295, 303 and 304 of the Planning Code is to allow the intensification of an existing institutional use (University of San Francisco (USF)), a building greater than 40 feet in height in a residential district, and a Planned Unit Development (PUD) to construct an approximately 60,000 square foot academic building of approximately 50 feet in height (excluding stacks) and renovation of Harney Plaza of approximately 20,000 square feet on a site of approximately 43,000 square feet within an RH-2 (Residential, House, Two Family District) and an 80-D Height and Bulk District and the plans dated December 9, 2008.

1. COMPLIANCE WITH OTHER REQUIREMENTS

A. This decision conveys no right to construct. The conditions set forth below are additional conditions required in connection with the Project. If these conditions overlap with any other requirement imposed on the Project, the more restrictive or protective condition or requirement, as determined by the Zoning Administrator, shall apply. The conditions set forth below shall remain in effect for the life of the Project, unless specifically noted otherwise.

2. MITIGATION MEASURES

A. Mitigation Measures. The Project Sponsor shall implement the mitigation and improvement measures set forth in and otherwise comply with, the Mitigation Monitoring Program attached as “Exhibit C” and incorporated herein by this reference.

3. GENERAL CONDITIONS

A. Recordation. Prior to the issuance of any building permit for the construction of the Project, the Zoning Administrator shall approve and order the recordation of a notice in the Official Records of the Recorder of the City and County of San Francisco, which notice shall state that construction of the Project has been authorized by and is subject to the conditions of this Motion. From time to time after the recordation of such notice, at the request of the Project

Sponsor, the Zoning Administrator shall affirm in writing the extent to which the conditions of this Motion have been satisfied, and record said writing if requested.

B. Performance. The Commission may consider revocation of this conditional use authorization if a permit for the project has been issued, but is allowed to expire and more than three years have passed since the Motion was approved. This authorization may be extended at the discretion of the Zoning Administrator only if the failure to issue a permit by the Department of Building Inspection within three years is delayed by a City, state or federal agency, or by appeal of the issuance of such permit.

C. Severability. If any clause, sentence, section or any part of these conditions of approval is for any reason held to be invalid, such invalidity shall not affect or impair other of the remaining provisions, clauses, sentences, or sections of these conditions. It is hereby declared to be the intent of the Commission that these conditions of approval would have been adopted had such invalid sentence, clause, or section or part thereof not been included herein.

D. The Project is subject to the requirements of the First Source Hiring Program (Chapter 83 of the Administrative Code) and the Project Sponsor shall comply with the requirements of this Program.

E. Violation of the conditions contained in this Motion or of any other provisions of the Planning Code may be subject to abatement procedures and fines up to \$500 a day in accordance with Section 176.

F. Should monitoring of the Conditions of Approval contained in Exhibit A of this Motion be required, the Project Sponsor or successors shall pay fees as established in Section 351(e)(1).

G. An enclosed garbage area shall be provided within the Project. All garbage containers shall be kept within the building until pick-up by the disposal company.

4. CONDITIONS TO BE MET PRIOR TO THE ISSUANCE OF AN ARCHITECTURAL ADDENDUM TO A BUILDING (OR SITE) PERMIT

A. Except as otherwise provided in this Motion, the Project shall be completed in compliance with the Planning Code and in general conformity with plans dated December 9, 2008, labeled "Exhibit B".

B. Final detailed building plans shall be reviewed and approved by the Planning Department. Detailed building plans shall include a final site plan, elevations, sections, and a landscape plan, and shall specify final architectural and decorative detailing, materials, glazing, color and texture of exterior finishes, and details of construction.

C. Highly reflective spandrel glass, mirror glass, or deeply tinted glass shall not be permitted. Only clear glass shall be used at pedestrian levels.

D. Pursuant to Planning Code Section 141, rooftop mechanical equipment is required to be screened so as not to be visible from any point at or below the roof level of the subject building.

5. CONDITIONS TO BE MET PRIOR TO ISSUANCE OF ANY CERTIFICATES OF OCCUPANCY FOR THE PROJECT.

A. An evacuation and emergency response plan shall be developed by the Project Sponsor or building management staff, in consultation with the Mayor's Office of Emergency Services, to ensure coordination between the City's emergency planning activities and the Project's plan and to provide for building occupants in the event of an emergency. The Project's plan shall be reviewed by the Office of Emergency Services and implemented by the building management insofar as feasible before issuance of the final certificate of occupancy by the Department of Public Works. A copy of the transmittal and the plan submitted to the Office of Emergency Services shall be submitted to the Department. To expedite the implementation of the City's Emergency Response Plan, the Project Sponsor shall post information (with locations noted on the final plans) for building occupants concerning actions to take in the event of a disaster.

6. OTHER CONDITIONS

A. In order to confirm that the number of classrooms (including teaching laboratories) constructed as a result of the Center for Science and Innovation do not surpass the number of existing classrooms (including teaching laboratories) in Harney Science Building, as part of the building permit submittal, the sponsor will provide floor plans of Harney Science Building labeling all room uses and which classrooms (including teaching laboratories) will no longer be used for classroom purposes. The project sponsor shall ensure that the Harney Science Building plans are microfiched with the building permit should future review be necessary. A copy of the microfiche shall be provided to the Department for the case docket.

B. Truck deliveries to the University Center loading docks shall be restricted to the hours between 7:00 am and 4:00 pm on weekdays and between 9:00 am and 4:00 pm on weekends. USF, including its food service operation, may use the loading dock for internal loading activities at other hours.

- The conditions above have been met to the extent that they have applied now that the project is under construction. The University will continue to comply with these conditions as the project moves forward.



USF 2028 Planning Document

THE CORE MISSION of the University of San Francisco is to “promote learning in the Jesuit Catholic tradition” (*Mission Statement*). In this tradition, education aims at fully developing every dimension of a person’s humanity — intellectual, moral, social, religious and aesthetic — so that our graduates, in addition to mastering a requisite body of knowledge, think clearly, analyze critically, communicate effectively, evidence a disciplined sensitivity to human suffering, construct lives of purpose and meaning and work effectively with persons of varying background and cultures for the common good.

In pursuit of its mission, USF offers students a demanding, integrated and holistic education that is the product of: 1) its Jesuit Catholic tradition, 2) academic excellence, 3) its San Francisco location, 4) the diverse experiences, perspectives and opinions within the University community and the Bay Area, and 5) a global perspective. These five qualifiers are not discrete attributes that may be neatly separated one from the other, but five closely interwoven strands that together, and only together, are the “whole cloth” of educational excellence in our distinctively Jesuit tradition.

1. Jesuit Catholic Tradition

The Jesuit tradition is fully committed to the pursuit of academic excellence in the framework of students’ realizing the fullness of their humanity — of their developing into intelligent, sensitive and responsible members of society. As a Catholic university, USF asserts the centrality of God as a mystery that should engage believers and non-believers alike and the compatibility of faith and reason in the pursuit of truth. Therefore, USF:

- a. challenges students to wrestle in a disciplined and thoughtful way with “big questions” of ultimate meaning and purpose so that they may live lives of passion, integrity and purpose;
- b. rigorously explores the transcendent dimension of human experience and its consequences for individuals and society;
- c. promotes learning from other cultures and informed conversation between faith and reason, religion and culture, belief and non-belief and among different faith traditions;
- d. serves the Catholic Church, local and universal, through teaching, research, creative expression and service;
- e. offers students the knowledge, skills, sensitivities, and motivation to succeed as persons and as professionals contributing to the common good of all, especially the most vulnerable;
- f. provides opportunities for persons of all faiths, and for Catholics in particular, to explore, share, celebrate and appropriate their faith tradition;
- g. offers programs and resources that allow trustee, faculty, staff and students to experience the dynamics of Ignatian spirituality, which animates USF’s Jesuit Catholic educational tradition.

2. Academic Excellence

The University holds-up “excellence as the standard for teaching, scholarship, creative expression and service” (*Core Values*). USF evidences this commitment to excellence in the core activities of discovering, communicating and applying knowledge. Therefore, USF:

- a. offers demanding academic programs that challenge students to maximally expand and develop their intellectual capacities and transformative educational experiences that will “act” them into new ways of thinking about the world and their role in it;
- b. supports a faculty of teaching scholars whose pedagogy is informed by rigorous research and who engage in their disciplines, participate in scholarly discourse that constitutes serious inquiry and involve students in their research efforts;
- c. encourages faculty to address issues, questions and problems of import through their scholarly work;
- d. fosters the development of curricula that reflect the most recent advances within and between the disciplines;
- e. sponsors campus programs and activities that promote student development and resident hall experiences that enhance learning and strengthen community;
- f. challenges students of demonstrated academic capability to develop the intellectual curiosity and discipline that support advanced learning;
- g. promotes close student-faculty relationships and effective mentoring/advising by faculty and staff on the personal and professional development of students.

3. San Francisco Location

USF contributes to and benefits from the energy, resources, diversity and opportunities of a world-class city on the edge of the Pacific Rim. Therefore, USF:

- a. draws on the cultural, civic, legal, commercial, service and scientific resources in San Francisco to create opportunities that connect classroom learning with out-of-class experiences;
- b. taps into the creativity, diversity, and entrepreneurial energy of the Bay Area to enrich curricular and co-curricular experiences;
- c. cultivates partnerships with local organizations that mutually benefit the university and the community;
- d. works with community organizations on issues of common concern and provides space for conflicting interest groups to work towards the common good;
- e. serves as a social and educational agent by applying creative expression, knowledge, and research skills to promoting human development, advancing understanding, and improving the quality of life for all Bay Area residents and promoting academic engagement from the university;

4. Diversity

USF prepares students for the complexities of a diverse and interdependent world through curricular and co-curricular offerings which capitalize on the differences within the city and the university. Therefore, USF:

- a. creates structures, programs, and courses that engage differences of persons, perspectives and opinions so that students appreciate the commonality of our humanity as well as what distinguishes individuals and groups within the human family;
- b. ensures that different voices and perspectives are present in curricula, programs and activities across the university so that students engage the complexities and subtleties of human experience;
- c. recruits and retains a richly diverse mix of students, faculty and staff so that the university community, as much as possible, broadly resembles the world to which our students will contribute;
- d. promotes disciplinary competence for students and faculty while also providing opportunities to cooperatively probe issues, questions, and problems from multi-disciplinary perspectives;
- e. offers students a wide variety of activities that promote engagement with each other and affiliation with the University, as well as opportunities to develop important life skills;
- f. draws from the cultural offerings of San Francisco to enrich students' understanding and appreciation of a diverse and multicultural world class city.

5. Global Perspective

USF educates students to responsible global citizenship in an increasingly interdependent world that offers innumerable opportunities for good, but is also home to two billion people who struggle to survive on \$2 a day or less. Therefore, USF:

- a. exposes students, faculty and staff to the multiplicity of values, the rich artistic and cultural achievements and the natural beauty of our world, as well as to the inhumane conditions which diminish the lives of seventy-five percent of the world;
- b. recruits and retains students, faculty and staff from other countries, who have global exposure and perspectives that insure a breadth of experiences and views inform a campus culture which challenges students to think and act in a globally responsible manner;
- c. acts in an environmentally responsible way, which acknowledges that the earth and its resources are to be shared justly among all people and held in trust for future generations;
- d. challenges students to pursue a common good that transcends local and national boundaries;
- e. educates students to issues affecting the global community, e.g., environmental justice, the creation and distribution of wealth and resources, war, migration, health, and education;
- f. offers on-site courses, programs, and experiences that help students understand and appreciate the complexities of our global reality, so that they may succeed in an interdependent world and contribute professionally across the globe.

The University's challenge is to interweave these five qualities into a single multi-hued tapestry that is Jesuit Catholic education at the University of San Francisco.

It is critical for the future of USF that it recruit, retain and develop faculty, staff and students who share its understanding of and commitment to offering this academically rigorous, integrated, holistic education. USF's continued success demands that we be increasingly intentional, focused and accountable in educating the minds and hearts of our students so that they change their piece of the world.

The University of San Francisco
Neighborhood Meetings on IMP, Traffic, & Neighbor Relations
August 2010 – August 2013

Key Meetings

Aug 9 2010	UTA, USF User	Student Behavior Committee
August 12	UTA reps, Sasaki, USF	Initial IMP process meeting
September 14	UTA reps, Sasaki, USF	IMP meeting
September 30	UTA reps, Fehr & Peers, Sasaki, USF	Walk UT to ID traffic Issues
October 29	UTA reps, MTA, Fehr & Peers	Traffic calming w SFMTA
November 9	UTA representatives, Chas Salter Assoc	Review Sound Study findings
November 10	UTA representatives, Fehr & Peers	Traffic Calming review
November 15	UTA Community meeting	Traffic Calming, IMP update, Construction Update
November 18	UTA Board & Sasaki,USF	IMP update
December 14	UTA representatives, Provost Turpin	IMP process, issues
Feb 2 2011	UTA reps. Fehr & Peers, Cahill	Traffic Alternatives, CSI logistics
February 8	UTA reps & Sasaki	IMP update
February 28	UTA Community Meeting	Traffic Calming, Cahill Logistics
March 1	UTA USF Student Behavior Committee	
March 8	UTA reps, Chas Salter	Review sound mitigations
March 17	UTA reps, Sasaki	IMP update
March 24	UTA reps, Sasaki, Fehr & Peers	IMP, Traffic –update, process
March 31	UTA/Fehr & Peers – Traffic Work Session	Examine traffic options
April 12	UTA Annual Meeting	
April 20	UTA reps, USF, & Sasaki	IMP update
April 26	UTA President Mira Ringler meets w USF student senate	
April 27	UTA Traffic Subcommittee, Fehr&Peers	Examine traffic options
May 10	UTA Community Meeting	IMP initial review Part 1
May 18	UTA Community Meeting	IMP initial review Part 2
May 19	UTA/USF Master Plan working meeting	
May 23	<i>Construction of CSI commenced</i>	
June 14	UTA Traffic Subcommittee	Examine traffic options
August 3	UTA Traffic Subcommittee	Examine traffic options
Sept 1	UTA Board USF	Settlement Agmt review
Sept 7	UTA Board USF	Settlement Agmt review (cont)
Sept 7	UTA USF Student Behavior Committee	Academic yr 2011 kickoff mtg
Sept 14	UTA Traffic Subcommittee	Examine traffic options
October 5	UTA Community Meeting	Traffic Calming – Plan Review
November 1	UTA, USF Public Safety, SFMTA	Spot Devices Demo/Pedestrian safety
November 15	UTA Community Meeting	USF IMP – Present Draft IMP
December 5	UTA USF Student Behavior Committee	

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Neighborhood Meetings on IMP, Traffic, & Neighbor Relations

August 2010 – August 2013

Jan 13 2012	<i>Draft IMP posted online. Comment period for 30 days.</i>	
January 30	USF, UTA individuals regarding student behavior issues	
February 7	UTA Traffic Comm, USF, Fehr & Peers, Sasaki	Traffic Calming & Parking
February 10	UTA Board reps, USF rep	Start standing meetings
February 13	<i>Close of comment period re IMP draft</i>	
February 24	UTA Board reps, USF rep	Standing meeting
March 9	UTA Board reps, USF rep	Standing meeting
March 23	UTA Board reps, USF rep	Standing meeting
<i>March 2012</i>	<i>USF submits Draft IMP to SF Planning Department</i>	
April 6	UTA Board reps, USF rep	Standing meeting April 17
	UTA individuals, Vice Provost, Public Safety	Student issues
April 19	UTA & USF Executive staff	Social event
May 2	UTA USF Student Behavior Committee	Now=Neighborhood Relations
May 11	UTA Board reps, USF rep	Standing meeting
May 30	UTA Board reps, USF rep	Standing meeting/ Settlement
		Agmt review
June 19	UTA Board reps, USF rep	Standing meeting g
June 29	UTA Board reps, USF rep	Standing meeting
July 16	UTA Board reps, USF rep	Standing meeting
August 6	UTA meets with USF dorm RAs and Res Life staff	
August 20	UTA Board reps, USF rep	Standing meeting
August 29	UTA Traffic Comm, USF, SFMTA	Traffic Calming plan review
Sept 10	UTA Board reps, USF rep	Standing meeting
Sept 19	UTA USF Neighborhood Relations	
Sept 24	UTA Board reps, USF rep	Standing meeting
Oct 25	UTA Board reps, USF rep	Standing meeting
November 2	UTA, USF, SFMTA	BB parking
November 20	UTA Board reps, USF rep	Standing meeting
December 10	UTA Board reps, USF rep	Standing meeting
December 12	UTA reps USF reps SFMTA	Parking
December 12	UTA USF Neighborhood Relations Committee	
Jan 10 2013	UTA Board reps, USF rep	Standing meeting
January 14	UTA Bd Conf Call – USF rep calls in	
February 7	UTA/USF/SFMTA	SFMTA parking proposal
February 21	UTA/Neighborhood groups/SFMTA/USF	SFMTA parking proposal
February 26	Martin MacIntyre UT walk-thru/PSAC UTA, USF	
April 15	UTA Board, USF reps	IMP update
May 2	Ewing Terrace Bd (J Munz), USF reps	IMP update
May 3	Richard Rabbitt, USF reps, Coblenz	IMP update
May 6	SFMTA, WLMA, F Heights, UTA, MacAllister	Parking & SFMTA
May 14	Ewing Terrace Board, USF reps	IMP update
May 15	Campus Town Hall	IMP update
May 16	Community Town Hall	IMP update

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Neighborhood Meetings on IMP, Traffic, & Neighbor Relations
August 2010 – August 2013

June 12	Community Town Hall (UTA,ET, FH, WLMA)	Parking/Traffic issues
June 18	UTA Annual Mtg: USF rep report	
June 26	SFMTA, USF rep, UTA rep, F&P rep	Traffic Calming
July 11	UTA Board reps, USF rep	Standing meeting
July 25	Community Work Group (UTA,ET, FH, WLMA)	Parking/Traffic issues

S A S A K I

Complete copies of the **University of San Francisco Institutional Master Plan** can be found at: <http://www.usfca.edu/busfin/neighbors/>
Click under the heading *Master Plan Documentation*.