

## 2021 University of San Francisco Institutional Master Plan Update

### INTRODUCTION

Planning Code Section 304.5(f) requires the University of San Francisco to provide an Institutional Master Plan (IMP) Update every two years that includes a description of all projects that: (1) have been completed since the most recent submission; (2) are ongoing, including a description of the status and estimated timetables for completion of such projects; (3) are scheduled to begin in the upcoming 24 months, including estimated timetables for the commencement, progress, and completion of such progress and (4) are no longer being considered by the institution.

In addition to the information required by the Planning Code, this letter includes updates on the following for informational purposes:

- Other potential projects discussed in the 2018-19 IMP Update, which could begin beyond 24 months from now, and for which there is no current timeframe for completion;
- Hilltop Campus enrollment;
- Property owned and leased by USF;
- Existing and proposed off-street parking counts;
- Recent USF initiatives related to sustainability, storm water management, and the arts;
- Neighborhood relations and community engagement efforts; and
- USF's Transportation Demand Management Plan.

## STATUS OF IMP PROJECTS

The projects listed in Table 1 below were listed in the 2014 Institutional Master Plan and in the 2016 and the 2018-19 Institutional Master Plan Updates, as noted.

**Table 1: 2021 USF IMP Update Proposed Projects**

<b>Projects Completed</b>	
<i>Project Descriptions from 2018-2019 IMP (updated)</i>	
<b>Bicycle Storage Facility</b>	USF's Transportation Demand Management Plan (detailed below) proposed a new secure and covered bicycle storage facility as part of the Lone Mountain Residence Hall project, which was completed in 2021, rather than between Kalmanovitz and Malloy Halls, as was originally contemplated in the 2014 IMP (see page 70) and in the 2016 and 2018-19 IMP Updates. Construction of the facility was incorporated into the Residence Hall project. This project was completed in August 2021.
<b>Cowell Hall Learning and Writing Center Refurbishment</b>	When the learning and writing center and related functions currently housed in Cowell Hall are relocated into Gleeson Library as part of the proposed learning commons, the vacated space will be repurposed and modernized into what will likely be general inventory classrooms or seminar space. This project is described on page 69 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.
<b>Gleeson Rare Book Room</b>	USF maintains a collection of rare and valuable books and periodicals. Until renovation, the rare book room in Gleeson Library was inadequate for proper climate and fire protection, storage, and display. The University has upgraded the facility with appropriate fire, climate control, security systems, and lighting. Permit numbers: 201307121705 (demo), 201309277937 (renovation); EW20131212961 (electrical). This project is described on page 68 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.
<b>Hayes-Healy/ Gillson Forecourt</b>	Trailers providing temporary office space for Intercollegiate Athletics' coaches and staff occupied the area between the Gillson and Hayes-Healy residence halls. Since the 2014 IMP, the University removed the trailers and installed landscaping to provide a more welcoming and attractive entry space for the freshman residence halls. This project is described on page 70 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.

<b>Projects Completed (Continued)</b>	
<i>Project Descriptions from 2018-2019 IMP (updated)</i>	
<b>Lone Mountain Main Mechanical, Electrical and Plumbing Replacement</b>	The existing heating and piping system in the Lone Mountain Main building routinely leaked, causing property damage. The system required replacement with a combination of boilers and micro turbines that will provide reliable service. This project is described on page 69 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates. This project was completed in September 2018. Permit number 201612205404.
<b>Lone Mountain Main - ADA Upgrade</b>	Improvements to update ADA accessibility in the Lone Mountain Main lower levels were incorporated within the Lone Mountain Window Replacement project and completed in September 2018. This project improved accessibility and revitalized space which had not been renovated in over thirty years. Permit number 201705025403. This project is described on page 69 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.
<b>Lone Mountain Window Replacement</b>	The existing Lone Mountain Main windows had single-pane glazing that allowed significant wind and water penetration. This project upgraded the windows and improved energy performance and weather protection. The project is described on page 69 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates. Construction took place over two phases. The first phase was completed in 2017 and the second phase was completed in September 2018. Permit number 201705025403.
<b>Toler Hall (Phelan) Ground Floor Renovation</b>	The University renovated Toler Hall (formerly Phelan Hall)'s ground floor space, likely to be designated as academic space. Permit numbers: 2012 0127 3064 (interior remodel ground floor and dorm rooms floors 2-6); 2012 0213 4093 (remodel basement, ground floor, 1st floor). This project is described on page 70 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.
<b>Ulrich Field Intercollegiate Baseball Facility Improvements</b>	This project included new facilities to reorient the field, moving home plate to the northwest corner, and lowering the playing surface eighteen inches below the current level to improve drainage and to improve neighborhood conditions. The existing natural turf was converted to artificial turf with organic infill. Restrooms have been constructed and ADA access improvements have been implemented. Permit numbers: 201506098521 (demo), 201506098524 (demo); 201506098525 (demo); 201506300354 (building); 201510159859 (addendum); 200511021448 (restrooms); 201506300360 (construction); Certificate of Final Completion and Occupancy, May 3, 2016. This project is described on page 68 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.

<b>Projects Completed (Continued)</b>	
<i>Project Descriptions from 2018-2019 IMP (updated)</i>	
<b>Upper Campus Dining Commons</b>	<p>The Upper Campus Dining Commons has been completed and a Certificate of Occupancy was issued on April 14, 2021. The facility will serve students living in the new Residence Hall, as well as other students, faculty and staff, and is expected to reduce daily travel to the Lower Campus for dining services. The Dining Commons includes an approximately 10,000 square foot interior renovation and a separate but connected light gauge structure of approximately 3,680 square feet east of the existing café area. The San Francisco Planning Commission approved the proposed Project unanimously on March 15, 2018 (Motion No. 20138; Case No. 2015000058CUA). Construction commenced in May 2019 and the project was completed in August 2021. Permit number 201710110911. This project is described on page 67 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.</p>
<b>Upper Campus Residence Hall &amp; Underground Parking</b>	<p>The Lone Mountain Residence Hall is substantially complete, operating under a Temporary Certificate of Occupancy, and now housing approximately 600 students. The 234,450 square foot Residence Hall is located over an approximately 73,840 square foot underground parking garage, which will include approximately 156 parking spaces for faculty and staff, 78 of which will be "replacement" parking spaces. This project is described on page 67 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.</p> <p>The San Francisco Planning Commission approved the proposed Project unanimously on March 15, 2018 (Motion No. 20138; Case No. 2015-000058CUA). Construction began in July 2018. Permit numbers: 201804095853 (demo), 201806202374 (demo); 201806222661 (mass excavation); 201806222663 (shoring); and master site permits 201611303815 (site); and 201611303820 (site).</p>
<b>War Memorial Gym Interior Renovation</b>	<p>Interior renovations were completed in 2021 to optimize the available space and provide offices, meeting rooms, locker rooms, and improved fan amenities. Permit numbers: 2017 1116 2910 (storage &amp; equipment rooms); 2018 0803 6373 (upgrade sprinklers); 2018 0730 5825 (fire safety); 2018 0521 9686 (locker rooms renovation). 2018 0628 3289 (HVAC). This project is described on page 69 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.</p>

<b>Projects Completed (Continued)</b>	
<i>Project Descriptions from 2018-2019 IMP (updated)</i>	
<b>War Memorial Gym New West Entrance &amp; Seismic Upgrades</b>	The main building entrance of War Memorial Gym has been relocated to the southwest side of the building, in the campus interior, allowing easier access for the campus community and reducing crowds on Golden Gate Avenue, thereby improving neighborhood conditions. The current main entrance on Golden Gate Avenue had been converted to emergency exits. Seismic and MEP upgrades were completed in 2016. This project is described on page 69 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates. Work on relocation of the main entrance to the west side of the building commenced in May 2019. Expected completion in November 2021. Permit numbers: 201811156026, 201908148782, 202005197611, 202006128599, 202008192117 and 201603172390 (seismic and MEP).
<b>Ongoing Projects</b>	
<i>Project Descriptions from 2018-2019 IMP Update (updated)</i>	
<b>Koret Interiors Refurbishment</b>	Much of the interior space in Koret Recreation Center required refurbishment since the original construction of the facility in 1989, such as Swig Pavilion floor and wall treatment replacement. Various interior projects are being planned and will be phased over time. This project is described on page 69 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.
<b>Open Space Improvements</b>	Open space improvements are planned throughout the campus, and include enhanced visitor arrival, pedestrian gateways, new plantings, paving material upgrades, screening of service and parking areas, wayfinding signs, and installation of public art. This project is described on page 70 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.
<b>Streetscape Improvements</b>	The University proposes general streetscape improvements along Golden Gate Avenue, Parker Avenue, Turk Boulevard, Masonic Avenue, and Fulton Street. The improvements will include improved property-edge landscaping and improve water usage. Changes to the streetscape will be designed to complement traffic calming measures developed with the University Terrace Association as well as a proposed extension of the Golden Gate Avenue Slow Streets Plan being developed by SFMTA. Landscape improvements with native plants and drip irrigation in the area surrounding the Spanish Steps on Turk Boulevard were completed in August 2021. This project is described on page 70 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.

<b>Ongoing Projects (Continued)</b>	
<i>Project Descriptions from 2018-2019 IMP Update (updated)</i>	
<b>Trash &amp; Recycling Facility</b>	<p>The University’s 2014 IMP includes a proposal to locate a “Grounds Storage &amp; Maintenance Facility” in the northwest quadrant of the Upper Campus, which is now proposed to be an approximately 1,600 square foot “Trash &amp; Recycling Facility”. The new facility will replace the facility formerly located at the Underhill site (now the site of the Lone Mountain Residence Hall). The proposed location is also in the Upper Campus’ northwest quadrant but removed from off-campus neighbors as much as possible. Access to the facility will be from the campus’ Lo Schiavo Drive. The original version of the project is described on page 68 of the 2014 IMP. The University no longer proposes to construct the 2,000 square foot facility adjacent to the Hayes-Healy garage.</p> <p>The San Francisco Planning Commission unanimously approved the proposed Project on March 15, 2018 (Motion No. 20138; Case No. 2015-000058CUA). Permit number 201810153184. Construction began in August 2021 and is expected to be completed in Spring 2022.</p>
<b>Projects Expected to Begin in the Next 24 Months</b>	
<i>Project Descriptions from 2018-2019 IMP Update (updated)</i>	
<b>Basketball Practice Facility</b>	<p>The University proposes to construct a new basketball practice facility between War Memorial Gym, Hayes-Healy Hall and Gillson Hall. This location is in lieu of the proposed underground location at Negoesco Field contemplated in the 2014 IMP. The approximately 15,500 square foot practice facility would also include offices and athletic support facilities. This project (as described in the prior location) can be found on page 66-67 and in Supplement B of the 2014 IMP and in the 2016 and 2018-19 IMP Updates. This project was approved by the Planning Commission on July 22, 2021.</p>

**Projects Expected to Begin in the Next 24 Months (Continued)**

*Project Descriptions from 2018-2019 IMP Update (updated)*

<p><b>Existing Harney Science Renovation</b></p>	<p>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. Seventeen labs and classrooms have been decommissioned since the opening of the Lo Schiavo Center for Science and Innovation.</p> <p>Phase 1 of this project was the relocation of Harney’s 300 square foot rooftop greenhouse to a 600 square foot free-standing greenhouse adjacent to the community garden area on the Upper Campus, completed in October 2019. (Building Permit 201701106845; Mechanical 201906052533; Electrical E201905131229).</p> <p>Phase 2 is 80% complete including the installation of a makerspace lab in support of the USF Engineering program. (Building Permit 201911157450; MEP 201911157450). The remainder of the Harney Science Center may also be renovated. This project is described on page 68 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.</p>
<p><b>Mission House Upgrade (284 Stanyan St.)</b></p>	<p>Mission House was used as an office before USF acquired the property from Saint Ignatius High School in 2010. The building has not been occupied since USF acquired it in 2009 from St. Ignatius High School. The building is in a significant state of disrepair, and is not suitable for any use in its current condition. USF now proposes to remove the current building and construct a new, small residence hall on the site that would consist of traditional dormitory type student housing. This project is described on page 70 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.</p>
<p><b>Presentation Theatre Refurbishment</b></p>	<p>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. This project is described on page 69 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.</p>

<b>Projects Expected to Begin in the Next 24 Months (Continued)</b>	
<i>Project Descriptions from 2018-2019 IMP Update (updated)</i>	
<b>University Center &amp; Harney Science Loading Facility</b>	USF intends to consolidate a large portion of its Lower Campus loading facilities to the site north of the University Center (UC), which is currently a loading area and parking lot. USF would transition the current UC parking lot into a loading facility to create additional loading spaces. This facility would help to alleviate delivery vehicle stacking on Golden Gate Avenue and would also reduce the chance of pedestrian-vehicle conflicts by separating the current functions. This project could include a sound barrier wall along Golden Gate Avenue if recommended by an acoustical consultant. This project is described on page 68 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates. The existing parking spaces will be replaced after construction.
<b>Projects No Longer Being Considered</b>	
<b>2350 Turk Courtyard Infill</b>	USF no longer proposes to infill approximately 1,700 square feet of currently under-utilized space in the courtyards at 2350 Turk Boulevard. This project is described on page 71 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.
<b>2350 Turk Renovation</b>	The renovation of 2350 Turk Boulevard is no longer required because USF no longer plans to construct the Upper Campus Academic Building, which would have had implications for the use of space at this building. This project is described on page 72 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.
<b>Fromm Hall X-Arts Renovation</b>	It is USF no longer plans to move the X-Arts program into new space in an Upper Campus Academic Building and repurpose the vacated space for classrooms and offices. This project is described on page 71 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.
<b>Gleeson Hall First Floor Renovation (Disability Services offices)</b>	USF no longer plans to reconfigure the existing Disability Services offices. This project is described on page 69 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.
<b>Grounds Storage &amp; Maintenance Facility</b>	The 2,000 square foot Grounds Storage Facility portion of this project, proposed to be located adjacent to the Hayes-Healy garage, as described on page 68 of the 2014 IMP and in the 2016 Update, is no longer proposed.



<b>Projects No Longer Being Considered (Continued)</b>	
<b>Lone Mountain Drive Realignment</b>	The realignment of Lone Mountain Drive is no longer proposed. This project is described on page 70 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.
<b>Lone Mountain Stacks Renovation</b>	USF no longer proposes to renovate and repurpose the Lone Mountain Main stacks, which served as the main library for the San Francisco College for Women. This project is described on page 72 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.
<b>Mixed-Use Building/ROTC at Negroesco Field</b>	USF no longer proposes to construct a mixed-use building at Negroesco Field to accommodate intercollegiate athletic programs (see instead the Basketball Practice Facility project described above). The ROTC program will continue to use existing space on the campus. This project is described on page 67 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates. The San Francisco Planning Commission unanimously approved the ROTC component of the Project on March 15, 2018 (M- Motion No. 20138; Case No. 2015-000058CUA).
<b>Parking under Negroesco Field</b>	USF no longer proposes to build a parking structure beneath the Negroesco Field. This project is described on page 68 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.
<b>Replacement Tennis Courts</b>	USF no longer proposes to install two tennis courts on Anza Street, east of Parker Avenue. This project is described on page 72 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.
<b>University Center Terrace Infill</b>	USF no longer proposes to enclose the unused terraces at the University Center. This project is described on page 71 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.
<b>Upper Campus Academic Building</b>	USF no longer proposes to construct a new academic building on the east side of the Upper Campus, uphill from Turk Boulevard. This project is described on page 67 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.
<b>Welch Field Academic Building</b>	USF no longer proposes to construct an academic building on Welch Field. This project is described on page 70 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.

**SUPPLEMENTAL INFORMATION**

The following is not required as part of the 2021 IMP Update and is included here for informational purposes only.

**Proposed Projects Beyond 24 Months**

The projects listed in Table 2 are listed in the 2014 Institutional Master Plan and in the 2016 and 2018-19 Institutional Master Plan Updates, as noted. Decisions for implementation have not yet occurred for these projects and there is no current timeframe for their completion.

**Table 2: 2021 USF IMP Update Proposed Projects Beyond 24 Months**

<b>Projects Beyond 24 Months</b> <i>Project Descriptions from 2018-2019 IMP Update (updated)</i>	
<b>281 Masonic Classroom Renovation</b>	The University intends to renovate the existing space it currently leases at 281 Masonic Avenue to right-size current program usage. This project is described on page 72 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.
<b>Baseball Batting Practice Facilities Relocation</b>	Baseball batting practice facilities may ultimately be relocated to an underground site between Hayes-Healy Hall and the renovated Ulrich baseball field. This project is described as part of the Ulrich Field Intercollegiate Baseball Facility Improvements project on page 68 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.
<b>Cogeneration Plant Technology Upgrade</b>	The USF cogeneration facility is approximately thirty-five years old and requires significant technology upgrades to operate more efficiently. This project is in the design phase and 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. Since the 2014 IMP, USF has determined that the expansion, which will include office and support space for USF engineering staff, will be located under the existing parking lot to the north. The existing parking spaces will be replaced after construction. This project is described on page 71 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.
<b>Fromm Hall Lounge Renovation</b>	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. This project is described on page 69 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.

<b>Projects Beyond 24 Months (Continued)</b> <i>Project Descriptions from 2018-2019 IMP Update (updated)</i>	
<b>Fulton House Student Housing Renovation (1982 Fulton St.)</b>	Fulton House currently houses up to twelve students. The facility requires upgrades and modernization. This project is described on page 69 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.
<b>Gleeson Library Roof Enclosure</b>	The University is considering enclosing the roof space of Gleeson Library. This would create approximately 20,000 square feet of usable space. The project would add a light-gauge structure approximately fifteen feet high. This project is described on page 70 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.
<b>Hayes-Healy/Gillson Common Area Front Desk</b>	This project involves 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. This project is described on page 68 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.
<b>Hayes-Healy/Gillson Lounge, Bath &amp; Room Renovation</b>	In both the 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. This project is described on page 72 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.
<b>Library Learning Commons &amp; Entrance Renovation</b>	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. This project is described on page 71 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.
<b>Lone Mountain Visitor Center</b>	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. This project is described on page 67 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.

**Projects Beyond 24 Months (Continued)***Project Descriptions from 2018-2019 IMP Update (updated)*

<b>Loyola Village Renovation</b>	Loyola Village is a housing facility for USF students, faculty, and staff. 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. This project is described on page 72 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.
<b>Parker Street Visitor Arrival</b>	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. This project is described on page 70 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.
<b>Saint Ignatius Parish Meeting Space &amp; Court Infill</b>	The St. Ignatius Parish desires to consolidate its office space to eliminate the trailer 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. This project is described on page 69 of the 2014 IMP and in the 2016 and 2018-19 IMP Updates.

### **Hilltop Campus Enrollment**

As explained in the 2014 IMP and subsequent Updates, USF projects that enrollment growth on the Hilltop Campus would grow at an average rate of less than 1% annually over the ten-year IMP planning period and USF plans to limit its growth accordingly.

Hilltop Campus enrollment in Fall 2021 was 7,357, which represents a decline since the 2018-2019 IMP Update for which Hilltop enrollment was 8,967. The enrollment decline is related largely to the COVID-19 Pandemic. A portion of the student population is currently attending through remote instruction.

The University anticipates returning to pre-COVID-19 campus enrollment levels in the next few years while also staying within the growth limits established by the 2014 IMP.

## Property Owned or Leased by USF

Property owned or leased by the University of San Francisco is described in Table 3 below.

The University is in the final stages of acquiring two additional properties in San Francisco: the Vitalant Blood Donation Center located at 270 Masonic Avenue and the San Francisco Art Institute at 800 Chestnut Street. Both these properties offer significant opportunities for the University to develop its academic programs in accordance with the University's mission. We anticipate that both acquisitions will be finalized in 2022.

**Table 3: Property Owned or Leased by USF**

Building Name	Block # / Lot #	Floor Area	# Floors	# Class-rooms	# Beds <sup>(1)</sup>	Primary Use	Ownership
Lower Campus							
1970 Fulton Street <sup>(2)</sup>	1173 17	2,521	2	0	5	Residential	Owned
Benedetti Diamond	1145 3	14,480	1	0	0	Athletic	Owned
Cowell Hall <i>2395 Golden Gate Ave.</i>	1145 3	46,224	4	17	--	Academic	Owned
Fromm Hall <i>650 Parker Ave.</i>	1145 3	68,509 <sup>(3)</sup>	5	5	189	Academic, Residential & Conference	Owned
Fulton House <i>1982 Fulton St</i>	1173 18	3,805	3	--	8	Residential	Owned
Gleeson Library and Geschke Learning Ctr <i>2495 Golden Gate Ave.</i>	1145 3	121,122	4	1	--	Academic	Owned
Gillson Hall <i>2325 Golden Gate Ave.</i>	1145 3	73,144 <sup>(3)</sup>	8	--	374	Residential	Owned
Harney Science Ctr. <i>2445 Golden Gate Ave.</i>	1145 3	103,739	5	20	--	Academic	Owned
Hayes-Healy Hall <i>2305 Golden Gate Ave.</i>	1145 3	96,610	10	--	379	Residential	Owned
Hayes-Healy Garage <i>Golden Gate Ave.</i>	1145 3	62,986 <sup>(4)</sup>	4	--	--	Parking	Owned
John Lo Schiavo Ctr. for Science & Innovation <i>2455 Golden Gate Ave.</i>	1145 3	64,844 <sup>(3)</sup>	5	17	--	Academic	Owned

Building Name	Block # / Lot #	Floor Area	# Floors	# Class-rooms	# Beds <sup>(1)</sup>	Primary Use	Ownership
Lower Campus (Continued)							
Kalmanovitz Hall <i>2130 Fulton St.</i>	1145 3	95,716 <sup>(3)</sup>	4	23	--	Academic	Owned
Kendrick Hall <i>2195/2199 Fulton St.</i>	1190 1	107,821 <sup>(3)</sup>	3	7	--	Academic	Owned
Koret – Garage <i>501 Parker Ave.</i>	1144 1	74,525 <sup>(3)</sup>	2	--	--	Parking	Owned
Koret Health <i>222 Stanyan St.</i>	1144 1B	124,555 <sup>(3)</sup>	3	2	--	Parking, Academic & Recreation	Owned
Malloy Hall <i>2345 Golden Gate Ave.</i>	1145 3	55,234 <sup>(3)</sup>	4	6	--	Academic	Owned
McLaren Conference Center <i>2345 Golden Gate Ave.</i>	1145 3	23,611	3	--	--	Academic	Owned
War Memorial Gymnasium/Sobrato Center <i>2335 Golden Gate Ave.</i>	1145 3	79,440 <sup>(3)</sup>	2	--	--	Athletic	Owned
Mission House <i>284 Stanyan St.</i>	1144 1A	1,577	3	--	--	TBD	Owned
Burl A. Toler Hall <i>2345 Golden Gate Ave.</i>	1145 3	119,338 <sup>(3)</sup>	8	--	523	Mixed Use	Owned
University Center <i>2375 Golden Gate Ave.</i>	1145 3	94,600	5	--	--	Student Life	Owned
Zief Law Library <i>2101 Fulton St.</i>	1190 1	67,056 <sup>(3)</sup>	3	--	--	Academic	Owned
Upper Campus (Also referred to as Lone Mountain)							
281 Masonic Avenue	1107 4	27,759 <sup>(3)</sup>	3	5	--	Academic	Leased
2350 Turk Blvd.	1107 6	64,824	3	16	--	Academic	Owned
Koret Lodge Dining Pavilion <i>2800 Turk Blvd</i>	1107 008	3,678	1	0	0	Mixed Use	Owned
Lone Mountain East Garage	1107 008	73,840	2	0	0	Parking	Owned

Building Name	Block # / Lot #	Floor Area	# Floors	# Class-rooms	# Beds <sup>(1)</sup>	Primary Use	Ownership
Upper Campus (Continued)							
Lone Mountain East Residence Hall <i>2500 &amp; 2550 Turk Blvd</i>	1107 008	234,450	5	2	606	Residential	Owned
Lone Mountain Main/Koret Lodge Dining <i>2800 Turk Blvd.</i>	1107 008	134,115	3/4	31	0	Mixed Use	Owned
Lone Mountain North <i>330 Parker Ave.</i>	1107 008	88,326	8	--	265	Mixed Use	Owned
Lone Mountain Rossi <i>2800 Turk Blvd.</i>	1107 008	23,765 <sup>(3)</sup>	4	1	--	Administrative	Owned
Loyola House <i>2600 Turk Blvd.</i>	1107 008	30,892	4	--	--	Jesuit Residence	Owned
Loyola Village <i>301-401 Anza St.</i>	1107 009-144	201,858 <sup>(5)</sup>	4	--	293	Residential	Owned
Maintenance and Storage Facilities <i>(various locations)</i>	--	998	1	--	--	Maintenance	Owned
Other San Francisco Locations							
101 Howard Street	3740 001	90,088 <sup>(6)</sup>	5	6	--	Academic	Owned
1563 -1569 Fulton <sup>(7)</sup>	1184 028	4,500	4	--	10	Residential	Leased
1855 Mission Street	3548 035	13,500 <sup>(3)</sup>	2	--	--	Facilities	Leased
Pedro Arrupe <i>490 6th Ave.</i>	1539 2	22,409	4	--	94	Residential	Leased
St. Anne's of the Sunset <sup>(8)</sup> <i>1330 14<sup>th</sup> Ave.</i>	1768 018	11,939	2	0	44	Residential	Leased

<sup>(1)</sup> Source: USF Residence Life. Includes RA students & grad students, staff/faculty, (approximately 100 beds). Number of beds in each residence hall may vary from one term to another.



- (2) 1970 Fulton was purchased on September 16, 2021. Plans for future use are being determined.
- (3) Variances from past reporting are as a result of more precise measurement methods now used by the University for area square footage.
- (4) The area reported for Hayes-Healy Garage was adjusted in the 2018-2019 IMP Update to include the area of the street level parking deck (referred to in Table 5 below as the Memorial Gym Lot). The area 62,986 gsf includes the 15,353 gsf of that upper parking deck level.
- (5) The reporting for Loyola Village in the 2018-2019 IMP Update was changed to include: Bldg A 57,127 gsf; Bldg B 57,892 gsf; garage 45,957 gsf; townhouses 40,881 gsf.
- (6) The 101 Howard Street building square footage was changed in the 2018-2019 IMP Update to include the basement, 17,000 gsf. In 2021, USF occupied approximately 54,869 square feet of the 101 Howard Street building.
- (7) The 1563-1569 Fulton lease was acquired November 2018.
- (8) USF rents two floors at 1330 14<sup>th</sup> Avenue, which is approximately 11,939 square feet.

**Table 4: Non-Student Residential Properties Owned or Leased by USF**

Property Location	Block #	Lot#
704 Arguello Boulevard**	1142	030
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
2001 Grove Street #2 **	1194	001
2001 Grove Street #12 **	1194	001
239 & 241 Masonic Avenue	1109	3C
701 Parker Avenue #100**	1170	001
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

\*\* Leased properties

## Existing and Proposed Off-Street Parking

USF currently has approximately 946 off-street parking spaces at its Hilltop Campus, not including 116 off-street parking spaces dedicated to the Loyola Village apartments, the Hayes Healy loading ramp (13), or the Loyola House Jesuit residence lot. (14). There has been a net increase of 74 parking spaces since the 2014 IMP resulting from re-striping and minor reconfiguration, repurposing, and the addition of the underground garage spaces at the new Residence Hall at 2500 and 2550 Turk Boulevard. See Table 5.

**Table 5: Existing Off-Street Parking**

Lot	Address	2014 IMP	2021	Change
Memorial Gym	2323 Golden Gate Avenue	38	<b>34</b>	(4)
Hayes-Healy	2323 Golden Gate Avenue	118	<b>128</b>	10
Gleeson Lots	2489 Golden Gate Avenue	22	<b>20</b>	(2)
Koret Upper & Lower	222 Stanyan Street	257	<b>252</b>	(5)
X-Arts (Fromm)	2497 Golden Gate Avenue	5	<b>5</b>	0
Kendrick Upper & Lower	2199 Fulton Street	104	<b>108</b>	4
LM Rear Ramps	330 Parker Avenue	34	<b>38</b>	4
LM Fee & Ramps	2800 Turk Street	101	<b>82</b>	(19)
School of Ed	2350 Turk Street	35	<b>36</b>	1
Lone Mountain East Residence Hall	2500 & 2550 Turk Street	77	<b>159</b>	82
LM Pacific Wing Parking Lot	2800 Turk Street	24	<b>31</b>	7
<b>Subtotal</b>		<b>815</b>	<b>893</b>	<b>78</b>

Restricted Lot	Address	2014 IMP	2021	Change
Loyola Village*	301-401 Anza	136	136	0
Loyola House*	2600 Turk Blvd	18	14	(4)
Masonic Lot	231 Masonic	0	7	7
Hayes-Healy Ramp**	Facilities vehicles only	13	13	0
UC Lot**	2405 Golden Gate Avenue	33	26	(7)
<b>Subtotal</b>		<b>200</b>	<b>196</b>	<b>(4)</b>
<b>TOTAL</b>		<b>1,015</b>	<b>1,089</b>	<b>74</b>

\* Residents only (Loyola Village: 116 spaces are for LV residents, 20 are for USF permit holders.)

\*\* Facilities only

## USF Initiatives

### Sustainability

USF places a high value on sustainability and has taken steps across all disciplines and facets of campus life toward building a sustainable campus community. In addition to faculty research and academic programs with emphases on environmental issues, USF is a signatory of the American College and University President's Climate Commitment. Part of that Commitment is the University's 2015 Climate Action Plan that outlines strategies to achieve climate neutrality by 2050. In 2019, USF implemented key changes that allowed the University to achieve climate neutrality well ahead of that target date.

Key aspects of USF's sustainability strategy include:

#### *Office of Sustainability*

The University continually seeks ways to improve and expand its programs that will help achieve its goals. In August 2015, the University established its Office of Sustainability. The Sustainability Coordinator oversees efforts to develop sustainability programs and coordinate campus efforts to achieve the Climate Action Plan neutrality goal.

#### *Water Conservation*

During the recent drought, USF changed its landscape and irrigation systems, invested in more efficient equipment and developing programs to encourage people to change how they use water daily. Since July 2015, USF reduced its monthly consumption of irrigation water from 26.2 percent to 79.5 percent in 2015 as compared to the same month in 2013. Since the drought was declared over in 2017, USF continued to manage its irrigation usage with the usage rate averaging at 20% less than 2015 levels.

### *Food Programs*

In partnership with Bon Appétit Management, USF buys more than 20% of its food from local farms and further reduces food waste by buying fruits and vegetables that do not meet supermarkets strict standards for appearance. Additional commitments to sustainability are:

- Supporting local agriculture with a defined purchasing target.
- Striving to serve only seafood that meets Seafood Watch® sustainability guidelines for commercial buyers.
- Reducing antibiotic use in farm animals
- Serving rBGH-free milk.
- Switching to cage-free shell eggs and cage-free liquid eggs.
- Partnering with Food Recovery Network to reduce food insecurity and waste by recovering unsold surplus food to feed people, not landfills.
- Tackling food production's role in climate change
- Addressing farmworkers' rights.
- Switching to humanely raised ground beef.
- Phasing out pork raised with gestation crates.
- Banning plastic straws and stirrers companywide by October 2019

### *Minimize Waste*

Recycling programs, composting, and education help USF divert 64.1% of its trash from landfills.

### *Reduce Carbon Emissions*

USF has five solar installations that can generate enough energy to avoid 1,597.9 metric tons of carbon dioxide annually, the equivalent of taking 352 cars off the road per year.

### *Building Green*

The Lone Mountain Residence Hall is qualified to be rated Gold by the GreenPoint rating system. The building is designed to use less energy, to use water efficiently and effectively, and to use less toxic finishes to allow for better indoor air quality

The Lo Schiavo Center for Science and Innovation is LEED Gold certified. Skylights provide natural light. The building stores rainwater for irrigation and its green roof naturally cools the building.

### *Transportation Programs*

USF's Transportation Demand Management Plan, which is discussed in more detail below, encourages faculty and staff to seek alternative modes of transportation through a variety of programs and incentives. According to USF's 2014 transportation survey, the University's overall drive-alone rate is approximately 26%, a significant reduction from the 2011 drive-alone rate of 31%.

### *Storm Water Management Plan*

USF has developed an overall storm water management strategy for the campus in concert with the current IMP. Elements of the strategy could be implemented to manage storm

water economically and sustainably while meeting the code requirements set forth by the San Francisco Public Utilities Commission and other relevant agencies. USF has reviewed the proposed strategy with the SFPUC and is implementing selected strategies.

### *Signage and Wayfinding*

USF developed a comprehensive wayfinding strategy for the campus in 2012. The strategy established locations for vehicular and pedestrian signs at major decision points on campus. The signs are designed to reinforce paths of travel, enhance campus identity, strengthen campus entrances, and improve the visitor experience. The University is installing the new signage over a multi-year period.

### The Arts

The University continues to offer a wide range of events and exhibitions that supports the arts, including the Thacher Gallery, the Visiting Writer Series, the Silk Speaker Series, and a broad range of performing arts programs available to the community. Additionally, USF has installed several campus art installations that promote campus aesthetics as well as education.

## **Neighborhood Relations and Community Engagement**

The University fosters an ongoing, productive dialogue with its neighbors regarding the University's plans and potential impacts on surrounding neighborhoods. The University regularly communicates with neighbors through meetings, regular email updates, and through its neighbor-oriented website ([www.usfca.edu/neighborhood-relations](http://www.usfca.edu/neighborhood-relations)). Topics range from parking impacts to building construction impacts in forums ranging from town halls to association boards to one-on-one meetings. USF is committed to continuing to develop a positive and productive relationship with its neighbors.

### *COVID-19*

The University partnered with Kaiser Permanente from February through June 2021 to host a COVID vaccination clinic for the broader community at the Koret Recreation Center.

### *Parking & Traffic*

Parking and traffic is of interest to both neighborhood residents and the USF community. USF has been working with University Terrace Association (UTA) and other neighbors to develop strategies to reduce parking impacts in the area. One important strategy is a Traffic Calming Plan for the University Terrace neighborhood. The goals of the Traffic Calming Plan are to enhance pedestrian safety, reduce the number of cars driving through the neighborhood in search of parking, and reduce parking impacts on the neighborhood. The Traffic Calming Plan was submitted to SFMTA in June 2012 and is discussed in the 2014 IMP. USF and its neighbors finalized the first set of agreed-upon Traffic Calming Plan improvements. Implementation of those improvements began in 2020 and is anticipated to continue through 2023.

USF met with representatives from four nearby neighborhood associations to address parking impacts. The joint effort has led to significant changes in USF policies and operations, some of which are listed below:

- Provide evening parking on campus for neighbors.
- Revise Parking Policy - Eliminate seniority-based faculty/staff parking system to maximize use of lots.
- Revise Parking Policy - Establish minimum distance for residents to qualify for parking pass.
- Protect neighbors' driveways: print cards with incentives or admonitions.
- Support of proposed LMNC change in parking limitations near campus to time-limited perimeter parking combined with Residential Parking Permits.
- Implement policy forbidding students living on campus from bringing cars to campus and incorporate into housing contracts.
- Increase distribution of Muni passes to students.

These changes, in combination with USF's Transportation Demand Management Plan (discussed below), appear to have helped reduce the USF community's contribution to parking occupancy in nearby streets. One measure of the impact of those changes might be found in USF's drive-alone rate: Again, according to USF's 2014 transportation survey, the University's overall drive-alone rate is approximately 26%, a significant reduction from the 2011 drive-alone rate of 31%.

### *Construction Projects*

USF first developed a construction logistics plan for the construction of the Lo Schiavo Center for Science and Innovation. That logistics plan was created in a joint effort with UTA. As a result, USF received a minimal number of complaints associated with the project.

USF now incorporates such construction impact mitigation measures as a matter of practice. For major projects, such as the Upper Campus Residence Hall project which began in summer 2018, USF defined a comprehensive construction logistics plan to manage all elements of construction, including dust, noise, vermin, worker activity, and traffic. Such restrictions are incorporated into the contractor and subcontractor's contracts.

Additionally, current practice at USF includes consideration of a project's impact on nearby neighbors which might occur as a result of design. For example, the design for the Sobrato Center at War Memorial Gym included placing the building's main entrance at its southwest corner, which is interior to campus and will therefore reduce crowds gathering on Golden Gate before and after events. At the Lone Mountain Residence Hall, USF agreed to changes neighbors requested such as designing fully enclosed courtyards to minimize light and noise spilling to nearby neighbors, to not installing balconies, to installing double pane windows to reduce noise, and to lowering the building profile at the east elevation from three to two

stories. With such considerations built into a building's design, USF is effectively removing impacts from ever occurring.

### ***Student Conduct***

The University is committed to maintaining a strong and mutually respectful relationship with its neighbors and has developed a number of policies, programs and procedures to that end. USF students are required to abide by the University's Student Code of Conduct and are subject to disciplinary action if found in violation of the Code. USF is one of the few institutions of higher education that also has a specific community relations policy, encouraging its students to behave as exemplary citizens and demonstrate respect for all members of the local community.

USF has a comprehensive set of strategies and programs to educate and guide student development. The Division of Student Life & Engagement is tasked with implementing those programs, which include orientation activities, health promotion and education programs. Since 2010, two full time staff positions have been created to help address student issues in the larger community. The Office of Student Conduct is responsible for ensuring students abide by the University's Code of Conduct and adjudicates student conduct issues when they arise.

USF engages with its neighbors through regular meetings to discuss new initiatives to improve student behavior in the community.



## Transportation Demand Management Plan

The University of San Francisco established a Transportation Demand Management Plan (TDM) in the early 1980s. The purpose of the TDM Plan is to reduce USF community-generated vehicle trips from traveling to and from campus. In its 2014 IMP, USF identified fourteen strategies to consider as augmentation to its current campus TDM Plan. USF has since implemented, either fully or on an ongoing basis, a majority of the original 2014 IMP fourteen proposed strategies and has added additional strategies arising either from entitlement requirements for various capital projects or through collaborative efforts with the University Terrace Association and other neighborhood groups near the campus. USF’s current TDM strategies are described in Table 6 below.

**Table 6: USF Transportation Demand Management Plan – Status and Actions to Date**

<b>TDM Strategies, Implemented</b>	
1.	Campus parking policy Implement a policy, incorporated in student housing contracts, that prohibits students living in campus housing from bringing cars to campus.
2.	Increase Parking Pass Prices USF increases campus parking pass price periodically according to its Faculty Union contract.
3.	On-Street Timed Parking Restrictions SFMTA has implemented time-limited Residential Parking Permit parking on selected perimeters of the Hilltop campus at the joint request of the Lone Mountain Neighborhood Coalition and USF.
4.	Car Sharing/ZipCar Expansion USF expanded its car share inventory to include more vehicles in the campus allotment and expanded weekend service. ZipCar offers discounted memberships to USF students, faculty, staff and alumni.  In 2021, a car share car and associated reserved parking spot were positioned in front of the new Lone Mountain Residence Hall.
5.	Ride Sharing Expansion USF provides a Carpool Matching Form to facilitate providing USF community members the opportunity to carpool to and from the campus.
<b>TDM Strategies, Ongoing</b>	
6.	Comprehensive Marketing Efforts USF has expanded communication to students to discourage bringing cars to campus in its Welcome Guide, new student FAQs, and at regional SendOff events for new students. In 2021 USF developed multimodal wayfinding signage showing locations of car share, bicycle parking, bicycle share facilities, and bus stops in support of sustainable transportation options.

<b>TDM Strategies, Ongoing (Cont.)</b>	
7. Additional Bicycle Racks	USF currently has 500 Class 1 and Class 2 bike racks on the Hilltop Campus. One hundred seventy-one Class 1 and twelve Class 2 racks were added as part of the Lone Mountain Residence Hall project.
8. Bicycle Sharing	USF is working with Bay Area Bike Share to install Bike Share stations near the USF campus, one with 27 share bikes near the west side of campus near McAllister and Parker and the second with 23 share bikes at Turk and Masonic. Installation is expected to be complete in Spring 2019.
9. Secure/Covered Bicycle Storage	Secure, covered bicycle storage has been constructed and is located in West Building of the Lone Mountain Residence Hall.
10. Bicycle Repair Station	A bicycle repair station is located in the secure bicycle parking facility in the Lone Mountain Residence Hall. A second bike repair station is located on Gleeson Plaza on the lower campus.
11. Delivery Supportive Amenities	Temporary storage for package and other deliveries is provided to residents of the Lone Mountain Residence Hall.
12. Alternative modes of transportation	Additional alternative modes of transportation are available for USF faculty and staff including BayWheels, Lyft's bikeshare program. USF employees are eligible for an annual membership discount.
<b>TDM Strategies, Under Consideration/Evaluation</b>	
13. Expand Carpool Parking beyond 25 spaces now provided.	
14. Expand Transit Subsidy for students to include other carriers, e.g. BART	
15. Discounts with Local Bike Shops	
16. Enhanced Transportation Website	
<b>TDM Strategies, Discontinued</b>	
1. Shuttle	USF implemented a first/last mile employee shuttle between the Hilltop Campus and the SF Transbay Terminal in 2015. That service was provided through Chariot On-Demand but was discontinued when Chariot went out of business in February 2019.