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**San Francisco State University  
Campus Master Plan**

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**Chapter 11.  
Implementation**

## 11. Implementation

The changes proposed by the master plan will be implemented gradually over the course of the planning horizon to 2020. For this reason, it is essential that projects be strategically sequenced to ensure that critical priorities are accommodated early and that each individual project is structured in a way that makes it fully functional, independent of subsequent development.

Also critical is the need to minimize disruption to the programs that are relocating. Ideally, any program would need to move only once from its current to its new location. However, this may not always be possible, and surge space may be required to accommodate some users in the interim. The phasing plan tries to minimize multiple moves to the greatest extent possible.

An essential part of the implementation strategy is putting key framework elements of the master plan in place from the outset. The early implementation of projects that have a significant and perceptible impact on the quality of life and smooth functioning of the campus—such as the Millennium Bridge across the valley, the Arts Allée, or the gym/recreation-wellness center—are necessary to generate support and build momentum for the plan, thereby ensuring its success.

Each phasing diagram represents approximately five years of project development, beginning with 2011, the projected first year of occupancy of the library expansion.

Numbered projects (“fixed projects”) rely on state funding. They are part of the proposed 2007-2008 Capital Improvement Program (CIP) or are likely to be included in subsequent CIPs and have a specific timetable. Lettered projects (“flexible projects”) are not tied to a specific timeframe; however, their implementation is recommended in the general timeframe and sequence indicated. Flexible projects typically do not depend on state funding and can take advantage of funding opportunities that may present themselves sooner or later than the specified timeframe.

### Phasing and Conceptual Costs

Implementation is organized into two phases as follows. Systemwide improvements—stormwater management, pedestrian and bicycle circulation, and service access—will be implemented incrementally with the associated building and site projects. Implementation phasing for utility infrastructure, is described in Chapter 10: Campus Infrastructure.

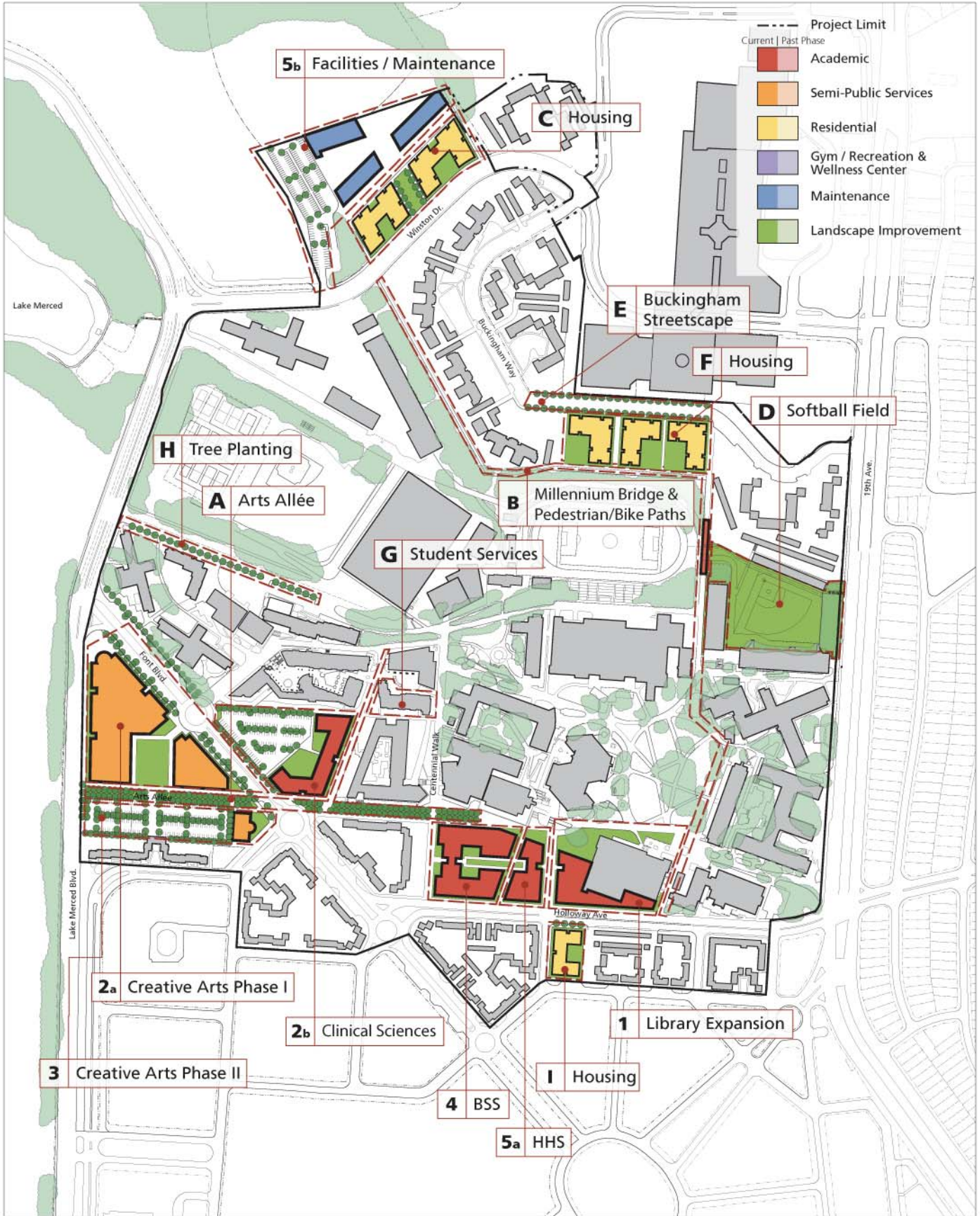
#### *1–5 years*

Fixed Projects:

Fixed projects for years 1–5 begin with the library expansion (1) in the first year, followed by a double-project year with the first phase of the Creative Arts complex(2a) along with the Clinical Sciences Building (2b) on the former SOTA site. The third year brings the second phase of the Creative Arts complex (3) along with its associated replacement parking.\* Once the new Creative Arts complex is complete, the old Creative Arts facility can be demolished making way for the new BSS academic building (4) in the fourth year. The fifth year again is a double-project year with the completion

\*Note: if the Creative Arts complex is constructed in more than two phases, the next and subsequent buildings will move up one year in the projected implementation schedule.





**Phasing: Year 1 to 5**



of the new HHS academic building (5a) as well as the relocation of the Facilities Building and corporation yard (5b) to Lot 25 at the northern edge of campus. A portion of Lot 25 will be reconfigured for surface parking; the balance of parking lost from Lot 25 already will have been replaced by the Clinical Sciences and Creative Arts Phase II parking projects.

Flexible Projects:

Flexible projects for years 1–5 begin with the Arts Allée (A), timed ideally to coincide with completion of the Creative Arts Phase I building in order to connect this new facility to the academic core. Included in this project is a north-south pedestrian and bike path along the west side of Humanities. The second project includes Millennium Bridge (B) across the valley east of Cox Stadium, the addition of a bike path and pedestrian improvements extending south from the bridge to Holloway Avenue, and a promenade along the northern rim of the valley connecting the University Park North (UPN) residential area to the new bridge and the academic core to the south. The third project is housing (C) located on the site of the former Sutro Library, made obsolete by construction of the new library expansion in year 1. The next set of flexible projects in this phase is the replacement softball field (D) in the open area behind Hensill and

Project Phasing and Cost: Year 1 to 5 (2011–2015)

Sequence	Category	Occupancy	Project	Site Area	Program (GSF)	Total Bldg, Site & Demo Cost \$ x1,000	Escalated Bldg & Site Cost \$ x1,000
<b>Phase: year 1 to 5</b>							
<b>New Construction - Fixed Projects</b>							
1	Academic Building	2010-2011	Main Library Expansion	155,000	95,400*	41,832	Funded
2a	Academic Building	2011-2012	New Creative Arts Building (Phase 1), w/ street and sidewalk improvements including bike lane, street trees, and tree islands	200,000	133,500	87,568	111,211
2b	Academic Building	2011-2012	New Clinical Sciences Building, w/ surface parking	70,000	150,000	61,610	80,093
3	Academic Building	2012-2013	New Creative Arts Building (Phase 2), w/ surface parking	81,000	107,200	54,939	72,519
4	Academic Building	2013-2014	New Behavioral and Social Sciences Building (former Creative Arts Site) including Bike Station	85,000	175,000	82,455	111,314
5a	Academic Building	2014-2015	New Health and Human Services Building (former Creative Arts site)	38,000	79,000	38,399	55,295
5b	Academic Building	2014-2015	New Facilities Building and Corporation Yard (former Lot 25), w/ surface parking	205,000	141,000	49,835	74,753
<b>New Construction - Flexible Projects</b>							
A	Site		Arts Allee and pedestrian / bike path west of Humanities	62,000		2,170	
B	Site		Millennium Bridge, n-s bike path, and Promenade	64,000		3,840	
C	Housing		Apartments (Sutro Library site)	101,000	250,000	59,520	
C p	Parking		Subterranean under apartments		76,000	10,000	
D	Site		Softball Field with underground stormwater storage system	139,000		2,780	
E	Site		Buckingham Way Streetscape including bike lane	51,000		1,530	
F	Housing		Apartments (University Park North)	103,000	260,000	61,654	
Fp	Housing		Subterranean under Apartments		79,000	10,400	
G	Support Building		Conversion of Village Bldg C to Student Services	30,000	80,000	17,340	
H	Site		Tree Planting at State Drive	35,000		700	
I	Housing		Apartments (University Park South)	101,000	168,000	40,761	
Ip	Parking		Subterranean under apartments		16,830	2,218	

\*New addition only

Thornton Halls including a minor vegetated channel north of the field, reconfiguration and streetscape improvements of a segment of Buckingham Way (E) just south of the Stonestown parking garage, UPN housing replacement (F) just north of Cox Stadium, remodel of Building C at the Villages (G) to provide expansion space for Student Services, and installation of a new tree row along State Drive (H), the first segment of the new Pacific Allée. The final project is a housing replacement project (I) in UPS on Holloway Avenue.

Also included in this phase is the addition of abundant bike racks across campus, secure bike facilities, a bike station located in the new BSS Building on Holloway Avenue, and on-street bike lanes along Font Boulevard (see Bicycle Routes and Storage diagram, Chapter 9: Circulation).

Programs:

The following projects/programs will be implemented during the initial phase of the master plan. For details, refer to Chapter 9: Campus Circulation.

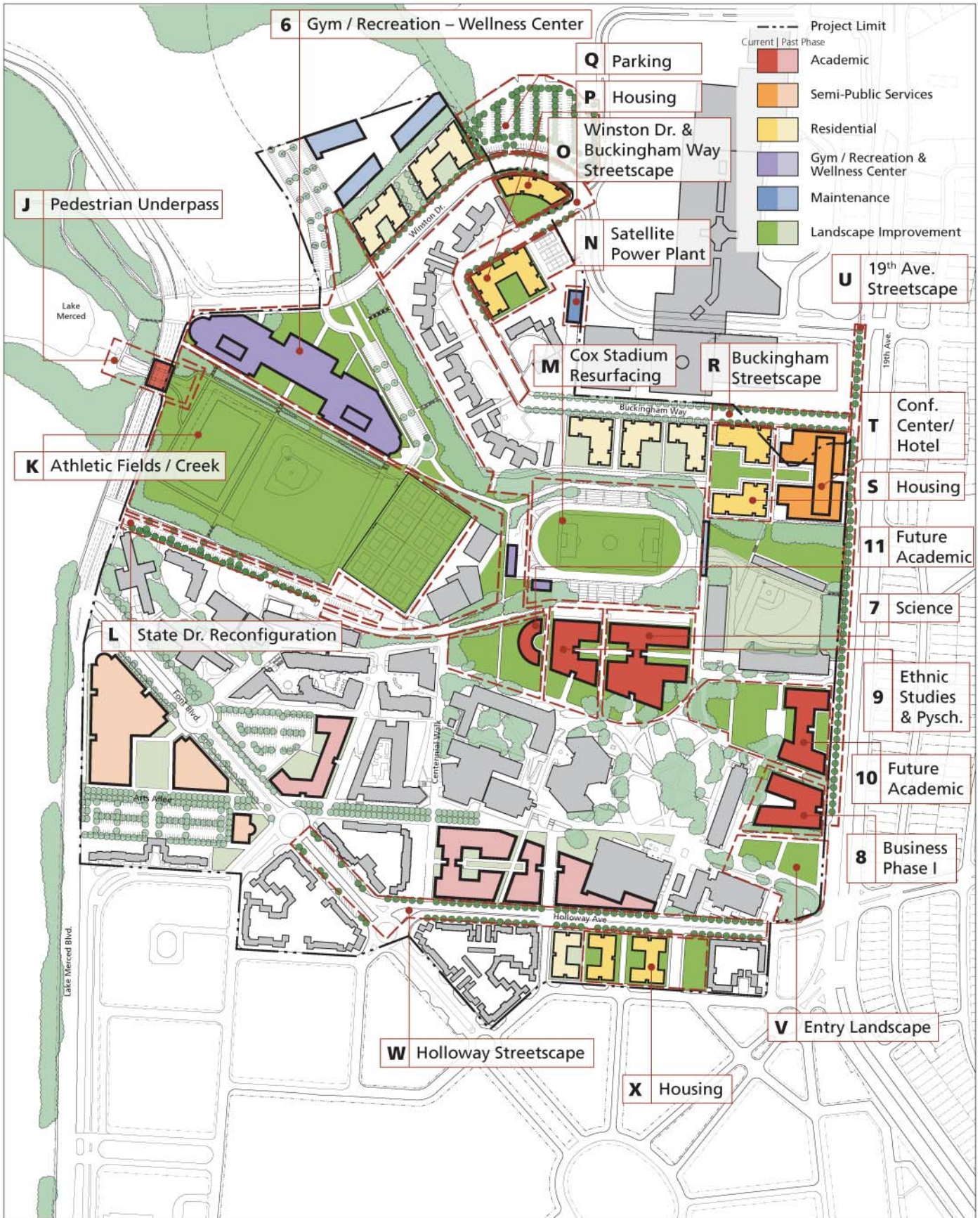
- Establishment of a coordinated transportation management program
- Replacement of the current shuttle services with more frequent, higher-capacity services.
- Advocacy of SF State interests in local planning processes affecting bicycle access, transit service, and on-street parking.

### ***6–10 years***

Fixed Projects:

The first fixed project in the 6- to 10-year phase—and the sixth project overall (not including second projects in prior double-project years)—is the gym/recreation-wellness center (6). Having relocated uses from the Lakeview Center to the new Clinical Science Building and the Facilities Building and corporation yard to Lot 25, the site for the gym is available. Included with this project are accessible paths connecting the gym with Centennial Walk and with the athletic fields and an underpass below Winston Drive that allows maintenance vehicles to move unimpeded between the corporation yard and campus.

With the former gym vacated, its site is free for the next and seventh overall project—a new Science Building (7) that takes advantage of proximity to Hensill and Thornton Halls, which house related College of Science and Engineering programs. A new Business Building (8), is next, taking advantage of the site of the former HSS Building, followed by a new Ethnic Studies and Psychology Building (9), on the remaining portion of the old gym site. The next project is an academic building (10) on the site of the former Science Building (made obsolete by the new Science Building in a previous phase) fronting 19th Avenue which completes the campus's 19th Avenue frontage. The final project is a new academic building and University Club (11) on the site of the former Ethnic Studies and Psychology Building. This project includes the implementation of a new quad in the site of the former Student Health Center (made obsolete by the new gym/recreation wellness center in a previous phase)



**Phasing: Year 6 to 10**



## San Francisco State University Campus Master Plan

Project Phasing and Cost: Year 6 to 10 (2016–2020)

Sequence	Category	Occupancy	Project	Site Area	Program (GSF)	Total Bldg, Site & Demo Cost \$ x1,000	Escalated Bldg & Site Cost \$ x1,000
<b>Phase: year 6 to 10</b>							
<b>New Construction - Fixed Projects</b>							
6	Academic Building	2015-2016	New Gymnasium/Recreation-Wellness Center with surface parking, Winston Drive underpass, and path improvements including bike path	315,000	250,000	90,670	
6p	Parking		Subterranean under Gymnasium		221,000	29,100	
7	Academic Building	2016-2017	New Science Building with surface parking, path improvements including bike path	116,000	169,000	70,765	
8	Academic Building	2017-2018	New Business Building Phase I	59,000	67,000	25,024	
9	Academic Building	2018-2019	New Ethnic Studies & Psychology Building	65,000	75,000	28,120	
10	Academic Building	2019-2020	New Academic Building (former Science Building site)	134,000	149,000	55,634	
11	Academic Building	2019-2020	New Future Academic Building / University Club (former Ethnic Studies & Psychology, Student Health Center)	85,000	27,000	12,285	
<b>New Construction - Flexible Projects</b>							
J	Site		Lake Merced Pedestrian Underpass and Lake Merced Blvd Bridge	35,000		7,000	
K	Site		Creek, relocated Tennis Courts, and Athletic Fields with Underground Stormwater Storage System	631,000		15,775	
L	Site		State Drive Reconfiguration			1,980	
M	Site		Cox Stadium Resurfacing and bike / pedestrian path improvements			5,720	
N	Infra-structure		Satellite Power Plant	15,000		TBD	
O	Site		Winston Drive and Buckingham Way Streetscape including bike lane	156,000		1,560	
P	Housing		Apartments (University Park North)	80,000	280,170	66,039	
Pp	Housing		Subterranean under apartments		80,200	10,586	
Q	Site		Winston Drive Surface Parking	128,000		2,816	
R	Site		Buckingham Way Streetscape including bike lane	65,000		3,900	
S	Housing		Apartments (University Park North)	85,000	188,900	45,997	
Sp	Housing		Subterranean under apartments		75,400	9,953	
Ta	Semi-Public		University Conference Center (Conference Space/Retail)	100,000	153,450	23,500	
Tb	Semi-Public		University Conference Center (Guest Rooms)			9,906	
Tb	Semi-Public		University Conference Center (Apartments)			14,860	
Tp	Semi-Public		Subterranean under Conference Center		182,600	24,103	
U	Site		19th Avenue Streetscape	85,000		2,380	
V	Site		Entry Landscape	84,000		3,528	
W	Site		Holloway Avenue Streetscape including adding bike lane	113,000		4,520	
X	Housing		Apartments (University Park South)	141,000	168,000	41,601	
Xp	Housing		Subterranean under apartments		34,170	4,510	

### Flexible Projects:

Flexible projects begin with the creation of an undercrossing beneath Lake Merced Boulevard (J); the relocated tennis courts, new athletic field and a surface creek that flows along the valley bottom from west of the parking garage into the lake (K); and the reconfigured streetscape and parking on State Drive (L). Since the gym project includes an associated increment of new replacement parking, the existing tennis courts are relocated to the upper deck of the existing parking garage, taking those spaces effectively “off-line.” (An option for utilizing a portion of the upper deck for a photovoltaic panel zone may also be considered). The tennis court relocation then frees that portion of the valley for the new multi-purpose field (K). The next project is the resurfacing of Cox Stadium (M) including installation of an expanded gravel under-drain and water storage system beneath the field that allows a minor creek created upstream of the stadium to flow beneath the surface of the field into the main creek flowing downhill to the west.

Next is the north campus satellite power plant (N), described in detail in Chapter 10: Campus Infrastructure. After that is a reconfiguration and streetscape project for an additional segment of Buckingham Way (O) near its intersection with Winston Drive followed by a UPN replacement housing project (P) including two buildings near the intersection of Winston and Buckingham. A new remote parking area (Q) just north of Winston is next, followed by a realignment project for an additional segment of Buckingham Way (R) to facilitate the creation of the college main street. This is followed by another UPN replacement housing project (S) that includes two new buildings on Buckingham Way just north of the new softball field in the valley. Next is a new conference center (T) at the northeast corner of the campus at Buckingham Way and 19th Avenue. The Buckingham Way realignment (R), UPN housing (S), and conference center (T) projects will require additional land acquisition or some type of land exchange arrangement with Stonestown Galleria allowing the University to utilize a small portion of land currently occupied by Stonestown for parking at Buckingham Way and 19th Avenue in exchange for University-owned land of comparable value. A potential site for this exchange is some portion the UPN parcel north of Winston Drive converted to surface parking in project Q.

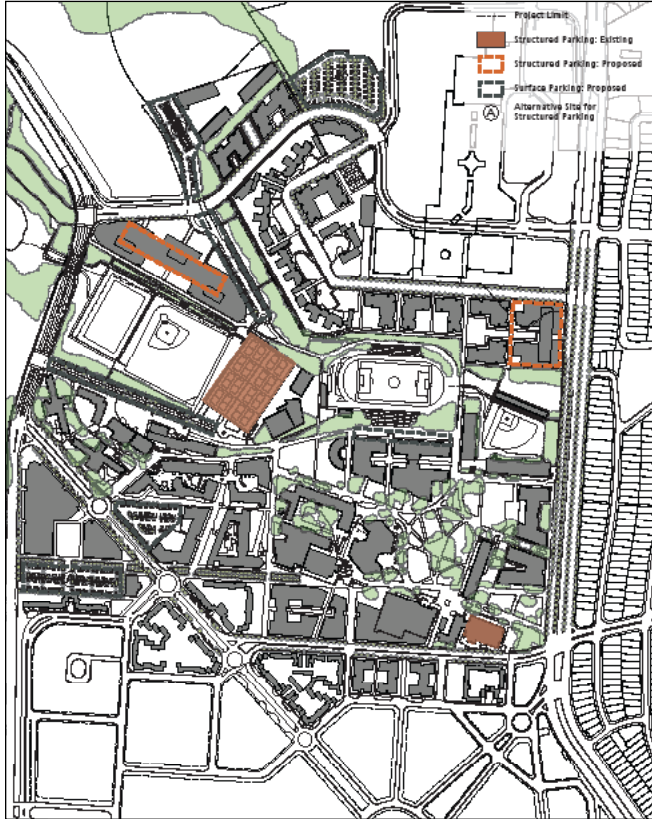
The next project is a 19th Avenue streetscape project (U) followed by a new campus entry landscape (V) in conjunction with the reconfigured site of the former HSS Building. The last projects in this phase are the Holloway Avenue streetscape (W), which creates the framework for the new college main street, and an additional UPS replacement housing project (X) fronting Holloway.

Also included in this phase are several east-west segments that complete the campus bike network, providing connection to the existing bike route on Winston Drive, and the addition of bike lanes on Holloway Avenue and Buckingham Way (see Bicycle Routes and Storage diagram, Chapter 9: Circulation).

### Programs:

The following programs will be implemented during the second phase of the master plan. For details, refer to Chapter 9: Campus Circulation.

- Negotiation for a universal transit pass program with Muni and other transit agencies
- Parking fee equalization and restructuring



- Ongoing advocacy of SF State interests in local planning processes affecting bicycle access, transit service, and on-street parking.

**Parking phasing summary**

The recommended sequencing of new replacement parking and phase-out of existing parking is critical to maintaining the overall parking supply relatively flat over the planning horizon. Whenever new parking is added, there must be a corresponding removal of parking from the existing supply in order for the net change to be as close to zero as possible. The rationale for the parking strategy is explained in detail in Chapter 9: Campus Circulation.

Parking

**Early Action Projects**

*Design and construction*

Fixed

- Creative Arts Phase 1 (2a)
- Clinical Sciences Building and replacement parking (2b)
- Creative Arts Phase II & replacement parking (3)
- BSS Building (4)
- HHS Building (5a)
- Corporation yard relocation (5b)
- Gym/recreation-wellness center (6)

Flexible

- Arts Allée (A)
- Millennium Bridge and north rim promenade (B)
- Faculty/staff housing – UPN (C)
- Replacement softball field (D)
- Buckingham streetscape (E)
- UPN replacement housing (F)
- Student Services conversion (G)
- State Drive (Pacific Allée) tree planting (south side) (H)
- UPS replacement housing (I)
- Development of abundant bike racks and a on-campus bicycle network

**Implementation**

## Programs

- Establishment of a coordinated transportation management program

### *Further studies*

The master plan focuses on broad, comprehensive campus development issues and recommendations, rather than detailed design prescriptions for specific architectural, infrastructure, site, and landscape projects. However, the University will need in-depth development guidelines to ensure that the master plan is properly implemented. To that end, the master plan recommends that SF State undertake the following additional planning and design studies:

- Pedestrian and bicycle network plan
- Integrated stormwater management master plan
- Landscape master plan
- Landscape maintenance guidelines, including Best Management Practices
- Upland woodland reforestation plan
- Monterey cypress and Monterey pine replacement/succession plan
- Campus-wide integrated strategic energy resource plan
- Wayfinding plan
- Infrastructure master plan
- Utility capacity/sizing analysis

Initial phase (years 1–5 and 6–10)) detailed design studies for:

- Building projects
- Millennium Bridge
- Circulation segments
- Recreation facilities
- Valley landscapes / recreation fields
- Creek corridor
- Lake Merced Boulevard underpass / bridge

## **Funding Approach**

- Fixed Projects

Since fixed projects represent capacity space—i.e., FTE-generating space that by formula determines the campus’s enrollment capacity—state funding will be used in whole or in part. These projects typically are part of the University’s CIP, approved annually by the CSU Board of Trustees.

- Flexible Projects:

For flexible projects, a variety of funding sources is possible. These projects include campus landscape and infrastructure projects that are not tied to a specific building project as well as non-state-funded building projects like housing and the University Conference Center.

Major landscape and infrastructure projects are critical to establishing a framework for the development of the campus. These projects can be funded with a variety of sources including:

**Landscape Projects Fund:** Create a fund to which major building projects contribute, on the model of the Site Improvement Program at Stanford University. Each individual building project budget would bear a pro-rata portion of the general cost for landscape improvements that benefit the entire campus. Such projects include the Arts Allée, Millennium Bridge, valley improvements, etc.

**Donor Projects:** Identify key, high-visibility projects that could be part of a donor fundraising campaign. Naming rights can be given for donors who reach a certain threshold of capital cost for a specific project. These projects could include elements like the Millennium and the Arts Allée.

**Grant Funding:** Since many of the master plan's flexible projects are related to the promotion of sustainability, a wide range of grant opportunities that seek to promote initiatives related to water quality, ecological restoration, creek restoration, pedestrian and transit access enhancement, energy conservation, and other sustainable causes are potential sources.