

CHAPTER 7: CROSS-CAMPUS ELEMENTS

A. HOUSING

The *Goals and Objectives* for housing, set forth in Chapter 4 and Appendix D, speak to UCSF’s housing needs both at present and as a result of campus expansion. They seek to meet needs for new student and junior faculty/staff housing, especially for housing that is affordable.¹ They call for any new campus growth to avoid adverse effects on housing availability. They call upon UCSF to reduce adverse effects on neighborhoods immediately adjacent to its major campus sites, to avoid displacement of residences and to preserve neighborhood character.

This section discusses UCSF’s plans for housing in response to these goals. Rebuilding the Aldea student housing complex is a first priority. Yet this LRDP proposes also to build additional student housing and, in its first extensive effort in this area, to develop affordable housing targeted to junior faculty and low-income staff.

Information on UCSF’s proposals for student housing may be found in detail in Section 5A, Parnassus Heights, and discussions of existing community housing issues at each of the potential major new campus sites may be found in their respective sections of Chapter 6, Plans for a Major New Site.

BACKGROUND

UCSF’s campus housing plans in the LRDP respond to several aspects of current housing conditions. First, UCSF is virtually land-locked at its existing campus sites, such that the campus has had limited opportunity to provide housing on its own land. This situation contributes to a second condition, the spillover effect onto adjacent neighborhoods from students seeking rental units close to UCSF’s existing sites, such as Parnassus Heights. The pressure of student demand may push rental rates up, remove housing from the supply that would otherwise be available to non-students and increase congestion (as when several students share a unit and each has an automobile.) While these conditions often occur in

The *Goals and Objectives* speak to UCSF’s housing needs, neighborhood concerns and the desire to increase the amount of affordable housing at or near the Major New Site.

¹ At present the US Department of Housing and Urban Development defines “affordable” in terms of data collected by Primary Metropolitan Statistical Area (PMSA). The PMSA for San Francisco includes Marin, San Francisco and San Mateo counties. Households—not individuals - with incomes at or below 60% of the median income of this PMSA are considered to be eligible for affordable housing, subsidized by a governmental entity. Currently the median income level is \$50,940 for a household of 2.31 persons (the average size of a San Francisco household). 60% of this figure is \$30,564.

neighborhoods adjacent to a large university, it is a goal of the LRDP to lessen their effects, principally by adding student housing.

A third condition UCSF faces is the high cost of housing in the San Francisco Bay Area and its dampening effect on faculty recruitment and retention. Especially for junior faculty being recruited to the campus, housing costs remain a significant concern. To date, UCSF's programs to assist with faculty housing have focused on ways to reduce the cost of a mortgage.²

Related to the cost of housing is the fourth condition—traffic congestion associated with long-distance commuters. UCSF's proposal for additional housing is consistent with the *Goals and Objectives* which support additional housing while discouraging commuter automobile traffic.

A final element contributing to the LRDP proposals for housing results from the projected employee growth discussed in Chapter 2. A major portion of that growth is expected to occur at the major new site. As noted above, UCSF's Goals and Objectives call for UCSF to reduce any effects this growth might have on housing availability, especially for affordable housing. The proposals presented herein respond to these goals on the basis of theoretical projections of net new UCSF demand.³

In sum, there are many background considerations which have gone into UCSF's proposals to add new student and junior faculty/staff housing. To make this ambitious goal a reality will require the University to find satisfactory creative financing opportunities, including the possibility of building housing in cooperation with others, such as the Office of the President, other institutions of higher education, non-profit and for-profit housing developers.

DETERMINANTS OF THE 1996 LRDP

The housing component of the 1996 LRDP is guided by the following determinants:

- The LRDP's *Goals and Objectives*;
- Known housing demand by students, and projected demand by junior faculty and staff;
- Limited potential to provide new housing at UCSF's existing sites;
- A policy decision to concentrate on providing affordable housing for future students, junior faculty and staff;

² Currently, UCSF's housing programs work principally by increasing the affordability of housing for UCSF faculty, staff and students. Faculty, especially new faculty recruited from parts of the country which have relatively lower housing costs, may take advantage of a UC housing mortgage assistance and/or grant program. Both staff and faculty may make arrangements with a private discounted mortgage service to reduce the cost of mortgages.

³ "Net new" demand is the increment between current (1996) UCSF employees and employees at LRDP buildout, including part-time and full-time employees.

- Recognition of UCSF’s potential effects on the affordable housing market in San Francisco and the Bay Area;
- Theoretical calculation of current and projected employee eligibility for affordable housing;
- Opportunities to add housing at or near the major new sites; and
- Housing financing mechanisms available to the University of California.

STUDENT HOUSING

STUDENT HOUSING DEMAND

UCSF has an enrolled student population of 2,588 (three-term average), excluding housestaff (medical residents) and postdoctoral scholars. Of these, 350 students are accommodated in UCSF-controlled housing. Some 165 are married or students with children and 185 are single.

Demand for UCSF housing is high. Demand varies by the type and quality of housing available. Proximity is a key criterion; students seek to live close by the Parnassus Heights site because their schedules require long hours in the library, hospitals or laboratories, and because many do not own automobiles and must rely on public transportation or campus shuttles.

Of those students who do not live in campus housing, slightly more than half live within ¼ mile of the Parnassus Heights site, and more than three-quarters reside within 1½ miles of the Parnassus Heights site.⁴

UCSF expects student enrollment to grow to a total of 2,776 students by the year 2003-04, the last year for which projections are currently available.⁵ The character of student housing demand will be such that both single- and family-student housing units will be required.

STUDENT HOUSING SUPPLY—CURRENT AND PLANNED

As stated, UCSF currently has a total of 165 family student spaces and 185 single student spaces for a total of 350 student spaces in housing facilities.⁶ Table 31 shows the number of single student and family student spaces in UCSF’s existing housing facilities, which are located at 1) the Aldea San Miguel family student facility on the Parnassus Heights site on the upper slopes of Mt. Sutro; 2) the University Residence Program (Avenue Houses) on Third and Fifth Avenues at the edges of the Parnassus Heights site; and 3) the Turk Boulevard Apartments, approximately 1½ miles from the Parnassus Heights site.

Not all students who apply for UCSF-controlled housing can be accommodated because demand currently exceeds supply.

⁴ *Draft Housing Analysis of the UCSF Long Range Development Plan Alternative Sites*, Sedway & Associates, December 22, 1993.

⁵ For purposes of this LRDP, it is assumed that enrollment after 2003-04 will remain relatively constant. Housestaff (about 1,000), who are students, but not considered “enrolled students,” and postdoctoral scholars (about 1,000) are not included in these projections.

⁶ A “student space” refers to a dwelling space that accommodates one UCSF student and his/her family.

TABLE 31: EXISTING HOUSING FACILITIES

Location	Single Student Spaces	Family Student Spaces	TOTAL
Aldea San Miguel Family Student Housing (165 Apartments)	0	165	165
University Residence Program (Avenue Houses) (17 Houses)	120	0	120
Turk Boulevard Housing (12 Apartments)	65	0	65
TOTAL	185	165	350

LRDP proposals described in Section 5A, Parnassus Heights, to improve UCSF's housing stock include the following:

- Aldea San Miguel Student Family Housing** To address major code, infrastructure and functional deficiencies in existing structures and to reduce expensive repair and maintenance costs, the 1996 LRDP proposes to completely rebuild the Aldea San Miguel housing facility within its existing footprints. The rebuilt Aldea complex will provide fewer, but larger, code-compliant housing units, and new recreation and child care facilities. The units would also be a more appropriate mix of one- and two-bedroom units consistent with demand. This plan will result in a decrease in the number of units at Aldea from 165 to about 124 units, but will not add space to the campus and therefore not affect the Parnassus Heights space ceiling calculations.
- 145 Irving Street, 1308-10 Third Avenue and 1486-88 Fifth Avenue** Existing buildings used as offices at 145 Irving Street, 1308-10 Third Avenue and 1486-88 Fifth Avenue will be converted back to residential use or demolished and replaced with housing for students and/or faculty. These actions will complete the program described in the 1976 Regents' Resolution, which calls for the conversion of all Avenue Houses used as offices back to housing. Priority occupancy will be for student families or faculty at 1308-10 Third Avenue and 1486-88 Fifth Avenue and for single students at 145 Irving Street. However, consideration should be given to single student housing at the 1308-10 Third Avenue site, if it is demolished with the 145 Irving Street building and replaced with new housing. This could add as many as 4 family student or faculty spaces and up to 22 single student spaces to UCSF's housing stock. Conversion of these three

structures to residential use would deduct 14,578 gsf from the Parnassus Heights square footage subject to the space ceiling.

- **374 and 735 Parnassus Avenue** Existing buildings used as offices at 374 and 735 Parnassus Avenue will be converted to housing or demolished and possibly replaced with housing for students, faculty, or short-term use by families of Medical Center patients. This could add as many as 2 faculty spaces, 2 family student spaces or 16 single student spaces to UCSF's housing stock. Conversion, demolition or replacement with housing of 374 and 735 Parnassus Avenue would remove 8,753 gsf from the Parnassus Heights gsf subject to the space ceiling.
- **1414, 1420, 1422-24, 1432 and 1460 Fifth Avenue** Five of the Avenue Houses on Fifth Avenue (1414, 1420, 1422-24, 1432 and 1460 Fifth Avenue) are currently occupied by non-UCSF tenants. Over time, these houses will be converted for use by UCSF personnel as appropriate for each structure, with an emphasis on student or faculty families. This could add 6 or more student family or faculty spaces to UCSF's housing stock. Since these structures are already used as housing, this would not affect the Parnassus Heights space ceiling.
- **Turk Boulevard Housing** Over time, the Turk Boulevard facility may be replaced with other student housing or reused for other UCSF personnel.
- **Additional New Housing to meet 25% Goal** In addition to these projects for the current student housing, UCSF's *Goals and Objectives* set a target of providing housing for between 20% and 25% of its future projected enrollment of 2,776 students. This goal would require UCSF to provide 339 additional housing spaces for single students and families. This would then replace the 41 units of family housing lost under the proposed Aldea project and meet the goal of providing 25% of UCSF's students with campus housing. The location of the housing will have to be studied further; it is likely that most will be near the major new site. However, some may be located reasonably proximate to the Parnassus, UCSF/Mount Zion or SFGH sites. Over time, the Turk Boulevard facility may be replaced by additional student housing or reused for other UCSF personnel.

The effect of these LRDP proposals on UCSF's housing stock is shown in Table 32.

TABLE 32: TOTAL PROJECTED UCSF STUDENT HOUSING AT LRDP BUILDOUT /a/

	Family Student Spaces	Single Student Spaces	TOTAL
EXISTING HOUSING			
Aldea San Miguel Family Student Housing	165	0	165
Turk Boulevard Apartments	0	65	65
University Residence Program (Avenue Houses)	0	120	120
Subtotal Existing Housing	165	185	350
LRDP PROPOSALS			
Rebuild Aldea San Miguel Student Family Housing with about 124 Units			
Net change due to rebuilt Aldea	(41)	0	(41)
Convert or Rebuild 145 Irving, 1308-10 Third, and 1486-88 Fifth as Housing			
145 Irving Street	0	14	14
1308-10 Third Avenue	2 - 0 /b/	0 - 8	2 - 8
1486-88 Fifth Avenue	2 /b/	0	2
Develop Housing at 374 and 735 Parnassus Avenue /c/			
374 Parnassus Avenue	1 - 0 /b/	0 - 10	1 - 10
735 Parnassus Avenue	1 - 0 /b/	0 - 6	1 - 6
Provide Five Fifth Avenue Houses For UCSF Occupancy			
1414, 1420, 1422-24, 1432 and 1460 Fifth Avenue	6 /b/	0	6
Subtotal LRDP Proposals	(29) - (33)	14 - 38	(15) - 5
DEVELOP ADDITIONAL NEW HOUSING			
At additional site(s) to be identified	49 - 99	171 - 240	220 - 339
TOTAL	185 - 231	370 - 463	555 - 694
20 - 25% Future Enrollment Goal /d/	185 - 231	370 - 463	555 - 694

/a/ This table is illustrative only and may be refined as detailed planning for the Campus Housing Master Plan proceeds.

/b/ These houses could also be used as faculty housing.

/c/ These houses could be used as single student, family student or faculty housing, or for short-term use by families of Medical Center patients (in which case they would not provide additional student or faculty spaces).

/d/ Future enrollment is estimated to be 2,776 students (excludes housestaff and postdoctoral scholars).

ALDEA HOUSING QUALITY, COST AND RENTAL RATES

UCSF has planned the Aldea project to significantly upgrade the quality of the housing while maintaining below-market rates. As part of the planning for Aldea replacement, the housing office asked students what services and amenities, at what rental rates, would be most desired in the rebuilt facilities. The students responded that the Aldea complex was considerably substandard in terms of the size and quality of the dwelling units, but above-standard in terms of convenience, availability of parking, availability of the campus shuttle and quality of the physical landscaping. They requested that the rebuilt Aldea complex provide larger family housing units, more parking, laundry facilities, security fencing and on-site child care.

The State of California Master Plan for Higher Education, legislative decisions and UC housing policy require all housing to be self-supporting, that is, to function without subsidies from state funds. Rental receipts must cover the construction debt, operating budget needs, financial reserve requirements and any UC Housing System assessments. Given the high costs of construction in the Bay Area, developing a project that retains “affordable” rents poses a challenge.

UCSF has worked to design the Aldea project so that the resulting rents remain affordable; however, rental rates will rise above their current levels. The future rates would be higher than the 1994 rates found immediately around Parnassus Heights but lower than the 1995 city-wide market level. They would be well within the range of rental rates currently offered by individual homeowners who rent out rooms or apartments to students. Recent market rental rates in the vicinity of Parnassus Heights are summarized below in Table 33.

TABLE 33: SUMMARY OF SURVEY ON CURRENT STUDENT RENTAL RATES

	1994 Market Rental Rates in Parnassus, Haight, Irving	1995 City-Wide Rates	Current Aldea Rental Rates	Estimated Future Aldea Rental Rates, Including Child Care & Parking
Studio apt.	\$625/month			
1 Bedroom	\$804/month	\$840	\$574	\$825
2-Bedroom	\$1,079/month	\$1,275	\$695	\$1,125

Source: 1994 rates from Lalanne-Babcock & Brown, *Aldea San Miguel Campus Housing Study*, December 5, 1994; 1995 rates per Campus Housing Office review of published data; Aldea rates per preliminary architectural design.

STUDENT HOUSING FUNDING

UCSF’s financial commitment for student housing will be significant. For example, the replacement of Aldea housing is estimated at between \$14 and \$16

million. The additional housing projects for Parnassus Heights described in Section 5A are projected to require another \$5 million. The largest additional cost will be for the additional housing planned to reach the student housing goal; it is roughly estimated between \$30 and \$35 million minimum, plus land costs, which vary in the Bay Area from \$10 to \$40 per square foot. In total, the costs of these projects is a minimum of \$50 million, plus land.

One powerful way to lower the cost of the housing is to build on land that has been donated, or to ground lease UC land on which housing is then built. Several campuses have been able to work with private developers who obtained ground leases in this fashion, constructed the units and sold them to UC-related buyers, under terms that prevented the buyers from realizing windfall profits, by restricting the resale to other UC-related purchasers. Control of the property is a key element in these mechanisms. UCSF has no available land at any of its existing sites with which to meet existing demand for student or junior faculty/staff housing. The potential major new sites vary widely in the extent to which new housing would be permissible and feasible. Therefore, UCSF will seek as a priority obtaining one or more land donations for new student housing, some of which would be built in the vicinity of the major new site.

UC campuses typically use one of two mechanisms to fund student housing. The first is the use of University of California Housing System (UCHS) Revenue Bonds, which are used to finance specific UC projects. Any housing built with these bonds becomes part of the nine-campus UC Housing System. Repayment of bonds becomes the responsibility of the UCHS and assessments are made across all campuses.

The second, and more typical way to finance student housing is through pooled bonding. Under this arrangement, separate UC campuses pool the costs of housing projects and the UC Office of the Treasurer issues bonds to finance them. The bonds are repaid through rental receipts for the housing under conventional terms. These projects remain part of the particular campus' facilities, and are not part of UCHS. Two recent UC Berkeley projects, the Foothill Housing Project and the Channing Student Apartments, were financed in this fashion. This is the approach UCSF expects to use for the Aldea project.

Some campuses have used innovative approaches to building student housing. One such approach is for a campus to lease campus land to a developer who then builds and manages student housing on UC property. Another approach is to use a non-profit entity to issue tax-exempt bonds and contract with a developer to build housing units. UCSF has explored these alternatives for the Aldea housing project, but concluded that the lowest cost approach was to retain ownership and control and rebuild the complex on UCSF property at Parnassus.

STUDENT FINANCIAL ASSISTANCE

Although UCSF does not directly subsidize rental rates for student housing, housing costs are indirectly accounted for in the package of financial assistance made available to students, according to individual need. Thus, even students in non-UCSF housing are assisted. As part of the total examination of options for new housing, a study among the Campus Housing Office, the Campus Planning

Office, the Campus Budget Office and the Financial Aid Office will be conducted to ascertain how adding new housing, with higher rental rates, would affect financial aid to students seeking campus housing.

Among the options UCSF will explore will be establishing a percentage of the new housing to be set aside for the lowest-income students, to assist them and to reduce the competition for scarce low-income housing in the area. Whether scholarships, donations or internal subsidies are possible, and the legal issues involved, will be evaluated.

LRDP PROPOSALS:

Aldea San Miguel Student Family Housing Replace the Aldea San Miguel family student housing complex with contemporary housing, recreation and child care facilities, in the same amount of space.

***Housing Goal:
Housing Stock***

145 Irving Street, 1308-10 Third Avenue and 1486-88 Fifth Avenue Convert existing buildings used as offices at 145 Irving Street, 1308-10 Third Avenue and 1486-88 Fifth Avenue back to residential use, or demolish and replace those buildings with housing for students and/or faculty. Priority occupancy will be for student families or faculty at 1308-10 Third Avenue and 1486-88 Fifth Avenue and for single students at 145 Irving Street. However, consideration should be given to single student housing at the 1308-10 Third Avenue site, if it is demolished with the 145 Irving Street building and replaced with new housing.

374 and 735 Parnassus Avenue Convert existing buildings used as offices at 374 and 735 Parnassus Avenue to housing, or demolish those buildings and replace them with housing for students, faculty, or short-term use by families of Medical Center patients.

1414, 1420, 1422-24, 1432 and 1460 Fifth Avenue Over time, convert houses occupied by non-UCSF tenants at 1414, 1420, 1422-24, 1432 and 1460 Fifth Avenue to residential occupancy by UCSF student families or faculty.

Turk Boulevard Housing Over time, the Turk Boulevard facility may be replaced by additional student housing or reused for other UCSF personnel.

New Student Housing Provide 339 additional housing spaces for single students and families to meet the goal of providing 25% of students with housing and to replace 41 family student spaces lost in the Aldea reconstruction. Seek to locate the majority of this housing near an existing major site or at or near the final selected major new site. To finance this effort, seek financing mechanisms that may involve cooperative arrangements with other institutions, non-profit housing corporations, and private developers as well as the UC housing finance programs.

***Housing Goals:
Housing Stock,
Housing Impacts***

Financial Assistance Continue to provide financial housing assistance to eligible students. Study the option of setting aside a percentage of the new housing for those students with the lowest incomes.

***Housing Goal:
Financial***

FACULTY AND STAFF HOUSING

FACULTY HOUSING DEMAND

UCSF faculty total around 1,600 at any given time, excluding adjunct and certain clinical faculty whose salaries are non-State funded.⁷ Of these, about 55% live in San Francisco and a quarter live in the six zip codes immediately around Parnassus Heights.⁸

UCSF undertook some limited investigations in 1992 and 1993 of the extent of housing demand by UCSF faculty.⁹ From the review, it was learned that the high cost of housing is having an adverse impact on recruiting efforts at UCSF as it has had at other Bay Area institutions of higher education. This is particularly true for those who are recruited in national employment searches.

Junior faculty without children are the group most likely to be interested in San Francisco and prefer two- to four-bedroom apartments or townhouse units, regardless of whether they were seeking to rent or own. Senior faculty prefer to live in single-family homes of their own rather than to rent.

Affordability problems affect all income groups being recruited. Junior faculty come to UCSF with the expectation of being able to purchase their first home and become discouraged by the high prices. Senior faculty being recruited from other parts of the country seek homes that match their existing homes in terms of size, amenities and character; they are startled to discover that they may pay twice as much for a house with half the space.

Other factors affect their preferred choice of housing location including, weather, a community environment similar to what they had experienced before, and the quality of the public schools. Commuting time was considered reasonable if it was a half-hour drive to the campus site where the faculty worked.

It may be safe to conclude that for most of these faculty—who are looking to purchase a house rather than to have a short-term rental—what is more important than proximity to a campus site is cost, community, house appreciation opportunities and the quality of schools.

FACULTY HOUSING SUPPLY

Faculty housing is now provided at a majority, but not all, UC campuses. UCLA, UC Davis, UC Berkeley, UC Santa Barbara and UC Santa Cruz—all campuses with extensive land holdings—either now provide or are planning some faculty housing. UC Riverside and UC San Diego rely on the surrounding housing markets to provide for their needs. At UCSF only very limited UC-controlled housing is available for faculty. What exists is typically reserved for

⁷ Of the 1,600, about 70% are members of the Academic Senate.

⁸ The zip codes in question are 94114 (Noe/Castro), 94116 (Parkside/Taraval), 94117 (Haight/Ashbury), 94122 (Sunset), 94131 (Twin Peaks), and 94143 (Parnassus Heights).

⁹ MPC Associates, Inc., *San Francisco Consortium, Working Group #2, San Francisco State University, University of California, San Francisco, University of San Francisco*, September 28, 1993.

new faculty in transition or for visiting faculty. There are eight units capable of accommodating eight faculty families. They include four houses and four apartment units located on Fifth Avenue. All are currently occupied.

STAFF HOUSING DEMAND AND SUPPLY

Staff housing demand is not well understood, as no staff housing is now provided by UCSF and most other campuses have only limited programs combining faculty and staff housing.

Staff—non-faculty, non-student staff, at UCSF now total about 12,000 people. About 56% of them live in San Francisco and about 30% live in the six zip codes immediately surrounding Parnassus Heights, as do 50% of those who work at Parnassus Heights.

FACULTY AND STAFF HOUSING NEEDS AND PLANS

UCSF projects only a modest increase in the number of State-funded faculty to accommodate potential growth in student enrollment, research programs and funding. Additional research funding is expected, however, to lead to an increase in non-State-funded faculty and other non-teaching academic staff. To support these groups, new administrative staff will be added as the campus develops. The LRDP estimates that the incremental UCSF population at the new site will be predominantly staff and more specifically, non-Medical Center staff, as no clinical programs are intended for the major new site. Most of the new population will be secretaries, lab workers, postdoctoral scholars¹⁰, warehouse workers, food service workers, librarians and others—staff employees, rather than faculty or students.

Using conservative assumptions about what percentage of net new employees will be new to the Bay Area and will need housing, UCSF attempted to develop a reasonable projection of how many of those new employees would need housing.

UCSF then studied information from cities and towns around the Bay Area collected by the Association of Bay Area Governments (ABAG) to project housing demand and supply in the area for the next 20+ years. ABAG's figures formed the foundation for the university's conclusion that the net new UCSF employees would represent but a tiny fraction of overall growth in housing demand in the Bay Area over the next two decades. Further, ABAG projections concluded that there would be a more-than-ample supply of housing likely to be built in time to satisfy the demand of overall growth. Thus, the general regional housing supply should be able to accommodate UCSF's new housing demand.

It is also the case, however, that the specific cities and towns in which the major new site candidates are located differ substantially in the likely amount of housing that could be built close to those sites. Furthermore, UCSF recognizes there is a shortage of affordable housing, especially in San Francisco, which could be aggravated by UCSF's new housing demand. Therefore, UCSF seeks to address this potential situation by assuring that some affordable housing is

¹⁰ Postdoctoral scholars are considered staff.

provided in connection with UCSF's major new site, to help both its employees and the region as a whole.

UCSF has decided to concentrate on ways to address the need for affordable housing, especially targeted at junior faculty/non-teaching academic staff and non-Medical Center staff. As a result, UCSF will develop a housing production program with specific goals: to produce a sufficient number of affordable housing units equivalent to provide for between 20% and 25% of the total net new employees in certain employee categories, who are projected to be eligible for affordable housing under the UCSF analysis, and who are predicted to become employed as a consequence of building of a major new site.

This methodology translates into between 25 and 30 units targeted to junior faculty/non-teaching academic staff and between 105 and 130 total units targeted to non-Medical Center staff.¹¹ When added to the student housing projection—all of which would qualify as affordable housing—the total units targeted range between 350 and 499.

UCSF has begun a joint exploration venture with several institutions of higher education, including San Francisco State University, the University of San Francisco and Golden Gate University, to find creative financing approaches to develop joint faculty/staff housing. Such efforts will continue in order to find ways to add housing, some of which may be at or near the major new site.

FUNDING

As with student housing, there are a number of creative financing vehicles available to provide housing assistance at the new site. UCLA, UC Davis, UC Irvine, UC Berkeley and UC Santa Cruz have all undertaken creative approaches to building additional faculty and staff housing which offer models for UCSF to evaluate. UCSF will study these as well as others in the private market and the non-profit housing development market.

Housing Goal: Housing Stock

LRDP PROPOSAL: To respond to the projected increase in UCSF junior faculty and non-teaching staff associated with campus growth at the major new site, UCSF will target a housing production program that will produce between 130 and 160 units of affordable housing. UCSF will study approaches being followed at other UC campuses for funding the development of this housing. It will consider potential joint venture opportunities with other entities, such as

¹¹ UCSF determined a target goal of housing units based on the net new population associated with its LRDP which might affect the demand for affordable housing in the Bay Area. To project that population, UCSF performed an analysis of its existing employees to forecast what household size, income and employment characteristics the future net new UCSF employee population would have. Existing UCSF faculty, non-teaching academic staff and non-Medical Center staff were assumed to have characteristics of total household employment, household income, household size, and housing location that could be applied to the net new UCSF population associated with the LRDP. Using criteria for eligibility for affordable housing developed by HUD, the campus based its statistical profile on the particular eligibility features of the PMSA of Marin, San Francisco and San Mateo Counties, where 56% of UCSF employees now live. UCSF then calculated the percent of its current faculty, non-teaching academic staff and non-Medical Center staff residing in San Francisco who would be eligible for affordable housing in San Francisco. It then applied that distribution to a forecast of future employees using the same categories. Based on that distribution, UCSF developed a policy calling for enough housing units to be built to satisfy a projected demand for affordable housing of between 20 and 25% of the projected population of faculty and staff.

universities, non-profit housing developers and private developers. It will consider sites at or near the final selected major new site, but will not be limited by those locations.

OTHER HOUSING

The remaining UCSF-related housing demand not explicitly examined includes the need for short-term rental housing, faculty visitors and guests and for patients and their families or visitors.

UCSF now operates four furnished guest apartments on Kirkham Avenue which may be rented for up to six months by anyone with an affiliation with UCSF. Typically, departments rent the units for guest lecturers and researchers. To date, no targets have been established for these other groups, but their special needs deserve attention in light of the larger picture of housing provision. UCSF will explore how to integrate these needs into the housing program otherwise described above.

TOTAL HOUSING PROPOSED

Table 34 below summarizes the proposals to add new housing associated with growth of the campus over the next 15+ years of this LRDP. The Campus Housing Office and the Campus Planning Office expect to collaborate on the preparation of a Campus Housing Master Plan to serve as a guide to achieving the student, faculty and staff housing goals described in the LRDP.

As detailed planning for the Campus Housing Master Plan proceeds, other recommendations for the specific type of residential use at existing residential facilities (i.e., between single students and student, faculty and staff families, or short-term use by families of Medical Center patients) as well as new proposals for additional residential facilities may be identified, within the general policies set forth in the LRDP for meeting student, faculty and staff housing goals and lowering the density of occupancy in the Avenue Houses along Third and Fifth Avenues at Parnassus Heights.

LRDP PROPOSAL: Prepare a Campus Housing Master Plan to serve as a guide to achieving the student, faculty and staff housing goals described in the LRDP.

Housing Goal:
Housing Stock

