



SAN FRANCISCO PLANNING DEPARTMENT

Executive Summary

Hearing Date: November 17, 2011
Case No.: **2006.0737I**
Project: **Academy of Art University Institutional Master Plan**
Project Sponsor: Dr. Elisa Stephens, President
Academy of Art University
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Recommendation: **Informational presentation only.**

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BACKGROUND ON INSTITUTIONAL MASTER PLANS

Planning Code Section 304.5 requires large institutions to file an Institutional Master Plan (IMP) every 10 years detailing current facilities and operations and outlining development plans and other information. Once the submission has been determined by the Planning Department to contain all information in accordance with Planning Code Section 304.5(c), the Planning Commission holds a public hearing on the IMP. The public hearing is for receipt of public testimony only. It does not constitute approval or disapproval of the IMP or of any facility or land use described in it. The IMP serves three principal purposes:

- (1) To provide notice and information to the Planning Commission, community and neighborhood organizations, other public and private agencies and the general public as to the plans of each affected institution at an early stage, and to give an opportunity for early and meaningful involvement of these groups in such plans prior to substantial investment in property acquisition or building design by the institution;
- (2) To enable the institution to make modifications to its master plan in response to comments made in public hearings prior to its more detailed planning and prior to any request for authorization by the City of new development proposed in the Master Plan; and
- (3) To provide the Planning Commission, community and neighborhood organizations, other public and private agencies, the general public, and other institutions with information that may help guide their decisions with regard to use of, and investment in, land in the vicinity of the institution, provision of public services, and particularly the planning of similar institutions in order to insure that costly duplication of facilities does not occur.

The IMP is required to be updated at least every two years.

PROJECT STATUS

The current public hearing is the third to be held on the Academy of Art University's first IMP. The first hearing was held on December 6, 2007 and the second was held on April 24, 2008. At those hearings the IMP was not accepted by the Commission due to questions and concerns related to the acquisition and

use of property by the Academy without land use entitlements, the displacement of tenants, the loss of affordable housing, and the potential transportation impacts related to the Academy's growth. The Commission asked that the IMP be revised to address these concerns and to include a comprehensive transportation study. In the meantime the Academy's enrollment continued to grow and it has acquired eight additional facilities since the 2008 hearing.

The current IMP is the result of a series of meetings and memoranda between the Planning Department and the Marchese Company (land use consultants for the Academy), and with CHS Consulting (transportation consultants). It is the third draft beginning July 13, 2011 and is the result of those discussions.

The current IMP includes information on each of seven "Neighborhood Context Groups" (pages 51-58), more detailed information on the process of property acquisition and the policy of adaptive re-use (pages 34-35 and 58-59), and impacts on housing and on residential and commercial tenants (pages 41-43 and 91). It also identifies specific potential sites for accommodating most of the Academy's projected 5-year space needs (page 111). Appendix A provides a summary of the violations on Academy properties and the process of abatement, and Appendix F includes a detailed transportation study that identifies potential impacts associated with implementation of the Academy's five and ten-year growth plans.

SUMMARY OF THE ACADEMY OF ART UNIVERSITY INSTITUTIONAL MASTER PLAN

Planning Code Section 304.5 requires that a full IMP shall at a minimum contain textual and graphic descriptions of the following:

- 1) The nature of the institution, its history of growth, physical changes in the neighborhood which can be identified as having occurred as a result of such growth, the services provided and service population, employment characteristics, the institution's affirmative action program, property owned or leased by the institution throughout the City and County of San Francisco, and any other relevant general information pertaining to the institution and its services.**

The IMP includes a description of the nature of the institution (page 11), its history of growth (pages 12-13), physical changes as a result of growth (page 42), the services provided (pages 14-33 and 38-41), the service population (pages 45-47), employment characteristics (page 50), affirmative action policies (page 50), and descriptions of properties owned or leased by the institution (pages 51-52 and 60-101). Other relevant general information pertaining to the institution includes, among other items, a description of student housing policies (page 47), graduation rates and employment (page 48) and campus safety (pages 104-106).

- 2) The present physical plant of the institution, including the location and bulk of buildings, land uses on adjacent properties, traffic circulation patterns, and parking in and around the institution.**

The IMP includes descriptions of the physical plant of the institution (pages 60-101), the location of each building within designated "Neighborhood Context Groups" (page 52), the general development and land use pattern within each Context Group (pages 51-58), traffic circulation

patterns (Appendix F, pages 1-36) and parking in and around the institution's facilities (Appendix F, pages 36-37).

- 3) **The development plans of the institution for a future period of not less than 10 years, and the physical changes in the institution projected to be needed to achieve those plans. Any plans for physical development during the first five years shall include the site area, ground coverage, building bulk, approximate floor area by function, off-street parking, circulation patterns, areas for land acquisition, and timing for the proposed construction.**

The IMP includes development plans for a period of not less than 10 years (pages 107-117). It includes five-year enrollment projections overall and for each academic program (page 108), five-year and ten-year space needs projections (pages 111-113), and identifies sites proposed for acquisition to accommodate much of the five-year space needs (pages 111-112). There are no plans for *physical* development, as the Academy plans to continue to acquire *existing* buildings for adaptive re-use. The Study Areas the Academy has identified for potential facility acquisition are described and mapped (pages 126-127).

In addition, with respect to plans of any duration, the submission shall contain a description and analysis of each of the following:

- A. **The conformity of proposed development plans to the Comprehensive Plan (Master Plan) of the City and County of San Francisco, and to any neighborhood plans on file with the Planning Department.**

The IMP includes General Plan policies and findings of consistency (pages 128-136).

- B. **The anticipated impact of any proposed development by the institution on the surrounding neighborhood, including but not limited to the effect on existing housing units, relocation of housing occupants and commercial and industrial tenants, changes in traffic levels and circulation patterns, transit demand and parking availability, and the character and scale of development in the surrounding neighborhood.**

The IMP includes a description of anticipated impacts by the institution on the surrounding neighborhoods, including the effect on existing housing units, relocation of housing occupants and commercial and industrial tenants (pages 37 and 41-43 and 91), changes in traffic levels and circulation patterns, transit demand and parking availability (Appendix F, pages 49-63).

- C. **Any alternatives which might avoid, or lessen adverse impacts upon the surrounding neighborhood, including location and configuration alternatives, the alternative of no new development, and the approximate costs and benefits of each alternative.**

The Academy's preferred growth plan is to continue to acquire properties for adaptive reuse as they become available (page 113-114). The IMP describes three alternatives to this preferred growth plan, which are no growth, building new facilities, and relocating

outside of San Francisco, with approximate costs and benefits for each alternative (pages 114-117).

D. The mitigating actions proposed by the institution to lessen adverse impacts upon the surrounding neighborhood.

Mitigating actions proposed by the institution are described (page 43 and in Appendix F on page 48 and pages S-1- S-2).

- 4) **A projection of related services and physical development by others, including but not limited to office space and medical outpatient facilities, which may occur as a result of the implementation of the institution's master plan.**

This is not applicable. This section is required for medical facilities.

- 5) **Any other items as may be reasonably required by the Planning Department or Planning Commission.**

These have included a request that the Academy consider alternative methods of growth that would allow it grow in a more transparent and predictable way and without causing displacement and conflicts with existing neighborhoods and facilities; and for the Academy the completion of a comprehensive transportation analysis.

The IMP includes a New Development Growth Alternative (pages 115-116). However, its Preferred Growth Plan (page 113) is to continue to acquire suitable existing buildings for adaptive re-use. The IMP also identifies one existing site and three potential sites to accommodate most of the five-year projected space needs (page 111).

A Transportation Study is included in Appendix F. The study, produced by CHS Consulting for the Academy is a qualitative analysis of the existing transportation systems that serve the Academy and identifies potential effects on those systems associated with the implementation of the IMP's five- and ten-year growth plans. This assessment provides an introduction to the potential transportation concerns related to the IMP development plan, which will be evaluated in more detail for the EIR. A Transportation Impact Study including a quantitative analysis of impacts and potential mitigation measures will be produced under the supervision of Planning Staff for the EIR. Since the IMP was prepared, supplemental material was presented to the Department relating to a commitment by the Academy to implement additional transportation demand management steps.

ENVIRONMENTAL REVIEW

The Notice of Preparation (NOP) for the Academy of Art University project was published on September 29, 2010. Publication of the Draft EIR has been delayed due to the need to reflect and analyze the subsequent proposed increase in size of future expansion of AAU and due to the recently occupied AAU buildings at 2801 Leavenworth Street (the Cannery), 625 Polk Street (California Culinary Academy), and 700 Montgomery Street. The current schedule is for the Draft EIR to be published in Summer, 2012.

HEARING NOTIFICATION

TYPE	REQUIRED PERIOD	REQUIRED NOTICE DATE	ACTUAL NOTICE DATE	ACTUAL PERIOD
Classified News Ad	20 days	October 28, 2011	October 22, 2011	26 days
Posted Notice	20 days	October 28, 2011	October 28, 2011	20 days
Mailed Notice	10 days	November 7, 2011	October 28, 2011	20 days

PUBLIC COMMENT

To date, the Department has received five substantive comments, three calls related to concerns over the number of properties in use by the Academy, one call concerned with potential changes at the Wisconsin bus storage yard and impacts on air quality and one letter (attached).

ISSUES AND OTHER CONSIDERATIONS

The IMP identifies potential sites for acquisition over the next five years, but it is expected that the Academy will continue to acquire additional properties for adaptive re-use based on its changing needs and on market availability, which is its Preferred Growth Plan (page 113). The Academy has agreed to work with the Planning Department and the Mayor's Office in identifying properties for acquisition and in determining required land use authorizations (page 114).

The IMP appears to meet all of the requirements under Section 304.5 of the Planning Code, including information specifically requested by the Commission. Since the purpose of the IMP is to inform the Commission and the public about the institution and the purpose of the hearing is to serve as a forum for expressing concerns to the institution, it is expected that following the hearing on this latest draft, these purposes will have been served.

Finally, a number of the properties owned or leased by the Academy are the subject of active enforcement actions. On November 4, 2011, Enforcement Notices were issued to the Project Sponsor by the Planning Department regarding these properties. The Responsible Party (Project Sponsor) will have 15 days from the date of the Notices to demonstrate compliance. Failure to demonstrate compliance may result in the further enforcement actions, including issuance of a Notice of Violation and Penalty by the Zoning Administrator.

REQUIRED COMMISSION ACTION

No action is required by the Commission on an IMP. Under Section 304.5(e), the Planning Commission shall hold a public hearing on the Institutional Master Plan, and the Plan shall be considered accepted when the Planning Commission hearing has closed. Closing the public hearing and accepting the IMP as satisfying the requirements under Section 304.5 does not in any way mean that the Commission is approving the IMP or agreeing with any statement in the IMP or supporting any past or future actions of the institution.

RECOMMENDATION: Informational item only

Attachments:

Project Sponsor Submittal

Public Correspondence

Academy of Art University 2011 IMP

Supplement to Appendix F (TDM)



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October 27, 2011

San Francisco Planning Commission and John Rahaim, Planning Director
San Francisco Planning Department
1650 Mission Street #400
San Francisco, CA 94103-2479

RE: Academy of Art University
Institutional Master Plan (IMP): Case No. 2006.0737I
Transmittal

Commissioners and Mr. Rahaim:

With this letter, Academy of Art University submits its Institutional Master Plan (IMP) for public hearing November 17th, 2011. We would like to thank you and Department staff for your input and indulgence through the process leading us to this point. Attached to this letter you will find a listing by IMP page numbers, as requested by staff, demonstrating how the IMP fulfills the requirements of Planning Code Section 304.5.

In reviewing the extensive history associated with the University's attempts to have an IMP accepted, I found several key issues that arose and that merit comment.

First, in prior hearings some Commissioners questioned whether an EIR was required for an IMP. Because an IMP is an informational document and not one that requires discretionary action (i.e., approval) by the Commission, it is exempt from environmental review. The EIR being prepared for Academy of Art University is associated with future action by the Planning Commission on discretionary approvals the project sponsor will be asking for in conditional use applications. Acceptance of the IMP is a pre-requisite allowing the sponsor to complete the project definition in the EIR and to obtain permits and conditional uses to abate existing violations.

Second, the issues of housing and transportation impacts have arisen without resolution. Some Commissioners have questioned whether the IMP should resolve these issues. An IMP discusses impacts and mitigating actions in a qualitative fashion, for informational purposes. Quantitative analyses of impacts, including housing and transportation, are being undertaken in the environmental evaluation currently underway. If significant housing and/or transportation impacts are found, mitigation measures will be adopted in order to certify the document. These mitigation measures will be attached as conditions of approval in future University application approvals. Resolution of these issues occurs later, in the EIR process, rather than in the public hearing on the IMP.

Third -- perhaps the key issue that has kept the IMP from being accepted in the past -- is the concern of some Commissioners that the IMP has not identified the locations the University intends to lease within the 10-year time frame of the document. As one commissioner put it, 'a

plan is not a plan without location.’ We understand this concern. A review of the background of the IMP code section may help in addressing this issue.

The IMP section of the Planning Code was written in the 1970s as a result of a central campus hospital incrementally expanding into a residential neighborhood. At that time, the only large institutions that existed in the City were institutions with a central campus. The Code language, therefore, addressed solely this type of development. After the adoption of this code section a different institutional model emerged -- the dispersed campus. If you think back to origins of live/work developments, you see the same type of occurrence. Live/work as a development type in San Francisco emerged long before any definitions for the type were written in either the Building Code or Planning Code. Codes are always going to lag behind emerging trends simply because emerging trends originate from the private sector, to fill a need. That San Francisco and the Bay Area have been at the forefront of embracing emerging trends is in large part responsible for the economic vitality of the City and the region.

Academy of Art University does have a plan. It plans to expand by leasing buildings within the City that become available, that include interior features consistent with the needs of their academic programs, and, when available, are in proximity to clusters of existing University structures. The EIR being prepared for future growth scenarios is a programmatic EIR that looks at locations adjacent to these existing clusters. Should any proposed buildings be located outside of these study areas subsequent to the certification of the EIR, the University would undertake separate environmental review, just like any other developer in the City. The IMP additionally includes four site-specific properties (The Cannery, The Bridge Motel at 2524 Lombard Street, the AAA buildings on Van Ness Avenue and The Hotel Majestic at 1500 Sutter Street) that may be among those used for future space needs. Any change in plans proposed by the University will be addressed in IMP updates, as required by the code every two years.

The IMP code section was never intended to result in a document that would be modified by the City. It is a document produced by the sponsor that provides a “heads up” to the City and to the public. It says, “This is what we want to do.” The City does not have to agree with or approve of the sponsor’s plan. The authority of the City comes into play in acting on subsequent environmental and discretionary applications as opposed to the IMP itself.

With acceptance of the IMP, you allow the University to move to its next steps with the EIR and in abating violations. A further delay to the acceptance would result only in a languishing of violations and serve no positive purpose for the City. We ask, therefore, that you accept the IMP at the public hearing on November 17th.

Respectfully submitted,



Ralph Marchese

cc: Susan Cleveland-Knowles, Deputy City Attorney
Scott Sanchez, Zoning Administrator
Nannie Turrell, Environmental Planning
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Academy of Art University
Institutional Master Plan
October 27, 2011

MEMO TO THE PLANNING DEPARTMENT AND PLANNING COMMISSION

At the request of staff, we have included references to IMP page numbers demonstrating compliance with Section 304.5(c) of the Planning Code.

(1) The nature of the institution, its history of growth, physical changes in the neighborhood which can be identified as having occurred as a result of such growth, the services provided and service population, employment characteristics, the institution's affirmative action program, property owned or leased by the institution throughout the City and County of San Francisco, and any other relevant general information pertaining to the institution and its services;

Pages 6-8 and 11 discuss the nature of the institution;
Page 12 and Table 3.1 on page 13 summarize the history of its growth;
There are no physical changes that have occurred as a result of the growth, stated on page 42;
Pages 14-33 and 38-41 describe services provided;
Pages 45-47 describe the service population;
Page 50 describes employment characteristics;
Page 50 describes the institution's affirmative action program;
Pages 51-52, pages 60-101 describe property owned or leased by the institution;
The entirety of the document provides other general information pertaining to the institution and its services.

(2) The present physical plant of the institution, including the location and bulk of buildings, land uses on adjacent properties, traffic circulation patterns, and parking in and around the institution;

Pages 60-101 list and describe the physical plant of the institution;
Map 1 on page 52 graphically depict and list the location of the institution's buildings;
Pages 51-58 describe bulk districts and land uses on adjacent properties;
The Traffic Study in Appendix F describes traffic circulation patterns and parking in and around the institution.

(3) The development plans of the institution for a future period of not less than 10 years, and the physical changes in the institution projected to be needed to achieve those plans. Any plans for physical development during the first five years shall include the site area, ground coverage, building bulk, approximate floor area by function, off-street parking, circulation patterns, areas for land acquisition, and timing for the proposed construction. In addition, with

respect to plans of any duration, the submission shall contain a description and analysis of each of the following:

Pages 107-114 describe the institution's expansion plans for a period of not less than 10 years. As with the prior growth pattern, there will be no physical changes because the University will lease existing structures. There is no physical development proposed. Rather, the institution proposes to lease structures previously developed. The areas identified for leasing in the EIR are those in the 15 study areas on page 126.

(A) The conformity of proposed development plans to the Comprehensive Plan (Master Plan) of the City and County of San Francisco, and to any neighborhood plans on file with the Planning Department,

Pages 128-136 describe conformity with the Master Plan and Area Plans.

(B) The anticipated impact of any proposed development by the institution on the surrounding neighborhood, including but not limited to the effect on existing housing units, relocation of housing occupants and commercial and industrial tenants, changes in traffic levels and circulation patterns, transit demand and parking availability, and the character and scale of development in the surrounding neighborhood,

Pages 37, 41-43 and 91 describe the impact of the University's expansion on surrounding neighborhoods, including to existing housing units and commercial uses and occupants, noting also there is no change to the character and scale of development in the surrounding neighborhoods;

The Transportation in Appendix F describes changes in traffic levels and circulation patterns, transit demand and parking availability.

(C) Any alternatives which might avoid, or lessen adverse impacts upon the surrounding neighborhood, including location and configuration alternatives, the alternative of no new development, and the approximate costs and benefits of each alternative,

Pages 114-116 describe alternatives with costs and benefits.

(D) The mitigating actions proposed by the institution to lessen adverse impacts upon the surrounding neighborhood;

Page 43 and the University's current Transportation Demand Management program, on page 48 of the Transportation Study in Appendix F describe mitigating actions.

(4) A projection of related services and physical development by others, including but not limited to office space and medical outpatient facilities, which may occur as a result of the implementation of the institution's master plan;

This section was written for medical institutions; however, page 42 describes the limited nature of growth inducement resulting from the University's expansions.

(5) Any other items as may be reasonably required by the Planning Department or Planning Commission.

At prior hearings, the Commission requested a transportation study, which is now included in Appendix F.

Memo



Date: November 7, 2011
FROM: Betty Quan Chopoff

RE ACADEMY OF COLLEGE /

Ntc of Hearing: 11/17/11 10AM City Hall 1 Dr. Carlton B. Goodlett Place Rm 400

The perimeter of the neighborhood: West – East:: Powell Streets to Van Ness Ave

North – South: Jackson to Post Street.

I am writing on behalf of most of the building owners in our neighborhood are elderly and don't speak English very well. I picked up my Mom's mail this weekend in S.F. One of the envelopes is from the City Planning Commissioner that the Academy of Art is acquiring yet another building for a dorm for their students!!! Every year our neighborhood had to endured and put up with those kids!!!! They have no supervision from the Art College management. They hang out at apt building doorways and smoke, either cigarettes or marijuana and they leave the butts everywhere!!! Tenants have to climb over them to get into their buildings. They graffiti buildings (and the building owners are held responsible to spend their own money to have them removed...a week later, the Graffiti's back again. They hang out t in groups late at night, screaming and yelling, total disregard to the people who have to sleep at night so they can wake up and go to work in the morning.

There are 9 dorms already in this neighborhood.

1080 Bush St
1153 Bush St.
736 Jones St.

1055 Pine St.
560 Powell St.
655 Sutter St.

680 - 688 Sutter St.
817-831 Sutter St.
860 Sutter St.

The neighborhood USED to be very clean and crime free. They leave litter (fast food wrappers and paper/plastic cups) all over the streets. There is now vandalism....car windows are broken, tire slashed, spray painted cars. As building owners, we had written letters to the Mayor, the Board of Supervisors, and the Police department and also to the Academy of Art Chancellor and their school board. City of San Francisco has not STEP UP TO THE PLATE and tries to remedy the problems. There is NO STREET CLEANING any more or ANY SORT OF A GRAFFITI REMOVAL TEAM to removed Graffiti off apartment owner's building. It's up to the building owners /managers to constantly be out there in front of their apartment buildings to be sweeping up the litter and to take the Graffiti off as they don't have a life of their own to be doing other things.

We even had a meeting with their Dean of Housing (Ms. Tilley) in 2009. She admits that the Art College doesn't have the staff to manage all their students, let alone keep an eye on them since their students are over the age of eighteen. There is not much she can do. As for the pot smoking and being all over the streets late at night, she said they are an "ART" college and their students COMES UP WITH THEIR MOST CREATIVE IDEAS under the influence and at that time of the night.

I am totally NOT against the Academy of Art students. I'm sure they must have come from good and affluent families because the Academy of Art is a PRIVATE college, mostly supported by their parents. I'm sure that most of them may be well behave. Most of the tenants for most of the apartment buildings around the Art college campus are comprise of the art students. Living outside the dorm and in an apartment building, the students are WELL BEHAVE because the landlord or the building manager is in the building. But the students that are LIVING IN THE DORMS, they run amuck!!!! There is no dorm monitor, no front desk, no one checks up on them to see what they are doing or who they are bringing in and out.....THESE KIDS THAT ARE LIVING IN THE DORMS.....THEY NEED SUPERVISION!!!! When these "dorm" kids come out from the dorms and start to seek a regular apartment in the neighborhood, they will tell you all sort of stories (during the interview for an apartment) about life inside the doors...pot smoking, out late at night, bringing in friends and acquaintances into their doom rooms and being bullied if they placed a complaint with the authorities, etc. That's one of the many reasons that they decided to move out of the dorms because they can not co-exist as roommates with other students that have that sort of mentality and attitude.

There should be a \$25.00 - \$50.00 surcharge taxed on to each student/per semester. That money will be in extra revenue and can be used for paying a lot of unemployed people for street cleaning and graffiti removal (at S.F.'s \$10.00/hr minimum wage). That will help a lot of people who are not working or have run of their employment money. It would also help keep the city clean and slow down the debris that is blowing out into the bay and ruining the natural habitant.

Memo

Date: November 5, 2011

FROM: Betty Quan Chopoff

WORK: Santa Clara Co. Courthouse
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RE ACADEMY OF COLLEGE STUDENTS and other local college students.

Well it's that time of the year again and it's going toward the holidays. The Academy of Art and several local colleges are going to be closed for the holidays. A lot of DORM students are going to be either out on the streets with nothing to do. Some will be going back home to their parents for the holidays. Many who stay behind (because of financial reasons) will be left with a LOT OF FREE TIME and NOTHING to do. I don't know if the DORMS closed down during the holidays and students are still allowed to live there or they have to be also out from the dorms.

At this time of the year, there is an up surge in crime from graffiti on building walls, to car vandalisms, to a lot of marijuana butts on the pavements of property owner's entrances, to urinating at doorways, to screaming at passer byers for no reason just to scare people, to liter all over the streets and sidewalks because the students are all out of school.

I urged the local colleges to take "responsibility" and step up and EDUCATE their students about respect and responsibility. Since a majority of the students are from out of town and are not native to San Francisco Bay Area, they do not have the personal attachment or sense of ownership to the city. They are ONLY GUESTS in our city. This is the time for Administration of these institutions to talk with their students about public behavior and respect for the neighborhood and its environment. Their bad behavior will reflect upon the reputations of the schools that they are attending. Let's make this a SAFE holiday for everyone.

It is also the time for these academic institutions to take part in SHARING AND VOLUNTEERING in the season of giving. There are a lot of neighborhood agencies that can use some volunteer help from young people like Glide Memorial Church, the Salvation Army, The American Red Cross and some women's shelters to name a few. I'm sure if you contact UNITED WAY, they will be glad to give you a list of agencies or organizations that needs volunteer help at this time of the year. Getting young people involved in volunteering and in "giving back to the community" will built "character" that they will carry for the rest of their lives. I know that for a fact because I volunteer since I was in Junior High school....and I am still volunteering today.

Sincerely;



Mrs. Betty Chopoff



ACADEMY *of* ART UNIVERSITY®

FOUNDED IN SAN FRANCISCO 1929 BY ARTISTS FOR ARTISTS

2011 Institutional Master Plan

PREPARED BY THE MARCHESI COMPANY

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I. Introduction

Academy of Art University (hereinafter Academy or University) submits this Institutional Master Plan (hereinafter IMP) to update its 2008 IMP currently on file with the San Francisco Planning Department. This IMP provides an overview of the Academy's programs and facilities, as well as Five-Year and Ten-Year plans for future growth that will guide the Academy's decision making regarding future facilities and site improvements in the coming years. Potential neighborhood impacts and General Plan consistency of these plans are discussed as well.

The Academy is an urban campus, with institutional buildings found throughout San Francisco. A majority of the Academy's student residential buildings are located in the North of Market/Union Square neighborhood and Van Ness and Lombard corridor, with academic and office buildings primarily in the North of Market/Union Square, South of Market, Fisherman's Wharf/North Beach, and Financial District areas.

Purpose of the IMP

Section 304.5(e) of the San Francisco Planning Code requires post-secondary educational institutions to prepare and file an IMP with the Planning Department. An IMP is an informational document, the primary purpose of which is to inform City officials and the public of an institution's current and future growth plans. The Planning Commission takes no action on an IMP.

More specifically, the purposes of an IMP are as follows:

1. "To provide notice and information to the Planning Commission, community and neighborhood organizations, other public and private agencies and the general public as to the plans of each affected institution at an early stage, and to give an opportunity for early and meaningful involvement of these groups in such plans prior to substantial investment in property acquisition or building design by the institution;"
2. "To enable the institution to make modifications to its master plan in response to comments made in public hearings prior to its more detailed planning and prior to any request for authorization by the City of new development proposed in the Master Plan;" and
3. "To provide the Planning Commission, community and neighborhood organizations, other public and private agencies, the general public, and other institutions with information that may help guide their decisions with regard to use of, and investment in, land in the vicinity of the institution, provision of public services, and particularly the planning of similar institutions in order to insure that costly duplication of facilities does not occur." San Francisco Planning Code § 304.5(a).

II. Executive Summary

Overview

Academy of Art University submits this Institutional Master Plan to provide information to the City and the public in fulfillment of the requirements of Section 304.5 of the San Francisco Planning Code. In order to understand the significance of the IMP for the future of Academy of Art University, it is important to establish the context within which the University operates.

Academy of Art University, founded in 1929, is the largest private, regionally accredited University of art and design in the United States, offering both undergraduate and graduate degrees. The University's mission is to offer hands-on, professional training for aspiring artists and designers. Graduates leave the University with an industry-ready portfolio of work and are prepared to make an immediate contribution to their chosen field, with many alumni working for companies in San Francisco, such as Adobe, Zynga, Lucasfilm, Industrial Light & Magic, Skidmore, Owings & Merrill, Goodby, Silverstein & Partners, Gensler, Landor Associates, Wells Fargo, CBS Interactive, Gap Inc., Levi Strauss & Co, Gymboree, and Williams-Sonoma. In line with its mission, the University employs nearly 1,300 working artists and designers to mentor students in the realities and demands of the marketplace; many of them work nearby in the high-tech and digital design businesses that are located south of Market, near Academy of Art University.

The University is proud to positively affect the cultural and economic quality of life in San Francisco. Academy of Art University contributes significantly to the economy of San Francisco through capital expenditures, general operating expenses, property taxes, and payroll taxes. Visitors attending University events, such as the annual Fashion Show, Film Festival, and Spring Show further benefit the City. Overall, the University estimates that it contributes approximately \$148 million to the local economy on an annual basis, including an estimated \$30 million in indirect expenditures. Students account for an additional \$93 million in direct and \$27 million in indirect expenditures for the City¹

Given the strong historical connection between the University and the City of San Francisco, it is the desire of Academy of Art University to remain based in San Francisco as the University continues to grow. The University was founded in 1929 by Richard S. Stephens, a fine art painter and creative director of *Sunset Magazine*, and his wife Clara. The school was originally housed at 215 Kearny Street. As the University has grown, its physical presence in San Francisco has grown, and today, the University operates a decentralized campus similar to other urban universities, such as New York University, Harvard University, Savannah College of Art and Design, and School of Visual Arts. This urban integration provides clear benefits to students, enabling them to interact with the City as a whole and providing them with a wide array of creative learning opportunities. For example, students have partnered with the San Francisco Department of Public Works in the Graffiti Watch program to combat a significant problem that costs the City more than \$22 million annually. Academy of Art University believes that both students and the community benefit from the University's presence in San Francisco.

¹ Academy of Art University: Economic and Cultural Contributions to San Francisco and the Bay Area, Capital Public Finance Group, October 2010 (see **Appendix E**).

Like San Francisco itself, the student body is known for its creativity and diversity. While over half of all onsite students list California as their home state, nearly a third come to the University from overseas. As a central part of its mission, Academy of Art University is committed to providing equal access to an art and design education for undergraduate students. Its inclusive admissions policy, which does not presume that students have had the benefit of access to art classes during their secondary education, makes the University unique within the region.

The University is a leader among regional institutions in responding quickly to emerging trends and evolving technologies in visual and performing arts and design industries (for example, computer animation, visual effects, and interactive design). The growth of the University directly reflects demand for professional training in these areas. This educational approach has consistently led to strong employment statistics for Academy of Art University graduates.

Because of the industry needs that it serves, the University's facility needs are unique. Its studio art classrooms require large open floor plates with windows and high ceilings, with adequate light and space to accommodate large materials, such as sculptures, or industrial-scale machinery, such as sewing and knitting equipment. In addition, these studios often need to be partitioned to allow for classes of different sizes. Given such spatial requirements, the University has found that these needs are most easily met in older buildings.

It remains the strategy of the University's President, Elisa Stephens, granddaughter of the founder, to pursue existing, often historic properties to meet facilities needs. Many buildings leased by the University under this strategy needed renovation and revitalization, having been vacant, neglected, and/or on the market for extended periods of time. The University is committed to preserving such historic buildings; this is good for San Francisco, as it eases the need for public funding from the City. Examples of such buildings that Academy of Art University has preserved and may have saved from demolition include St. Brigid's Church at 2151 Van Ness Avenue, the former church at 491 Post Street, and the former YWCA residence designed by Julia Morgan at 620 Sutter Street. This strategy for finding suitable properties is an environmentally sustainable type of redevelopment and is in alignment with the mission of the Heritage Foundation of San Francisco "to preserve and enhance San Francisco's unique architectural and cultural identity... advocating for smart growth through the protection and reuse of historic structures and landscapes."

While enrollment at the University has grown rapidly over the past several years, a significant part of that growth has occurred in the online programs; in fact, over one-third of the students were enrolled only in online classes in the fall semester of 2010. The growth of the University's online programs is important in the context of the IMP because these students are not physically present in San Francisco and do not add significantly to the facilities needs of the University. Additionally, they do not impact traffic or use city resources. **Table 3.1** in Section III summarizes the history of Academy of Art University, including the breakdown of onsite and online enrollment, faculty and staff, facilities, and square footage from its founding in 1929 through 2011.

It is important to emphasize that the facility needs of Academy of Art University are a direct result of its success, and that this success is what allows the University to contribute to the City in the many ways that it does: to the urban landscape by the adaptive re-use of important buildings; to the overall economy; and to the fields of visual and performing arts and design, both as a supplier of talent and as an employer. Other direct contributions made by the University to the community are outlined in the body of this IMP.

Project Definition and IMP Summary

Academy of Art currently utilizes 40 properties accounting for 1,797,133 square feet of space for its educational programs and student housing². The buildings are dispersed through a number of different neighborhoods, principally in the northeastern sector of the City. A number of buildings and functions are clustered in five areas: the Van Ness Transit Corridor, Fisherman's Wharf/North Beach, North of Market/Union Square, the Financial District, and South of Market, as shown in **Map 1: Neighborhood Context Groups**, on page 52

Partly due to the recent rapid growth of the institution, certain of these properties have been occupied and used by the University prior to the issuance of proper use authorizations. The University is in the process of correcting these violations, and the submission of this IMP is part of that process. A summary of the violation abatement process is included as **Appendix A**.

While obtaining all necessary approvals, the University desires to continue to use these 40 properties for the purposes described herein, subject to normal operational changes that occur in any large institution. Such changes will be handled with permits as necessary.

Students attending Academy of Art University come from all over the world. Of the onsite students, 45 percent call the Bay Area their home, 10 percent are from other cities and towns in California, 14 percent are from other states and 31 percent come to the Academy from 103 countries outside the U.S. The graduation rate for first-time, full-time freshmen is 29 percent within six years. Over half of all onsite students receive need-based financial aid. Of the students who were provided housing by the University in 2010, 1,683 lived in 17 residential buildings run by the school and 60 lived temporarily in transient hotel rooms.

The University employs 201 full-time and 1,093 part-time faculty who are drawn from an elite group of talented professionals in the San Francisco art community. It employs 727 full-time and 270 part-time non-faculty staff. Recent statistics demonstrate that among the students for whom employment data is known, three-fourths are employed in their fields of study or a related field. Many fill highly technical and skilled requirements of local employers.

The University continues to grow as a result of demand. While noting that it is difficult to predict future demand, and therefore to forecast future facility needs with accuracy, the University has projected future facilities needs through a ten-year period, in fulfillment of the Planning Code IMP requirements.

As summarized in **Tables 2.1 and 2.2**, below, over the next five years the University anticipates it will need 600,000 square feet of space, approximately 495,000 square feet of which will be for lecture classrooms, art studios and offices. Over the following five years – through 2020 – the University anticipates it will need an additional 235,000 square feet, 130,000 of which will be for classrooms, studios and offices. The onsite student population is anticipated to grow from 11,636 to 14,187 by 2015 and to 17,238 by 2020. While student acceptance in all academic majors is anticipated to expand, animation, fashion, graphic design, illustration, motion pictures and television, and photography, which currently account for the largest enrollment, are anticipated to account for the greatest increase in onsite registration.

² The University currently owns three buildings and leases 37, the latter for business planning and tax planning purposes. Some of these leases are with related entities and some of these leases are arm's length transactions with separate entities.

Table 2.1: Potential Projected Space Needs to Accommodate Five-Year Growth (2011-2015)	
Type of Facility	Estimated New Square Feet Required
Institutional Uses (art studios, lecture classrooms, and offices)	495,000
Dormitory/Housing	55,000*
Recreational/Other Common Area Space	50,000
TOTAL PROJECTED SPACE NEEDS	600,000
*This space would accommodate approximately 200 students	

Table 2.2: Potential Projected Space Needs to Accommodate Long-Term Growth (2016-2020)**	
Type of Facility	Estimated New Square Feet Required
Institutional Uses (art studios, lecture classrooms, and offices)	130,000
Dormitory/Housing	55,000*
Recreational/Other Common Area Space	50,000
TOTAL PROJECTED SPACE NEEDS	235,000
*This space would accommodate approximately 200 students	
**It is important to note that this long-term growth is merely a projection as required by Planning Code Section 304.5. These 2016-2020 projections may overstate actual need since the University over this period will be using its existing facilities in a more efficient manner and as online classes grow. The evolving re-use of existing University facilities coupled with the growth in online classes may allow the University to accommodate any future space needs in existing buildings, reducing the need to lease new buildings.	

Among the benefits Academy of Art University brings to the City and County of San Francisco are the adaptive re-use of underutilized, often historic buildings, the contribution of \$85 million in direct operational expenditures and \$93 million in direct student spending, local employment of hundreds of artists and administrators, and participation in numerous charitable and volunteer efforts by both the University and its students. Students benefit not only from their fields of study but from their interaction with the local art community and cultural and neighborhood events and institutions that are hallmarks of San Francisco.

In terms of impacts, the University has reused legal dwelling units as group housing for students, has replaced commercial structures available to office, retail and institutional uses with institutional, educational and office uses, and has increased trip generation within areas populated by University buildings.

Mitigating the loss of dwelling units from the market is the fact that the University is not removing housing; rather it is replacing one type of housing with another. Were it not to offer housing, many of the students would rent residential units on their own, effectively resulting in the same impact. Many of the University's institutional uses that have replaced commercial uses are similar in nature and impact to the previous uses. With regard to transportation, the University promotes a policy against automobile use by students, operates shuttles to supplement MUNI transit and concentrates most of its structures around transit corridors.

An Environmental Impact Report (EIR) is being prepared that will examine the impacts of the University's operation in depth. This document will assist the University in making future operational decisions, and will assist the Planning Department, Planning Commission and other decision-making bodies in their consideration of discretionary approvals the University may seek.

III. Academy of Art University Overview

Mission

Academy of Art University prepares aspiring professionals in the fields of design, communication and the arts by delivering excellent undergraduate and graduate degree and certificate programs.

To achieve its mission, the Academy:

- Maintains an inclusive admissions policy for all people who meet basic requirements for admission and instruction and who want to obtain higher learning in a wide spectrum of disciplines in art and design;
- Teaches a disciplined approach to the study of art and design that encourages students to develop their own styles that blend their talents, technical skills and creative aspirations with professional knowledge;
- Enlists a dedicated and very able full-time and part-time faculty of career artists, designers, and scholars who are professionals and whose success as educators comes from their ability to teach students through the wisdom and skill they have amassed through years of experience and study;
- Operates in an urban context so that academic programs can draw upon and contribute to the cultural wealth of those communities that are served;
- Provides a creative environment that is at once supportive and challenging and underpinned by excellent personalized teaching and support services that address the needs of students of diverse ages and backgrounds;
- Offers an undergraduate general education program designed to stimulate the development of critical thinking, and develop communications skills and to encourage emerging artists to draw upon a variety of disciplines, to look at issues from multiple perspectives, and to cultivate the ability to function as educated global citizens;
- Manages in an ethical and efficient manner and administers the finances in a prudent fashion; and
- Fosters optimum quality in all aspects of programs and services.

Commitment to an Urban Campus

In selecting and locating its facilities, the Academy seeks to integrate the University and the community, for the benefit of both, consistent with the practice of world-renowned universities such as New York University, Harvard University, Savannah College of Art and Design, and School of Visual Arts. For more on the principles that guide this mission, please read “Notes About an Urban Campus” by Alberto Bertoli (found in **Appendix D**).

History of Academy of Art University

Academy of Art University was established in San Francisco in 1929 by Richard S. Stephens, a creative director with *Sunset Magazine*. Richard originally opened the Academy to teach Advertising Art. Richard and his wife, Clara, started the new school in a rented room on Kearny Street. Within a few years, they assembled a distinguished faculty of practicing art and design professionals. Thus, the school's philosophy was formulated: hire established professionals to teach future professionals. In 1933, the curriculum was expanded to include Fashion Illustration, and in 1936 a Fine Arts Department was added.

In 1951, Richard A. Stephens took over the Presidency from his parents and continued to expand the school's offerings. In 1966, the school incorporated. Concurrently, the Council for Private and Postsecondary and Vocational Education of the State of California granted the school authority to offer a Bachelor's Degree in Fine Arts. The Academy inaugurated its Masters program in 1977, which the state approved in 1983.

In 1992, Richard S. Stephens' granddaughter, Elisa Stephens, succeeded her father as President of Academy of Art University. In Fall 2011 the Academy had approximately 18,273 students, in San Francisco and online, making it the largest private school of art and design in the country. The Academy offers certificate programs, Associate of Arts, Bachelor of Fine Arts, Bachelor of Arts, Master of Fine Arts, Master of Arts and Master of Architecture degrees in eighteen different majors. Courses are offered in the Spring, Summer and Fall semesters.

The urban location of the school, its mission, and core belief in an education by artists, for artists remain the same, as does the institutional commitment to equal access to an art and design education. The Academy maintains an inclusive admissions policy for interested undergraduates. While many core values have remained the same, the Academy has seen tremendous growth in the eighty-two years since its founding. Today, the school consists of an urban campus encompassing forty academic and residential buildings, connected by an extensive University transportation system.

Table 3.1 on the following page summarizes the history of Academy of Art University – including enrollment (both online and onsite), faculty and facilities – from its inception as a small advertising art school in 1929.

Table 3.1: Student/Staff/Faculty Population Growth (1929-2010)															
	1929	1940	1960	1980	1990	2000	2003	2004	2005	2006	2007	2008	2009	2010	2011
Students															
<i>Full-time</i>		*	*	*	1,209	3,614	4,438	4,704	5,257	6,139	7,309	8,313	9,325	10,176	10,383
<i>Part-time</i>	45	*	*	*	558	2,381	2,317	2,723	3,367	3,344	4,025	5,024	6,466	7,535	7,890
Student Total	45	220	700	1,600	1,767	5,995	6,968	7,784	8,715	9,483	11,334	13,337	15,791	17,711	18,273
<i>Undergrad</i>		*	*	*	1,738	5,294	5,438	5,858	6,356	7,073	8,210	9,400	10,724	11,728	11,877
<i>Graduate</i>		*	*	*	27	701	1,117	1,358	1,666	2,045	2,689	3,473	4,586	5,515	5,928
<i>Non-Degree</i>	45	*	*	*	2	0	202	211	264	355	427	464	481	468	468
<i>On-site</i>	45	220	700	1,600	1,767	5,995	6,755	6,567	6,816	7,456	8,428	9,190	10,138	11,182	11,636
<i>Online</i>	n/a	n/a	n/a	n/a	n/a	n/a	n/a	860	1,470	2,027	2,906	4,147	5,653	6,529	6,637
<i>Residential</i>	n/a	n/a	n/a	n/a	n/a	628	667	600	813	970	1,471	1,844	1,873	1,688	1,866
<i>Commuter</i>	45	220	700	1,600	1,767	5,367	6,088	5,967	6,003	6,486	6,957	7,345	8,265	9,494	9,770
Faculty															
<i>Full-time</i>	0	*	*	*	*	94	103	124	145	148	158	172	196	201	*
<i>Part-time</i>	1	*	*	*	*	602	700	710	751	899	1,070	828	1,105	1,093	*
Faculty Total	1	*	*	123	165	696	803	834	896	1,047	1,228	1,000	1,301	1,294	*
Staff															
<i>Full-time</i>	1	*	*	*	*	293	348	419	458	515	564	638	708	727	*
<i>Part-time</i>		*	*	*	*	187	226	225	236	258	283	215	260	270	*
Staff Total	1	*	*	*	*	480	574	644	694	773	847	853	968	997	*
Properties (cumulative)															
<i>Total Properties</i>	1	1	1	3	3	19	22	22	27	28	32	32	36	37	40
<i>Residential Sq. Ft.</i>	0	0	0	0	0	199,866	235,178	235,178	308,029	360,019	499,626	499,626	499,626	499,626	499,626
<i>Institutional Sq. Ft.</i>	*	*	*	66,322	66,322	601,767	659,497	659,497	900,367	900,367	974,033	974,033	1,142,020	1,174,688	1,297,507
* Indicates data unavailable n/a indicates program not offered. ¹ This IMP addresses specifically the institutional facilities and development within San Francisco. This table entry, therefore, is limited to University-operated institutional facilities and student housing within San Francisco.															



IV. Programs and Curricula

Academy of Art University offers 18 art and design majors described below. Within these academic departments students may choose to specialize in one of more than thirty possible tracks. The Academy offers certificate programs, Associate of Arts (AA), Bachelor of Fine Arts (BFA), Bachelor of Arts (BA), Master of Fine Arts (MFA), Master of Arts (MA) and Master of Architecture (M. Arch.) degrees in the schools described below.

Online Students

Since 2002, the Academy of Art University has been committed to an educational model that offers students both on-campus and online delivery of art, design, and communications curricula. Currently, most courses that can be taken on campus have been translated to the online environment. For Academy students, these classes represent the same content and quality as on-campus classes, with more flexibility. Two-thirds of all Academy students now complete at least some of their coursework online and approximately one-third complete all their classes online. The success of this online option for students is important because these students, who are not physically present in San Francisco, do not add to the Academy's facility needs in a significant way, or to traffic or other impacts or demands on City resources.

The Online Education department has developed a proprietary Learning Management System designed for teaching art and design online. Online education facilities include development, staging and production environments. A 24/7 Help Desk is available for online students and faculty. The online education department also provides support for live two-way, video-audio directed-study classes, portfolio review, online student Town Hall meetings and online faculty meetings.

Alignment of Degree Programs Online/Onsite

The Academy has ensured alignment of online offerings with on-campus offerings in the following ways:

- It is university policy that all academic programs shall be offered both on campus and online (subject to accreditation approval for new online programs). Currently all degree programs are offered online except Acting, Landscape Architecture, and the BFA degree in Architecture.

- Program design, mission and objectives, and program and course learning outcomes for each academic program are identical. Students may move seamlessly between on campus and online classes.
- In many cases, online classes are designed, taught, and continually improved by the same faculty members who teach the classes on campus.
- Online directors or coordinators (faculty) work with academic department directors to oversee the on-campus and online versions of the same program.
- The online learning environment uses innovative technology to mirror the campus learning environment.
- Extensive academic support systems are offered equally on campus and online.

Online Course Approval

All courses developed online have first been approved for on-campus delivery by the Chief Academic Officer. The approval process mandates specific and measurable course learning outcomes, explicit assessment strategies, and department approved course content (topics). The intended course learning outcomes, syllabus, course content, assessment features and pace of learning are the same for on campus/online courses and are determined by the faculty and academic department directors. Online courses are reviewed and approved by the faculty member, the academic department director or online director/coordinator, and the relevant online education staff members before the course goes live. The overall online build and course approval process is overseen by the Executive Vice President of Online Education, working with the online academic director/coordinator. Course rebuilds are also approved through the same channels.

All online courses are designed within a standardized delivery format that mirrors the structure of on-campus courses. Innovative use of technology allows for the instructor to demonstrate key skills in engaging video segments, publicly critique student projects, provide formative and summative evaluations, conduct graded class discussions, and assign live student presentations.

Accreditation

Academy of Art University is accredited by many organizations, including the Accrediting Commission for Senior Colleges and Universities of the Western Association of Schools and Colleges (WASC). WASC is one of the six regional associations that accredit public and private colleges and schools in the United States. WASC accreditation requires an assessment for quality and effectiveness for all programs offered by Academy of Art University. Institutional structures, processes and resources are rigorously evaluated and monitored.

Academy of Art University is also accredited by the National Association of Schools of Art and Design (NASAD) to offer degrees of Associate of Arts, Bachelor of Fine Arts, Master of Fine Arts, and Certificates. The BFA Interior Architecture & Design program is also accredited by The Council for Interior Design Accreditation (formerly FIDER) as a Council for Interior Design Accreditation Accredited Professional Level Program. The Master of Architecture Program is

also accredited by the National Architectural Accrediting Board (NAAB). All online Associate of Arts, Bachelor of Fine Arts, Bachelor of Arts, Master of Fine Arts, Master of Architecture and Master of Arts programs are also accredited by WASC. The National Association of Schools of Art and Design (NASAD) also accredits online AA, BFA and MFA Programs. The BFA in Interior Architecture and Design program delivered online is also accredited by the Council for Interior Design Accreditation (formerly FIDER).

Academy Programs

Additional information about specific degree programs offered in each of the following Academy Schools is found in **Appendix B**.

Table 4.1 below shows onsite enrollment for 16 of the Academy's programs (Acting and Landscape Architecture were added in 2011). Information on enrollment in this section is based on the school year 2010-2011.

Course	2010 Onsite Students
Animation & Visual Effects	1,774
Fashion	1,675
Motion Pictures & Television	1,282
Illustration	940
Graphic Design	861
Photography	829
Interior Architecture & Design	623
Web Design & New Media	612
Industrial Design	573
Fine Art	537
Advertising	529
Game Design	282
Multimedia Communications	271
Architecture	262
Music Production & Sound Design for Visual Media	85
Art Education	22
Acting	N/A
Landscape Architecture	N/A
Total	11,157

Acting

Acting was included in Motion Pictures and Television until Summer 2011

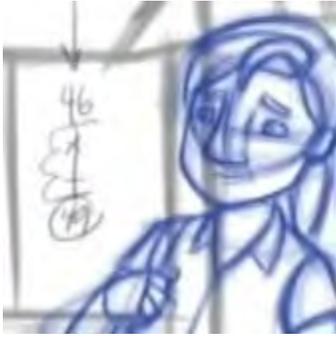
- **Facilities:** Facilities for this program will be shared with the School of Motion Pictures and Television which require open floor plans with high ceilings for lights, the ability to shift sets and to run cameras on rail, sound stages. Facilities will be at 79 New Montgomery and 466 Townsend.
- **Degrees offered:** AA, BFA, and MFA.

Advertising

The goal of the School of Advertising is to empower students to express the idea behind a product in ways that will “grab and hold” both the audience and future employers. Students learn an integrated approach to marketing communications.

- **Enrollment:** As of Fall 2010 there were 529 students enrolled onsite in the School of Advertising.
- **Growth:** Enrollment is projected to increase at the annual rate of 1.65% over the next five years.
- **Facilities:** The School of Advertising, at 60 Federal Street, is designed to look, feel, and function like an advertising agency, with conference room classrooms, an open gallery area where students meet and work together creatively, a small photographic studio for shooting ad concepts, and several drawing studios.
- **Degrees offered:** AA, BFA, Certificate and MFA.





Animation & Visual Effects

Animation requires equal parts technical knowledge, drawing skills and imagination. Specialization is offered in either traditional or 3D animation.

- ***Enrollment:*** The School of Animation & Visual Effects is the Academy's largest program. In Fall 2010 there were 1,774 onsite students enrolled in the School.
- ***Growth:*** Enrollment is projected to increase at the annual rate of 4.85% over the next five years.
- ***Facilities:*** The School of Animation & Visual Effects is outfitted with the latest in technology, with computer labs, a video lab, a green screen studio, a sound booth, a game room and classroom. Much of this equipment requires large spaces in rooms with proper ventilation. The school's classrooms, labs and other facilities are at 180 New Montgomery, 540 Powell, and 2340 Stockton.
- ***Degrees offered:*** AA, BFA, Certificate and MFA



Architecture

Architecture involves design, art, science and construction. Sustainable building design is stressed in all studio projects. Green innovation is integral to the program.

- **Enrollment:** In Fall 2010 there were 262 onsite students enrolled in the School of Architecture.
- **Growth:** Enrollment is projected to increase at an average annual rate of 14.27% over the next five years.
- **Facilities:** The School of Architecture is primarily housed at 601 Brannan where there is a computer lab with cutting-edge workstations, and the latest software. There is a fully equipped architecture shop featuring industry-standard power tools and floor tools.
- **Special Accreditation:** The Master of Architecture program is accredited by the National Architectural Accrediting Board (NAAB), which is the sole agency authorized to accredit U.S. professional degree programs in architecture.
- **Degrees offered:** BFA and M. Arch.



Art Education

The Art Education program at the Academy combines theory and practice to offer the most comprehensive and versatile education in the visual arts. Students will refine their perceptual, problem solving and aesthetic valuing skills, connect communication and visual literacy skills, expand cultural and historical perspective, and extend and apply the visual arts across other disciplines and real world experience.

- **Enrollment:** Fall 2010 had 22 onsite students enrolled in the School of Art Education.
- **Growth:** Enrollment is projected to increase at an average annual rate of 7.79% over the next five years.
- **Facilities:** The School of Art Education is primarily housed at 180 New Montgomery.
- **Degrees offered:** BFA and MA.





Fashion

The School of Fashion is the Academy's second largest school, with 1,675 onsite students. Its goal is to provide students with a global vision that combines the design excellence of Europe with the energy of the United States, and the technology of Asia.

- ***Enrollment:*** In Fall 2010 there were 1,675 onsite students enrolled in the School of Fashion
- ***Growth:*** Enrollment is projected to increase at an average annual rate of 4.84% over the next five years.
- ***Facilities:*** The School of Fashion facilities include regular classrooms, drawing classrooms, knitting classrooms with knitting machines (including two Stoll America Industrial Knitting production machines, and 16 single bed and ten double bed knitting machines), textile classrooms, and computer labs. Equipment is provided for sewing, silk screens and pattern drafting. Large rooms with high ceilings are required for drawing classes. The rooms for the knitting machines require large spaces. Facilities are at 79 New Montgomery, 180 New Montgomery, 60 Federal, and 2340 Stockton. 625 Polk Street was added in Fall 2011.
- ***Gallery Store:*** Merchandising students create window displays and learn the business of managing a boutique at the School's Gallery Store at 79 New Montgomery.
- ***Degrees Offered:*** AA, BFA, Certificate and MFA.



Fine Art

Academy of Art University has a strong commitment to the fine arts, offering a very prestigious faculty and impressive resources. It is the objective of the School of Fine Art to provide students with the creative and technical skills needed to thrive in today's art world.

- ***Enrollment:*** Fall 2010 had 537 onsite students enrolled in the School of Fine Art.
- ***Growth:*** Enrollment is projected to increase at an average annual rate of 4.87% over the next five years.
- ***Facilities:*** Fine Art facilities are at 410 Bush, 60 Federal, 2295 Taylor, and 460 Townsend. The School of Fine Art facilities include classrooms, two of which are full-time anatomy studios and one full-time multimedia room with theatre seating. There are several large painting classrooms with professional lighting, easels and model stands to elevate and present different poses for students. A large variety of props and models are employed for classes; the prop room contains hundreds of interesting items and fabrics for still life compositions. Other facilities include printmaking presses, silkscreen and book arts equipment. Sculpture facilities in San Francisco include a ceramic facility with computer programmed kilns, welding equipment, a mold making studio, a wood shop, and the only complete art-sculpture neon studio in California. Jewelry-making students have access to a hydraulic press and enameling, lost wax casting studio, and calibrated burnout kilns. There is also a foundry located in South San Francisco for bronze casting and fabrication. Loading docks are required at these facilities for tools and equipment. Essentially all of these facilities require large open floor plans, with high ceilings and proper ventilation. To showcase student and alumni work, the Academy also has five galleries that total approximately 12,000 square feet. All of these galleries are equipped with professional track lighting.
- ***Degrees offered:*** AA, BFA, Certificate and MFA.





Sung Ho Lee, MFA Candidate, School of Game Design

Game Design

Game design is the fastest-growing media industry in the world. Not only are more people playing video games, but the virtual world and interactive environments are becoming part of everyday life through phones and televisions. As the game industry innovates and expands, it provides entertainment, education and groundbreaking social interaction. The School of Game Design was part of the School of Animation until 2009.

- ***Enrollment:*** Fall 2010 had 282 onsite students enrolled in Game Design.
- ***Growth:*** Enrollment is projected to increase at an average annual rate of 9.99% over the next five years.
- ***Facilities:*** The School of Game Design has industry-standard resources and equipment, including a green screen studio, sound booth, game room and computer labs with the latest software, principally at 79 New Montgomery and 180 New Montgomery.
- ***Degrees offered:*** AA, BFA, Certificate and MFA.



Graphic Design

The Graphic Design program embraces the entire range of visual communication, recognizing that design is a cultural force that spans the consumer, commerce and social causes. The program provides a robust curriculum of conceptual problem solving, innovation, critical thinking and formal design as well as branding and marketing strategies. Green strategies are very much a part of the program and issues of sustainability are strongly considered.

- **Enrollment:** For Fall 2010 there were 861 onsite students enrolled in the School of Graphic Design.
- **Growth:** Enrollment is projected to increase at an average annual rate of 3.12% over the next five years.
- **Facilities:** Graphic Design classrooms require large spaces. The School of Graphic Design facilities are at 79 New Montgomery.
- **Degrees offered:** AA, BFA, Certificate and MFA.



Illustration

Illustration spans a broad range from fine art to graphic novels to animation. The School of Illustration offers a balanced education of classical skills and new media, and the opportunity to specialize in the illustration field of choice.

- ***Enrollment:*** There were 940 onsite students enrolled in the School of Illustration during Fall 2010.
- ***Growth:*** Enrollment is projected to increase at an average annual rate of 5.54% over the next five years.
- ***Facilities:*** The School of Illustration facilities are at 540 Powell.
- ***Degrees offered:*** AA, BFA, Certificate and MFA.

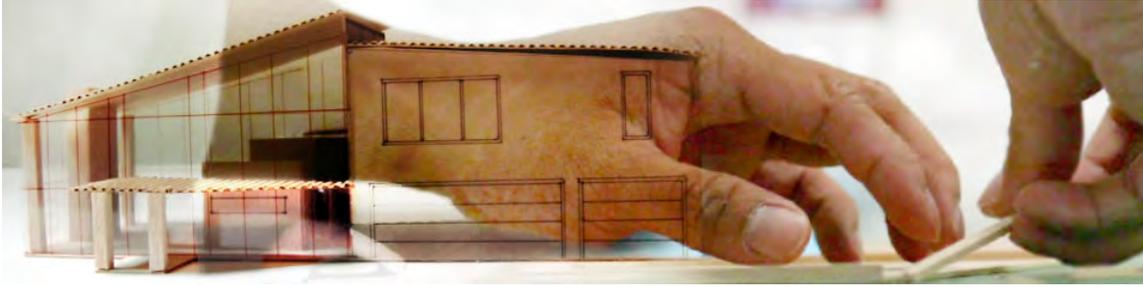


Industrial Design

The School of Industrial Design provides a holistic curriculum, teaching students to build samples and prototypes of the things they design, helping them to better understand the processes that shape a mass-produced product.

- ***Enrollment:*** For Fall 2010 there were 573 onsite students enrolled in the School of Industrial Design.
- ***Growth:*** Enrollment is projected to increase at an average annual rate of 3.33% over the next five years.
- ***Facilities:*** Industrial Design is taught at 5 state-of-the-art workshops: the Wood Shop, Paint Shop, Metal Shop, Plastics Shop and the 3D Computer Lab. These facilities are primarily at 1849 Van Ness Avenue.
- ***Degrees offered:*** AA, BFA, Certificate and MFA.





Interior Architecture & Design

The School of Interior Architecture & Design has a professional curriculum, one that is practical, teaching not just aesthetics, but application and business. The school's location in San Francisco gives it an edge because of the large number of famous designers who live and work in San Francisco. Computer labs are offered with full support staff teaching disciplines from CAD to BIM.

- ***Enrollment:*** For Fall 2010 there were 623 onsite students enrolled in the School of Interior Architecture & Design.
- ***Growth:*** Enrollment is projected to increase at an average annual rate of 3.45% over the next five years.
- ***Facilities:*** Interior Architecture & Design classes require large room lab space for drafting tables and shop space for building models. Classes are primarily taught at 601 Brannan.
- ***Specialty Accreditation:*** The BFA Interior Architecture & Design program is accredited by The Council for Interior Design Accreditation (formerly FIDER) as a Council for Interior Design Accreditation Accredited Professional Level Program.
- ***Degrees offered:*** AA, BFA, Certificate and MFA.



Work by Interior Architecture & Design Graduate – Omid Majidinejad

Landscape Architecture

Landscape architecture is an art and a science, and is projected to be one of the 50 best professions in the next decade. For this reason, and because the San Francisco Bay Area has a high concentration of landscape architects to provide a pool of potential teachers, the Academy has begun this new program. This approved program started with a Survey of Landscape Architecture course; three additional classes were implemented in the summer of 2011. The Academy also plans to offer the program online; WASC will review the program in depth at that time. The program will also receive a full review as part of the regularly scheduled WASC site visit in October 2012. The goal for this program is for eventual accreditation by the Landscape Architecture Accreditation Board, which would change the degree granted by the Academy from a BFA to a professional Bachelor of Landscape Architecture degree.

- ***Growth:*** Growth projections are not yet available for this new program.
- ***Facilities:*** Initial program requirements include two shared classrooms, one drawing studio with drafting tables and a small shop for model making. Three offices will also be required.
- ***Future Facilities:*** No plans for future facilities have been developed for this new program.
- ***Degrees offered:*** AA, BFA, and MFA.



Motion Pictures & Television

The School of Motion Pictures & Television approach to filmmaking is dedicated to practical, hands-on training in a collaborative framework. Students are immersed in a broad range of filmmaking skills, including producing, directing, cinematography, lighting, sound, editing, screenwriting, and production design.

- ***Enrollment:*** There were 1,282 onsite students enrolled in the School of Motion Pictures & Television during Fall 2010.
- ***Growth:*** Enrollment is projected to increase at an average annual rate of 3.88% over the next five years.

- **Facilities:** Facilities for this program require open floor plans with high ceilings for lights, the ability to shift sets and to run cameras on rail, sound stages and a loading dock for large scale equipment. The School offers cutting-edge equipment for cinematography, video, sound and lighting, in addition to a green screen studio, screenwriting lab, sound studio, editing rooms, black-box theater, and prop vault. Facilities are at 79 New Montgomery, 180 New Montgomery and 466 Townsend.
- **Degrees offered:** AA, BFA, Certificate and MFA.



Multimedia Communications

The School of Multimedia Communications was started in 2008. Students are taught to write, edit, shoot, produce, host, report, and broadcast across all types of media.

- **Enrollment:** For Fall 2010 there were 271 onsite students enrolled in the School of Multimedia Communications.
- **Growth:** Enrollment is projected to increase at an average annual rate of 4.83% over the next five years.
- **Facilities:** Classes are taught at 79 New Montgomery.
- **Degrees offered:** BA and MA.



Music Production & Sound Design for Visual Media

The School of Music Production & Sound Design for Visual Media was started as a new department in 2009. Prior to that time, all sound courses were in the School of Motion Pictures & Television. Students are taught to compose for film, video games, television, web content and more.

- ***Enrollment:*** There were 85 onsite students enrolled in the new School of Music Production & Sound Design for Visual Media in Fall 2010.
- ***Growth:*** Enrollment is projected to increase at an average annual rate of 9.04% over the next five years.
- ***Facilities:*** Classes are taught at 180 New Montgomery.
- ***Degrees offered:*** AA, BFA, and MFA.



Photography

Photography students learn digital and traditional photography, documentary photography, photo journalism, fashion photography, advertising photography, and fine art photography. These classes teach students to train their artistic eye and develop an individual style.

- **Enrollment:** There were 829 onsite students enrolled in the School of Photography in Fall 2010.
- **Growth:** Enrollment is projected to increase at an average annual rate of 6.32% over the next five years.
- **Facilities:** Classes are taught at 625 Sutter, 740 Taylor and 180 New Montgomery.
- **Degrees offered:** AA, BFA, Certificate and MFA.



Web Design & New Media

The School of Web Design & New Media prepares students to succeed in the current technological revolution – to use technology to realize their vision – bridging the gap between programmer and artist. Students are offered experience simulating the collaborative environment in the industry. An example is a collaborative project course, “Contribute X” in which students design and produce a comprehensive project having social or environmental merit.

Students and faculty participated in The Urban Forest Project with Sustaining San Francisco in the summer of 2009, delivering not only print designs for posters, but also web designs and motion graphics for this important project.

- **Enrollment:** There were 612 onsite students enrolled in the School of Web Design & New Media in Fall 2010.
- **Growth:** Enrollment is projected to increase at an average annual rate of 4.86% over the next five years.
- **Facilities:** Classes are taught at 180 New Montgomery.
- **Degrees offered:** AA, BFA, Certificate and MFA.



Foundations

It is the objective of the Foundations department to provide a disciplined, cohesive approach to the study of art and design fundamentals in order to prepare beginning students for advancement into their individual majors. The Foundations curriculum aims to heighten a student's perception and understanding of visual structure through the study of drawing, modeling of form, value structure, perspective principles, and color and design theory. Representational skills are emphasized and technical processes developed, providing students with principles for visual communication of ideas that can be applied in their fields of study.

The Foundations department strives to nurture the beginning artist in a challenging and supportive environment through leadership fostered by an experienced and professional faculty.

The classroom experience includes lectures, demonstrations and critiques to facilitate an understanding of the course material and direct communication with the instructor. Additionally, the Foundations department strives to instill an awareness of professionalism and industry expectations to enable students to meet the standards of their respective majors.

Liberal Arts

The goal of the Academy's Liberal Arts program is to foster the minds of creative individuals.

At the core of the Liberal Arts curriculum are comprehensive Art History and English curricula. The Academy celebrates the artistic traditions of the past and encourages emerging artists to situate themselves in this cultural continuum. The Art History sequence brings the great masterworks and their creators to life, engaging students both visually and critically. Highly literate as visual communicators, artists must also be able to express their ideas through written and oral communication.

Every artist, regardless of medium, is a storyteller. Thus, the Academy's unique English series focuses not only on the fundamentals of writing, but also on the elements of narrative. In addition to these core sequence courses, students have the opportunity to choose from a wide range of subjects in the Humanities, Social Sciences, Sciences, and Career Studies.

To ensure that the Liberal Arts curriculum is relevant to students, each course highlights correlations between the subject of study and the major fields of art and design. In Music Appreciation, fashion and interior designers attend the opera to observe costuming, set design, and production work. In Ergonomics, industrial designers study what makes a chair comfortable. In Creative Writing, an illustrator may discover a passion for writing stories for children. Photographers who take astronomy learn the properties of light on field trips to observe the night sky, while cinematographers in Art History discover that Scorsese and Coppola are fans of Caravaggio. In Semiotics, graphic designers, filmmakers, and advertisers decode symbols used in advertising, print media, and film. Business courses give artists the tools to promote and protect their work and to start their own businesses from the ground up. The annual Study Abroad seminar has artists of every kind finding inspiration in the breathtaking cities of Europe.

The Academy strives to nurture the entire artist, and the Liberal Arts program is an integral component in this process.

V. City and Neighborhood Benefits and Impacts

The mission of Academy of Art University is to prepare aspiring artists and designers for careers in the fields of art and design by delivering excellent programs. A key measure of the success of the Academy's mission is the number of current and graduating students that are employed as artists in professional fields.

Although Academy graduates are recruited nationally and internationally, the vast majority of current students and graduates find jobs and internships in the San Francisco Bay Area. Recent statistics show that about three-fourths of the Academy's graduates for whom employment information is available are employed in their fields of study or in a related field. San Francisco and other employers who employ students from Academy of Art University are listed in **Appendix C**. Employment of Academy graduates is a benefit both to the students and to the employers. In addition to providing an excellent and marketable arts education, the Academy offers many other significant benefits to San Francisco.

Benefits Overview

Academy of Art University has grown to be one of the San Francisco Bay Area's premier art and design institutions and the largest private post-secondary art school in the country, not out of a single concerted effort by a public or private entity with the ability to buy and develop a large single-campus institution in its initial development, but out of the incremental efforts of one family over three generations in time.

The University grew at a building by building pace because it was funding its own development internally. It leased buildings in different neighborhoods because that is where the buildings that could accommodate its art curriculum were available. As it grew, it welcomed the opportunity to improve San Francisco neighborhoods and recognized the mutual benefits the Academy and to the City of engaging and embedding in multiple neighborhoods throughout San Francisco.

At the same time the University was developing as a dispersed campus, it took advantage of concentrating buildings and functions when it was able. The clusters of its buildings in the Sutter corridor and along and around Van Ness Avenue speak to this concentration of activity.

Although some may believe that a concentrated single campus is the appropriate model for all educational institutions, and the existing City requirements were adopted at a time when this was the sole model for such institutions, the Academy in fact illustrates that there are many benefits from a dispersed campus.

Economic Benefits

Adaptive Re-use The strategy of the Academy in meeting its facilities needs has been to pursue existing, often historic properties, and this strategy is still in place. Many buildings leased by the University under this strategy needed renovation and revitalization, having been vacant, neglected, and/or on the market for extended periods of time. The University is

committed to preserving such older, often historic buildings. This practice eases the need for public funding from the City for preservation. It also provides economic benefits that are dispersed throughout the City, as property values in the immediate vicinity of the renovated properties are positively affected. Examples of buildings that Academy of Art University has preserved and potentially saved from demolition include St. Brigid's Church at 2151 Van Ness Avenue, the former church at 491 Post Street, and the former YWCA residence designed by Julia Morgan, at 620 Sutter Street.

Real Estate Market Over the past 20 years, Academy of Art University has expanded its programs and facilities in San Francisco. The Academy's ability to lease properties in San Francisco during this period has been a benefit to the San Francisco real estate market and to the local economy in general. Beginning in 2001, and more recently in 2008, the commercial real estate market entered periods of declining demand. The participation of a large institution in such a soft market helps stabilize the overall market and prevent further price declines. It also benefits each of the neighborhoods where properties are found.

Student Spending Total direct student spending in San Francisco by Academy students in 2009 was estimated at \$93 million. As this amount circulates throughout the City, it generates an additional \$27 million in indirect spending and \$23 million of induced spending, for a total of about \$143 million added to the San Francisco economy. The comparable total for the Bay Area economy is approximately \$268 million.³

Spending of this magnitude, which does not include spending by the University itself, or by faculty or visitors, is a significant benefit to the San Francisco economy, and the University's decentralization throughout many neighborhoods in the City disperses the benefit widely. A consolidated campus is largely insular relative to generating daytime economic activity by students. Students, faculty and staff eat primarily on campus. They make purchases on campus, and stay on campus for much or all of the day. A central campus may provide opportunity for business and retail stability and growth, but only in the form of one or several adjacent neighborhood commercial districts immediately outside the University boundaries.

A dispersed campus is outwardly focused and integral to the surrounding community. The fact that Academy students reside in the Lombard/Van Ness corridor and in the Sutter corridor, and attend classes in those areas and others, gives them easy access to neighborhood restaurants, convenience stores, art supply stores, etc. If the Academy had only one consolidated campus, students, faculty and staff would tend to patronize the businesses closest to that one location. Further, the Academy would probably need to provide more food and other supplies and services itself on a large campus, further decreasing student expenditures off-campus. While the Academy now has food service facilities as well as stores where students can purchase art and other supplies, it is clear that a dispersed campus gives students much more opportunity to eat and shop off-campus.

A dispersed campus provides for business opportunities at numerous locations throughout the city, adjacent to each of the University's buildings. This provides business opportunities to neighborhoods that otherwise might not have enough pedestrian and other traffic to support them. The dispersed campus also provides clustering opportunities for business directly and indirectly related to University building uses, especially arts-related uses. For instance, a

³ Academy of Art University: Economic and Cultural Contributions to San Francisco and the Bay Area, Capital Public Finance Group, October 2010 (see **Appendix E**).

University building housing its fine art program provides a foundation for the development and sustenance of neighboring galleries, retail art shops and art supplies shops.

Many Academy students participate in the Knight Kash program, which is a debit card program used by students. Knight Kash cards can be used not only at Academy food service locations but at over 20 private businesses in the City, including markets and restaurants. This program generated \$438,000 of total revenue in 2010 at these businesses, of which \$397,750 was spent at non-Academy businesses. This is an example of how the Academy works with local businesses to increase student spending throughout the City.

It should also be noted that since dispersal of students throughout the City increases student spending at local businesses, the resulting increase in sales taxes is also an indirect benefit to the City.

Benefits to Students

Academy of Art University endeavors to prepare students for successful careers in art and design industries. The dispersal of its facilities has significant benefits in achieving this goal. Students and graduates seeking employment can take advantage of businesses that are near Academy facilities. For example, the classrooms on New Montgomery are just blocks away from the digital media and design companies in South Beach and other South of Market areas. Students in graphic design, game design, multimedia communications and web design have increased opportunities to network with these nearby employers.

Similarly the location of Academy facilities near South Beach and South of Market media and design companies, and near the advertising businesses around Union Square, facilitates the Academy's ability to employ part-time faculty who are active in these art and design worlds. This use of local talent both provides better and more up-to-date course content, and also provides important networking opportunities for students.

The Academy's dispersed student residences allow students to live in small, attractive buildings, rather than in the large institutional (in some cases even high-rise) dormitories provided by other San Francisco colleges and universities with comparable student populations. Students are able to more easily enjoy the surrounding neighborhoods in many ways. They are able to interact with and contribute to the neighborhood communities. They are able to patronize a wider range of neighborhood-serving retail establishments. They are able to recognize and correct neighborhood problems, such as participating in graffiti removal in one neighborhood and tree-planting in another. Participation in such projects, and living in a building with a close connection to the street, give students the opportunity to meet and interact with their neighbors. And as artists, students are exposed to a more rich and widely varied environment from which to draw their ideas and contribute to identified needs. Students living on an insular campus do not have such extensive opportunities.

Further, students in smaller housing units are more easily grouped by the relevant categories Academy uses, such as: first-year students (who are required to have a meal plan), graduate students and special interest communities (including Health & Wellness, Sustainability and Social Justice). These different options provide both social and academic benefits. The fact that living groups are smaller provides the benefit of more opportunities for student involvement in, and leadership roles in, dorm life, academic and community projects and organizations. Each residential facility is fully staffed with a Residence Director and Resident Assistants, giving

students more and better opportunities to interact with these staff members than they would have in large facilities.

Other benefits to students of living in smaller facilities include all aspects of student living that are generally degraded by scale, such as: food services, laundry facilities, and the availability of dedicated space for purposes such as studying, watching TV, some types of recreation, and simply socializing.

Security and Maintenance

In a traditional, concentrated single campus, the benefits of campus security and maintenance accrue largely to the campus itself. Its buildings, property, students and employees are the primary and in many cases the sole beneficiaries. In a dispersed campus, the benefits spill over to public streets and sidewalks, neighboring property and neighborhood residents and businesses. When the Academy moves into a building, it expands the campus-wide private security coverage and patrol services to the building.

The fact that many Academy buildings were previously vacant or under-utilized and are now actively in use is another benefit to the security of the immediately surrounding neighborhoods. The fact that occupied buildings serve as “eyes on the street” and discourage destructive vagrancy, graffiti and other common street crimes is well documented. Academy use of previously underutilized buildings results in a safer and more pleasant pedestrian environment around the properties for both building residents and neighborhood residents.

Impacts Are Dispersed

Traffic impacts associated with a traditional campus are highly concentrated in often small-scale, residential neighborhoods. These residents suffer disproportionately relative to community benefits arising from a university operation. Traffic impacts associated with a dispersed campus are smaller and diffused. In some instances, because many of the Academy’s buildings are housed with uses consistent with prior use and neighborhood character, these impacts may be, essentially, de minimus. A single building that had operated as a commercial office building and now operates as a classroom in a commercial zoning district is unlikely to produce any noticeable new impacts to its surroundings, whereas a collection of a large number of classroom buildings in the midst of a residential zoning district produces a wide range of noticeable impacts to its neighbors.

Large single-campus institutions generate the full range of construction impacts (noise, traffic, dust, etc.) upon each expansion undertaken. The Academy reuses existing buildings and expands via real estate leasing instead of new construction. Its construction impacts are none.

Addressing Neighborhood Needs

The Academy engages in an expansive volunteer and philanthropic program that enhances the lives of San Francisco residents, especially children and the underprivileged. While most universities offer various programs and benefits to their surrounding communities, the Academy provides benefits that are both geographically broad – throughout the city – and geographically concentrated to respond to specific needs of the neighborhoods and residents surrounding its buildings. In neighborhoods where it is needed, students volunteer on graffiti removal. In others they plant trees. In still others, they have designed and painted murals. Living in various neighborhoods, the students see first-hand what the problems are and are able to offer their time and talent to address them through locally targeted efforts, including participation in non-Academy sponsored programs.

Neighborhood Aesthetics

Properties used by Academy of Art University are well maintained and present an attractive appearance, improving the overall image of their respective neighborhoods.

Scholarships for San Francisco and Bay Area Residents

The University offers scholarships for its Pre-College Summer Art Experience to under-served students in both public and private schools, and to students participating in programs sponsored by non-profit organizations. **Table 5.1** shows recent summer scholarships, each of which is valued at approximately \$535:

Table 5.1: Scholarships	
Scholarship Type	Number of Scholarships
San Francisco Unified School District	100
San Francisco Fire Department	100
San Francisco Police Officers Association	100
Archdiocese of San Francisco	50
Bayview Hunter's Point Rotary Club	5
Boys & Girls Club of San Francisco	10
Professional Business Women of California	10
San Francisco Baptist Ministers	10

All first-time undergraduate Academy students who are enrolled full time in a degree-seeking or certificate program in the Summer semester and also enrolled for at least two courses for the following Fall semester are encouraged to apply for the Portfolio Grant Scholarship. This scholarship is merit based; students may earn up to 100% full tuition for two courses in the Fall semester. Students must earn a passing grade in their Summer courses to be eligible.

Four-year full-time Presidential Scholarships, valued at approximately \$71,000 each, are offered as follows:

Table 5.2: Full Time Presidential Scholarships	
Scholarship Type	Number of Scholarships
San Francisco Police Officers Association	10
San Francisco Fire Department	9
Kamala Harris Back on Track program	1

Summer and four-year scholarships are also provided throughout the greater Bay Area and beyond:

Table 5.3: Summer and Four-Year Scholarships	
Scholarship Type	Number of Scholarships
Kipp King Collegiate High School	10 (San Jose, 2008)
Kipp King Collegiate High School	10 (San Lorenzo, 2008)
West Contra Costa Unified School District	20 (plus one Bachelor of Arts Degree, 2009)
Oakland Military Institute	10 (plus one Bachelor of Arts Degree, 2011)
Oakland Fund for the Arts	10 (2009)
Marin School of the Arts	10 (plus one Bachelor of Arts Degree, 2011)

Academy of Art University partners with the California State Summer School for the Arts (CSSSA) to further the careers of CSSSA alumni. In 2010, the Academy awarded one Presidential Scholarship, a four-year full-time college scholarship, to an art and animation student at Santa Rosa High School in Sonoma County, and one Summer Scholarship to a printing and printmaking student at Hamilton High School in Los Angeles County.

Teacher Grants

Academy of Art University offers grants to art teachers at both public and private schools, offering them an opportunity to practice and improve their skills. In this time of severe education budget cutbacks, this grant program is a significant benefit to art education in local schools.

Participation in City-Sponsored Community Programs

Academy of Art University participates in the following City programs to keep San Francisco clean, green and beautiful, improving the quality of life for all residents.

- The Academy joined the Graffiti Watch Program in 2008 and has adopted 16 city-blocks. Academy students abate graffiti on public furnishings, as well as on private properties when requested, every other weekend.
- The Academy has a seat on San Francisco's Graffiti Advisory Board working with City Departments (Office of the Mayor, SFPD, SFDA, DPW, SFMTA, SFUSD) and with private businesses as a think-tank group on strategies to prevent, eradicate and/or control graffiti vandalism.
- Since 2003 the Academy has participated in the City's Community Clean Team, consistently providing a large group of student and staff volunteers for monthly efforts in various neighborhoods in the City - planting trees, abating graffiti, cleaning community gardens, picking up litter.
- The Academy provides financial assistance to the Community Clean Team to help the City continue this program; this is particularly important at this time of City budget cutbacks.
- Faculty, students, and staff from Academy of Art University have created murals around the City.

Pro Bono Work for the City, Non-Profit Organizations and Small Start-up Companies:

- Red Cross – Academy of Art University students designed and developed promotional materials used for advertising and fundraising efforts
- St. Vincent de Paul – “*Discarded to Divine*” Fundraising event to benefit the St. Vincent de Paul Society and their services to people battling poverty, homelessness, and domestic violence
- Project H designing and fabricating dining table for recently placed Bay Area immigrants (<http://projecthdesign.org/projects/kitchentables.html>)
- SF and Bay Area Big Rumble, students created three full blown campaigns with materials from posters to You Tube video ideas to iPhone app concepts (<http://www.thebigrumble.org/>)
- Urban Forest Banner Art Entry 2009
- Web Site Proposal for disabled children called GAMES4Rehab
- Office of the Mayor and the John Stewart Company to plan, set up and photograph families in the Bayview Hunters Point neighborhood
- The short film documentary, “Zero Graffiti for A Beautiful City” was produced by students, faculty, and staff. The link offers a “One-Stop Shop” with myriad of services for communities and residents to be aware of the initiatives to prevent graffiti vandalism, how to report it, how to get involved (<http://www.sfdpw.org/index.aspx?page=1099>)
- Randy Shaw’s Project of Re-Branding the Tenderloin
- SF LGBT Center’s Website Development (2 semesters of work valued at \$80,000)
- Bethany Center Fundraising with the filming of “Ruth Asawa’s Roots of an Artist” (<http://newsfeed.academyart.edu/2011/02/new-film-on-beloved-bay-area-artist-ruth-asawa-is-gaining-attention/>) and ([Ruth Asawa premiere benefits seniors | Janos Gereben | Fine Arts | San Francisco Examiner](#) - www.sfexaminer.com)
- Euna Lee & Laura Ling’s Community Vigil & Captivity in North Korea – the Academy produced this event and partnered with other organizations to increase awareness and attendance
- San Francisco Zoo
- Hamilton Family Center

- Metropolitan Club
- Crowden School of Music (Berkeley)
- Parents' Educational Network (<http://www.parentseducationnetwork.org/>)
- Mill Valley Film Festival
- San Francisco International Film Festival
- Sundance Film Festival Sonoma
- Union Street Merchants' Association
- District 6 Community Building Organization

Academy Facilities are made available, and/or shuttles are provided for transportation, for community organizations and events, including:

- San Francisco Gay Men's Chorus (space)
- Community Women's Orchestra (space)
- Fashion Group International (space)
- San Francisco LGBT Center (transportation)
- Filipina Women's Network (space and transportation)
- Young Professional Association (transportation)
- Asian Art Museum (transportation)
- San Francisco Historical Society (transportation)
- San Francisco Boys & Girls Club (transportation)
- San Francisco Museum and Historical Society (transportation)
- San Francisco Fire Department (storage for antique fire engines and Toys for Tots.)

Classic Automobile Collection

The classic automobile collection consists of over 135 cars, mostly pre-World War I classics. This collection is made available to the public and to students of the University, principally students from the School of Industrial Design.

Impacts

Housing

The University leases existing buildings and often uses them in ways similar to ways they have been used in the past. They have taken buildings whose previous legal use was dwelling units and residential hotels and recast them for student housing. Less often, they have taken buildings formerly used as tourist hotels and reused them for student housing. The function of the residential buildings remains essentially the same – the buildings provided living quarters in the past and provide living quarters today. The change that has occurred is one of tenancy, and in the technical distinction provided by the Planning Code, between the zoning classifications of dwelling units, group housing and student housing associated with an educational institution.

The technical change of use in residential buildings has resulted in space formerly designated as housing either for non-students or for students not in association with a specific institution, to space used almost exclusively for students associated with a single institution. Even though many of the buildings were leased with high vacancy or entirely vacant, this change in zoning category and tenancy has resulted in the removal of one class of residential unit and

replacement with another. To the extent the City is deficient in non-student housing, this is an impact. To the extent the City is deficient in all types of housing, including student housing, this may simply be a tradeoff between residential subtypes.

If the University did not offer housing to its students, some percentage of the students would find housing on their own in the City, presumably in units classified as dwelling units. The impact of the University taking over the units, therefore, is perhaps not as directly quantifiable as identifying the number of legal dwelling units taken off the market through their replacement as student housing. Some percentage of the dwelling units would be used for students in either case.

In instances in which non-student tenants reside in buildings leased by the University, they may remain in the buildings. They continue to be protected by rent control regulations and may use the common facilities available to students living in the buildings.

Commercial Displacement

The University seeks to lease underutilized or vacant buildings. It attempts to avoid commercial tenancy displacement and tends to reuse buildings in ways similar in use and/or intensity to ways in which they have been used in the past. The University has leased commercial buildings with the legal use categories, principally, of office – some with ground floor retail, school and church and has recast them for educational uses such as classrooms, studios, offices, gallery space, lecture facilities and labs. Its bus lot was an underutilized open storage vehicle lot. By and large, this type of re-use has resulted in minimal impacts. Use categories have changed only minimally; commercial tenants have not been displaced by the University. However, to the extent that approximately 22 commercial buildings in principally four use categories (office, retail, church and school) have been replaced by a single use under the planning code (post-secondary education institutional), the availability of the replaced categories is impacted.

Physical Change

Very few physical changes have occurred as a result of the development and growth of Academy of Art University. Because the University leases existing space and does not construct new buildings, exterior changes have been largely limited to signage and lighting. Neighborhoods have not sustained any physical change.

Growth Inducing Changes

Because the University buildings are dispersed and pre-existing in a densely developed urban area, their re-use in ways similar to previous uses at the same locations has not induced any adjacent large-scale growth or change. Rather, their use has supported existing development and neighborhood-serving uses and possibly contributed to the creation of clusters of related uses in nearby existing storefronts such as restaurants, galleries and neighborhood-serving shops.

Transportation

(See **Appendix F**)

Mitigating Actions

On a broad scale, Academy of Art University has attempted to bring many more benefits to San Francisco than impacts. The Academy and its students contribute over \$225 million annually to the City through direct, indirect and induced spending. It has engaged in numerous philanthropic ventures and it has improved neighborhoods by rehabilitating poorly maintained buildings and engaging its students in neighborhood volunteer efforts such as graffiti removal and street tree planting.

Housing

The University has attempted to mitigate its impact on the City's housing stock in three ways: first, by creating new housing from former tourist hotel rooms; second, by retaining non-student tenants; and third, by seeking out vacant or underutilized buildings.

In two locations, 860 Sutter Street and 1727 Lombard Street, the University has converted what were in part tourist hotel units to student housing. In one location, 817-31 Sutter Street, the University converted what were entirely tourist hotel rooms to student housing. This has resulted in a net addition to the City's student-used residential housing stock at these locations.

At six locations, 1080 Bush Street, 1900 Jackson Street, 736 Jones Street, 560 Powell Street, 680 Sutter Street, and 860 Sutter Street, a total of 18 non-student residents occupy a total of 17 dwelling units. These long-term tenants resided in the buildings before the University began leasing the buildings, and remain living in the buildings with student residents. They are protected by rent control and invited to use University common facilities.

As noted previously, the University seeks out vacant and underutilized buildings to avoid displacing residential tenants. While the use category of its residential buildings has changed from one type of residential use (dwelling or group housing) to another (student housing for an educational institution), actual residential use has increased because formerly vacant and frequently ill-maintained units were rehabilitated and are now housing students.

Commercial Displacement

The University's policy of seeking out underutilized and vacant buildings, including commercial buildings, minimizes commercial displacement. In instances in which the University assumes control of a building with tenants, it attempts to accommodate their needs. For example, in its recent acquisition of the Cannery, preexisting commercial uses continue operation alongside University uses.

Transportation

(See **Appendix F** for Transportation, Parking and Loading)

VI. Students, Faculty and Staff

Admissions Procedures

Undergraduate Programs

The Academy maintains an inclusive admissions policy for all undergraduate programs. The University was built on the educational philosophy that all students interested in studying art and design deserve the opportunity to do so. Previous experience with art and design is not required for admission, and students of all skill levels are encouraged to apply. The Academy offers foundation courses that provide students with the core art and design skills they will need to succeed. It is the University's belief that all students willing to make the appropriate commitment have the ability to learn professional-level skills that will lead to economically rewarding careers.

The Academy has a rolling admissions process – students may apply year-round to enroll in classes for the Fall, Spring, and Summer semesters. The Academy requires all students in degree-seeking programs to have either a high school diploma, a Certificate of General Educational Development (“GED”), or proof of successful completion of a Department of Education approved "ability to benefit" test if the applicant is beyond the age of compulsory attendance.

Graduate Programs

The Academy's graduate programs are designed for students who desire to improve their portfolio. The Academy requires graduate applicants to demonstrate their ability and intent to complete a Master of Arts, Master of Fine Arts or Master of Architecture program. After submitting the application form, graduate applicants must submit the following additional items to be considered for admission. Students may only register for graduate classes after being admitted into a Master's program.

- **Portfolio:** A body of work representing the chosen discipline is required for placement purposes. Based on the skill level of the portfolio, a candidate applying to a Master's program may be required to take preparatory classes in advance of entering graduate-level classes.
- **Official College Transcripts:** Transcripts showing completion of an undergraduate degree.
- **Statement of Intent:** Explaining the student's goals in Graduate School leading to a Master of Arts, Master of Fine Arts or Master of Architecture final project.
- **Résumé:** Describing the student's educational and professional experience.

Students

The student population includes traditional college students as well as those seeking personal artistic enrichment. The Academy's Fall 2010 11,138 on-campus students were from a total of 104 countries. Students range in age from recent high school graduates to those in their thirties, forties and beyond. These students come to study in San Francisco, a city known for the vibrancy of its art and design community.

An additional 6,559 students accessed the resources of the Academy through online courses. The Academy serves a dedicated and diverse student body.

- Over fifty-seven percent (57%) of students were full-time
- There were 1,995 transfer students (13% of student population)
- Nearly 200 students (1% of student body) received classroom services for disabilities

While a majority of onsite students attending Academy of Art University are California residents, nearly a third are foreign students. Most California students are Bay Area residents. **Table 6.1** shows the percentage of the onsite student population by geographic origin.

Percent of Onsite Student Population	Geographic Origin
19%	San Francisco
26%	Bay Area exclusive of SF
10%	California outside of Bay Area
14%	Other U.S. States
31%	Foreign Countries
100%	All Areas

The median age of both U.S. and international undergraduate students at the Academy is about 20 years of age. The median age of U.S. graduate students is about 28; the median age of international graduate students is 24. **Table 6.2** shows a breakdown of student age by undergraduate and graduate populations.

Age	Graduate	Undergraduate	Total
Unknown	2	3	5
Under 18	0	108	108
18	0	674	674
19	1	848	849
20	1	986	987
21	27	1,033	1,060
22	197	1,000	1,197
23	415	721	1,136
24	440	572	1,012
25	470	436	906
26	402	336	738
27	357	265	622
28 and over	1,305	1,037	2,342
Total	3,617	8,019	11,636

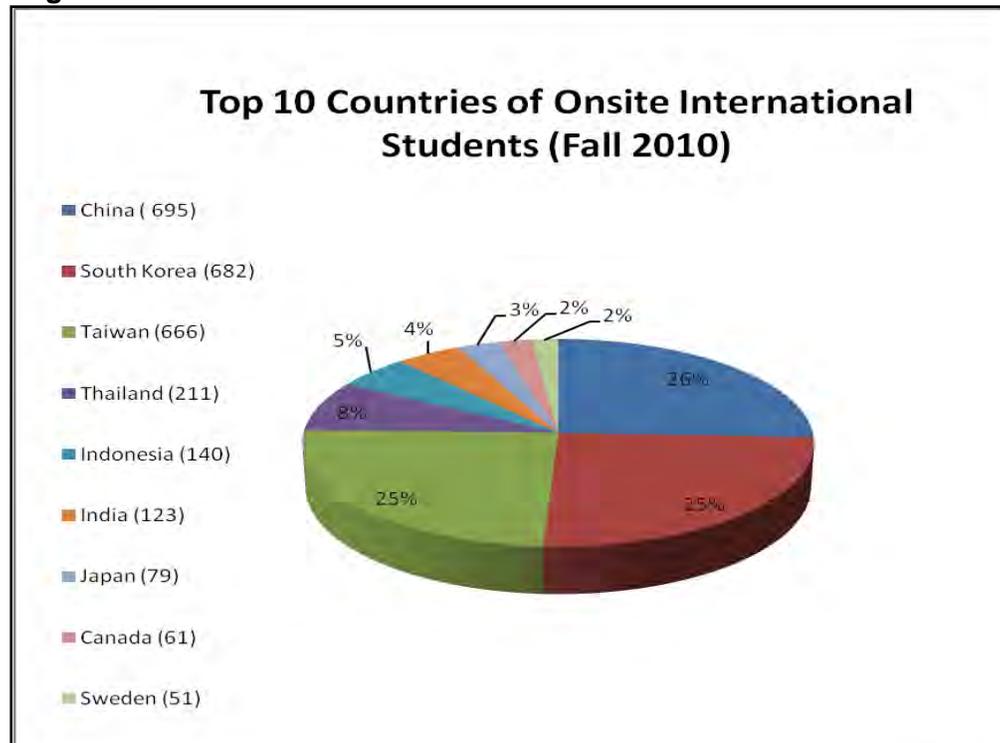
Table 6.3 shows the racial and ethnic diversity of Academy students.

Table 6.3: Racial and Ethnic Composition of Academy Student Population (2010)						
	Onsite		Online		Total	Percentage of Total Students
	# Onsite	% of Total Onsite	# Online	% of Total Online		
Men	5,242	47.1%	2,286	34.9%	7,528	42.5%
Nonresident alien (foreign)	1,506	13.5%	76	1.2%	1,582	8.9%
Black, non-Hispanic	245	2.2%	176	2.7%	421	2.4%
American Indian/Alaska Native	27	0.2%	21	0.3%	48	0.3%
Asian	533	7.1%	109	1.7%	642	3.6%
Pacific Islander	1	0.0%	2	0.0%	3	0.0%
Hispanic	409	3.7%	184	2.8%	593	3.4%
White, non-Hispanic	1,225	11.0%	858	13.1%	2,083	11.8%
Race/ethnicity unknown	1,296	11.6%	860	13.1%	2,156	12.2%
Women	5,896	52.9%	4,273	65.1%	10,169	57.5%
Nonresident alien (foreign)	1,976	17.7%	243	3.7%	2,219	12.5%
Black, non-Hispanic	203	1.8%	379	5.8%	582	3.3%
American Indian/Alaska Native	26	0.2%	33	0.5%	59	0.3%
Asian	551	4.9%	199	3.0%	750	4.2%
Pacific Islander	2	0.0%	0	0.0%	2	0.0%
Hispanic	397	3.6%	263	4.0%	660	3.7%
White, non-Hispanic	1,265	11.4%	1,606	24.5%	2,871	16.2%
Race/ethnicity unknown	1,476	13.3%	1,550	23.6%	3,026	17.1%
Grand Total	11,138	100.0%	6,559	100.0%	17,697	100.0%

Source: AAU Office of Institutional Research (Compiled from census of Fall 2010-2011 students for reporting to U.S. Department of Education Integrated Postsecondary Education Data System.)

The following graph (**Figure 6.1**) shows the number of students from each of the top 10 countries that are sources of onsite international students:

Figure 6.1



Student Housing Policies

The Academy requires all students in degree-seeking programs to have a high school diploma or an equivalency.

The Academy has a diverse student body, with a proud emphasis on the international and cultural diversity of its students. The Academy's international admissions department strives to continue this tradition of international student diversity. The Academy looks at diversity in terms of international and cultural diversity, racial and ethnic diversity, and socio-economic diversity. These factors, as well as the needs of students with disabilities and of students who are "at risk" of academic failure (students from diverse learning backgrounds), are part of the Academy's diversity efforts.

Student Housing

Academy of Art University offers to provide housing to any new full-time student who desires to live in University housing. The Academy currently uses 17 buildings for this purpose. The Academy also housed approximately 60 students for the 2010-2011 school year on a temporary basis in transient occupancy hotels. The Academy anticipates that for the next several academic years it will need to continue placing students in otherwise vacant or underutilized

hotel space. More information on the Academy's residential facilities can be found in Section VII.

Graduation Rates and Employment

Table 6.4 shows the number of students that graduated from Academy of Art University in the school years shown:

Year	Number of Students
2009 – 2010	1,483
2008 – 2009	1,200
2007 – 2008	1,046

Graduation rates for the Academy for first-time full-time freshmen are currently 29% completion within 6 years and 32% total completion. Among the factors affecting graduation rates is the Academy's inclusive admissions policy. Further, these rates do not include transfer students (whose overall graduation rate is approximately 45%), graduate students or students pursuing second degrees. Rates also differ from program to program. Information about graduation rates for each Academy degree program can be found at:

<http://www.academyart.edu/assets/pdf/disclosures-program-plan.pdf>

Although Academy graduates are recruited nationally and internationally, the vast majority of current students and graduates find jobs and internships in the San Francisco Bay Area. Recent statistics show that about three-fourths of the Academy's graduates during the 2009-2010 school year, for whom employment information is available, are employed in their fields of study or in a related field. Of the total of 1,483 graduates during 2009 – 2010, employment information was available for 1,233 students. Data was unavailable for the other 250 students due to continuing education, military service, health issues or because they were international students for whom employment information was unavailable.

San Francisco and other employers who employ students from Academy of Art University are listed in **Appendix C**.

Cost of Attendance & Financial Aid

Tuition and Housing Costs

Currently, undergraduate tuition is \$740 per unit, with each class consisting of 3 units. Graduate tuition is \$840 per unit, with each class consisting of 3 units. **Table 6.5** shows the average undergraduate student's expenses for the 2010-2011 academic year.

Category	Cost
Tuition (\$740/unit, 24 units)	\$17,760
Registration/Student Activity Fee	\$145
Course Fees (average)	\$800
Materials/Supplies (average)	\$1,656
Total	\$20,361

For the Fall 2010 semester, the Academy provided housing to 1,688 of the 11,182 onsite students. Housing costs, by semester, range from \$3,600 for a shared dormitory room for incoming freshmen to \$7,090 for a private studio apartment in the Fall or Spring semester for students over 21 years old, and from \$1,850 for a shared dormitory room to \$3,600 for a private studio apartment in the Summer semester. Utility costs (electric, water, heat) are included in the housing costs.

Financial Aid & Scholarships

The Academy administers need-based financial aid to approximately 53 percent of its onsite students. Twenty-four percent of onsite students receive Pell Grants, federal grants reserved for the lowest income students. The Academy's financial aid packages are created to bridge the gap between a student's financial need and his or her family's ability to contribute to the cost of the student's education. The Academy distributes aid from the Federal Department of Education (including Pell Grants, Direct Subsidized and Unsubsidized Stafford Loans, Direct Parent Plus Loans, Direct Graduate Plus Loans, Federal Supplemental Education Opportunity Grants, Federal Work Study Program, and ACG Academic Competitiveness Grant), the California state government (including Cal Grants) and private sources.

	Number of Students	Percentage of Students
Total Onsite Students Receiving Need-Based Financial Aid	5,831	53% [‡]
Onsite Students Receiving Pell Grants in Addition to Other Aid [†]	2,634	24%

* Percentages based on 11,078 onsite students (including graduate & undergraduate, full-time, part-time & personal enrichment).
[‡] In comparison, 56% of undergraduates at the University of San Francisco receive need-based financial aid.
[†] Note: Of the 6,786 full-time degree-seeking undergraduate students, 35% received Pell Grants.
 Source: AAU Office of Institutional Research.

Since the Academy's scholarship program was founded over forty years ago, it has helped over 45,000 aspiring artists and designers pursue their educational goals. The Academy offers a number of innovative and inexpensive ways for first-time Academy students, high school students, and teachers to improve their skills and experience all that the Academy has to offer.

All first-time undergraduate Academy students who are enrolled full time in a degree-seeking or certificate program in the Summer semester and also enrolled for at least two courses for the following Fall semester are encouraged to apply for the Portfolio Grant Scholarship. This scholarship is merit based; students may earn up to 100% full tuition for two courses in the fall semester. Students must earn a passing grade in their Summer courses to be eligible.

A limited number of high school students are invited to apply for a full-tuition scholarship for the Pre-College Summer Art Experience and Pre-College Saturday Art Experience, programs that provide intensive art experiences for high school students. The Academy engages in significant outreach to underserved students for the Summer Art Experience program.

Teacher Grants provide high school and community college art teachers an opportunity to practice and improve their skills. These full-tuition scholarships apply toward any regular undergraduate course. This program provides an important supplement to arts funding in both public and private schools.

The Academy also offers athletic scholarships to prospective student athletes.

For more information on Academy scholarship programs, see **Section V**.

Faculty and Staff

The Academy's success is largely due to its ability to select outstanding members of the art and design community in San Francisco to serve as faculty. The fact that several of the Academy's classrooms are near Union Square, the Financial District and South of Market makes it possible for many of the faculty members who are also employed in art and design positions to teach part time. This has the benefit of providing instructors who have current experience in the areas that they are teaching, as well as the advantage that many of these instructors are able to walk or take transit to the classroom. During the 2010-2011 school year, the Academy had 201 full-time faculty and 1,093 part-time faculty.

The Academy provides employment opportunities for staff in a variety of different education- and business-related occupations, from senior administrators to admissions representatives, classroom instructors to maintenance staff. Aside from the outsourcing of certain janitorial and security services and the management of its residential facilities, the vast majority of the positions necessary to operate a large art and design school with several facilities are filled by full- and part-time employees of the Academy. During the 2010-2011 school year, the Academy had approximately 727 full-time and 270 part-time staff (not including faculty).

The Academy's Equal Employment Policy

Equal employment opportunity has been, and will continue to be, a basic principle at Academy of Art University. Employment at the Academy is based upon merit, ability and qualifications. No qualified applicant or employee is to be discriminated against because of the following protected categories: race, color, national origin, religion, age, sex (including pregnancy and childbirth), physical and mental disabilities, veteran status, genetic information, Aids or HIV positive status, marital status, domestic partnership, medical condition or genetic characteristics, gender identity, gender and sexual orientation or other status protected by federal, state, local or other law. All such discrimination is unlawful. The Academy's commitment to equal opportunity employment applies to all persons involved in the operations of the Academy and prohibits unlawful discrimination by any employee of the Academy.

VII. Existing Facilities

Overview

The facilities needs of Academy of Art University are unique. Its studio classrooms generally require large open floor plates with windows and high ceilings, to allow adequate light and space for materials such as easels or sculptures, and to allow for partitions for classes of different sizes. These needs are often more easily met in older buildings. Academy of Art University considers it an important advantage to have facilities in the different neighborhoods in the City where it has buildings. There are also advantages to “clustering” certain facilities, as the Academy has done in several neighborhoods, for the ease of students moving between residences and classroom facilities.

Neighborhood Context and Land Use Requirements

The Academy of Art campus includes 40 institutional and residential sites in the Northeastern quadrants of the City, with properties concentrated primarily in the South of Market, Financial District, Downtown Union Square, Van Ness-Lombard transit corridor and Fisherman’s Wharf. These districts provide the structural environment for Academy students and employees to live, work and attend classes, while the University’s occupancy has served to upgrade and renovate the existing building supply and increase the commercial vitality of the City’s neighborhoods. See **Map 1: Neighborhood Context Groups** on the following page for locations of the Neighborhood Context Groups described below.

South of Market

Western SOMA - 601 Brannan (I), 460 Townsend (I), and 466 Townsend (I), 168 Bluxome (R)
 Eastern SOMA – 60 Federal (I), 575 Harrison (R)

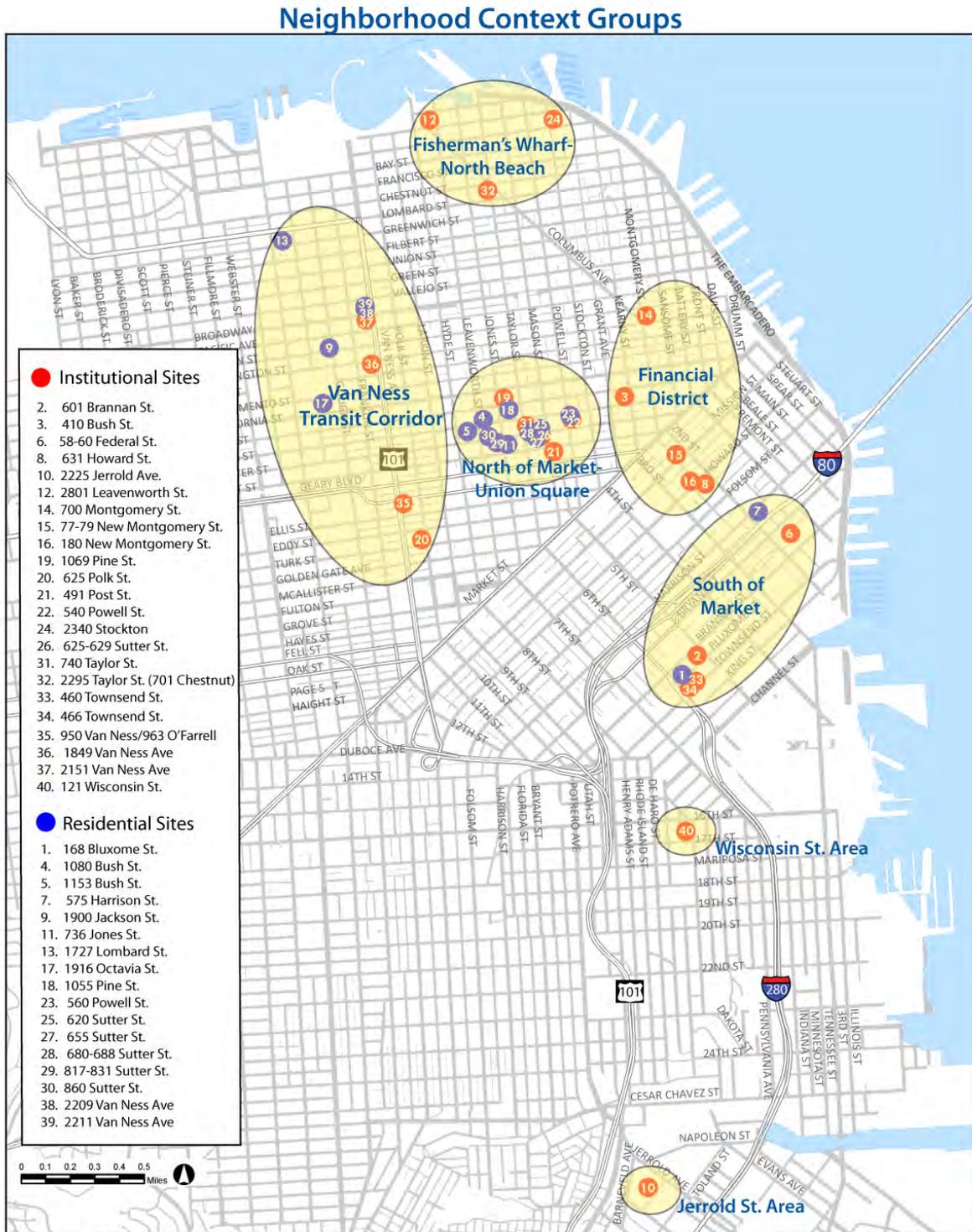
Neighborhood Context

Academy of Art University in the *Western South of Market Area* occupies three classically renovated multi-story warehouse buildings and a portion of a newer live-work development. The surrounding neighborhood contains a mix of similar structures, low density (one-three story) light industrial, wholesale, and media design office buildings as well as larger scale multi-story live-work properties. This is predominately an industrial service and office neighborhood with a minimum of ground level retail sales or services available.

Adjacent neighbors include the Flower Mart, SF Tennis Club, AT&T, various media design companies and Amtrak, which separates West SOMA from Mission Bay. 168 Bluxome is one of four residential live-work developments on that block. Nearby institutions include the Hall of Justice and County Jail.

The two University sites in the *Eastern South of Market Area* are closer to the Financial District and are surrounded by larger building envelopes, with higher density commercial activity, and pedestrian oriented retail sales. 60 Federal Street (I) neighbors include South Park and ground

Map 1: Neighborhood Context Groups



Source: AAU, PBS&J
Updated 9/30/11 - The Marchese Company

Academy of Art University
Existing Institutional and Residential Sites
and Neighborhood Context Groups

2011 IMP

level clothing, restaurants, retail services. 575 Harrison is a residential building sitting at the onramp to the Bay Bridge Freeway across from a public parking lot.

Land Use Requirements

The zoning for the Western SOMA properties is SLI (*South of Market Light Industrial District*), which permits general commercial, light industrial, manufacturing, live/work use, and small design firms. General office, hotels, and entertainment uses are not permitted.

The South of Market SLI sites are also regulated by the *Western SOMA Special Use District* which requires that all educational services be subject to conditional use authorization. The Townsend Street properties are identified historic resources in the Bluxome-Townsend Warehouse Historic District. Surrounding Zoning Districts include South of Market Mixed Use Zoning Districts SLI, SSO (Secondary Office District), and MB- O (Mission Bay Office District).

The zoning for the Eastern SOMA properties is MUO (South of Market Mixed Use - Office District), a more permissive zoning which encourages office uses as well as permitting general commercial, retail, and repair uses. 60 Federal Street is a known historic resource (Rincon Warehouse) and identified in the South End Historic District.

Height limits in the South of Market SLI and MUO Districts range from 50 – 65 feet (X Bulk District).

Financial District

180 New Montgomery (I), 631 Howard Street (I), 79 New Montgomery Street (I), 410 Bush Street (I), and 700 Montgomery Street (I)

Neighborhood Context

The Financial District neighborhood includes five large-scale commercial properties in Downtown (south and north of Market Street), in an area stretching along New Montgomery Street from Howard Street to Montgomery and Columbus Streets at the north. This surrounding development includes a variety of financial, general office, business and administrative services as well as ground level retail sales and storefronts in moderate to high-rise building envelopes. This neighborhood is dense, commercially active and highly populated with buildings, occupants and visitors.

Neighboring institutions South of Market Street include the Yerba Buena Center, Museum of Modern Art and The Moscone Convention Center. The northern portion of the Office District borders Jackson Square and Transamerica Redwood Park with US Customs and Border Control neighboring institutions.

Land Use Requirements

Zoning for the Academy's Financial District properties is generally C-3-O (Downtown Commercial) and C-3-O SD (Downtown Commercial Special Development), with one property zoned C-2 (Community Business).

The C-3-O and Special Development Districts include zoning controls which are designed to provide for the highest intensity of commercial building development in the city, supported by

City and regional transit. Land use standards encourage the orderly development of office buildings which are supported by nearby retail sales and services.

The downtown preservation controls identify the Howard and New Montgomery C-3-O buildings as significant and included within the New Montgomery Second Street Conservation Corridor and the 410 Bush Street property is contained within the Kearny-Market Mason –Sutter Conservation District.

The height limit for the C-3-O District ranges from 80'-130' on Bush Street to 150 (S Bulk) along New Montgomery and Howard Streets.

The 700 Montgomery Street commercial property at the northern edge of the Financial District is zoned C-2, Community Business District, which allows a range of retail sales, services and office uses. The development controls are not as intensive as the C-3-O District and heights are limited to 65 feet (A Bulk District).

700 Montgomery Street is a landmark building in the Jackson Square Historic District. The height-bulk limit is 65 Feet-A.

North of Market - Union Square

540 Powell Street (I), 491 Post Street (I), 740 Taylor Street (I), 1069 Pine Street (I)
560 Powell Street (R), 620 Sutter Street (R), 625 Sutter Street (I), 655 Sutter Street, (R),
680 Sutter Street (R), 736 Jones Street (R), 817 Sutter Street (R), 860 Sutter Street (R),
1055 Pine Street (R), 1080 Bush Street (R), 1153 Bush Street (R)

Neighborhood Context

North of Market-Union Square is home to 15 University properties: four commercial and 11 residential buildings.

This neighborhood provides a very appropriate location for the University's residential sites. Union Square is considered a regional shopping and entertainment center which is well served by City and regional transit. The surrounding pedestrian oriented neighborhood includes high density residential-commercial building envelopes, hotels, art, entertainment, offices and a variety of large and small retail store fronts serving local, regional and international visitors.

Academy of Art University's residential building sites are typical of the structures found in the surrounding neighborhood. This area is characterized by multi-story high density apartments, group housing, and residential hotels providing long and short term housing for residents, tourists, and students.

The University's Institutional sites are two-to-four story commercial type buildings and are surrounded by similar sized buildings with retail, office, entertainment, hotel and residential occupancies.

491 Post Street is an identified City Landmark based upon its social significance and Classic Revival architectural style.

Land Use Requirements

Zoning for seven University Union Square residential and nearby properties is RC-4 (Residential High Density). These districts provide for a mixture of high-density dwellings similar to those in

RM-4 Districts with supporting ground level commercial uses. Institutions are permitted by conditional use authorization. Height limits are 80 – 130 feet.

1055 Pine on the southern border of Nob Hill is zoned RM-4, a high intensity residential district designed for large apartment buildings in the Downtown Area. The height limit here is 65 feet.

The zoning for the University's institutional buildings is C-3-G (General) and C-3-R (Retail), districts which provide zoning controls allowing for a variety of uses; retail, offices, hotels, entertainment, institutions and high-density residential.

The Kearny-Market-Mason-Sutter Conservation District provides preservation regulations which regulate the renovation and development of many of the downtown University building sites. Signage is regulated under the historic district controls.

On-site parking requirements for individual properties in the Downtown Area are reduced or waived based on the dense nature of the area and its proximity to public transit.

Van Ness Avenue Transit Corridor

950 Van Ness/963 O'Farrell (I), 625 Polk Street (I), 1849 Van Ness (I), 2151 Van Ness (I)
2209 Van Ness (R), 2211 Van Ness (R), 1918 Octavia (R), 1900 Jackson (R), 1727 Lombard (R)

Neighborhood Context

The Van Ness Avenue Transit Corridor includes nine properties: four institutional and five residential buildings which are set on or just off the major transit corridor. This neighborhood is well served by public transportation, has well-developed infrastructure and public services, provides a wide roadway and generous sidewalks in addition to well-developed commercial frontage, including numerous attractive and architecturally outstanding buildings.

The commercialization of Van Ness Avenue originated with the designation of the boulevard as U.S. Highway 101, precipitating new business development, including new eating and drinking establishments, entertainment, offices and auto showrooms. Over the years as automotive businesses relocated to other areas of the city, former showrooms were converted to offices, retail and institutional uses while other properties were demolished and redeveloped.

The environment of the Van Ness Corridor changes as it moves from the south at the Civic Center to the north at Bay Street. The south Van Ness Corridor (Redwood Alley to Broadway) is characterized by denser commercial activity, including renovated warehouses and showrooms. Infill development includes large-scale mixed-use complexes such as Opera Plaza. The north end (Broadway to Bay Street) is more residential in character including medium-scale mixed-use development, apartment houses, institutions, and less intensive commercial activity.

Three of the University's institutional buildings are in the southern portion of Van Ness Avenue. 625 Polk Street and 950 Van Ness Avenue are adjacent to the Civic Center neighborhood; and are surrounded by City Hall, various government offices, court houses, as well as supporting retail sales, and large-scale mixed-use buildings. 1849 Van Ness Avenue, north of these sites, neighbors similar warehouse style building envelopes renovated and upgraded for re-use. Both 950 and 1849 Van Ness Avenue were formerly automobile sales and service centers.

The University's five residential buildings are in the northern residential portion of the Van Ness Corridor: four apartment buildings are in or border the adjacent Pacific Heights neighborhood. Two properties, 1900 Jackson Street and 1916 Octavia Street, are located off the Van Ness commercial corridor and contained in completely residential neighborhoods. These apartment buildings are surrounded by similar scale buildings.

2151 Van Ness, St. Brigid's Church site, borders Pacific Heights on Broadway and is surrounded by other institutions, offices, hotels, and mixed-use residential commercial building envelopes. The Star Motel, an alternative residential site, is situated off of Van Ness, on Lombard Street, another major corridor, which is surrounding by hotels, retail and residential uses.

Land Use Requirements

The zoning for Van Ness Corridor includes medium to high density RC-3 and RC-4 residential zoning, in conjunction with the Van Ness Avenue Special Use District. The Octavia and Jackson Street apartment buildings located off of Van Ness in Pacific Heights are regulated by the less intensive RH-2 zoning (Residential-Two Family District).

The RC zoning is intended to promote mixed-use development combining residential uses with neighborhood-serving commercial uses. The Van Ness Avenue Special Use District is designed to promote high density residential with supporting commercial uses, preservation of significant buildings and enhancement of design along the boulevard.

The 625 Polk Street and Lombard Street sites are zoned NC-3 (General Neighborhood Commercial), a Neighborhood Commercial District zoning classification which encourages diversified commercial environment and a wide variety of uses are permitted. Educational institutions are permitted as a principal use.

The height and bulk limits along Van Ness Avenue are generally 80-D. However, these are dependent upon the ratio of residential to commercial; on Polk Street the height and bulk limit is 130-E and on Lombard it is 40-X. New buildings over 50 feet require conditional use authorization.

Fisherman's Wharf – North Beach

2801 Leavenworth Street (The Cannery) (I), 2340 Stockton Street (I), 2295 Taylor Street (701 Chestnut) Street (I)

The Fisherman's Wharf – North Beach neighborhood includes three University sites; 2801 Leavenworth (The Cannery) and 2340 Stockton sites are in the Fisherman's Wharf neighborhood and 2295 Taylor (702 Chestnut Street) is in the North Beach Neighborhood Commercial District. These commercial neighborhoods are major regional tourist and shopping destinations.

In the 1960's, shipping industry changes led to the decline of the Port's maritime operations in the Northeastern Waterfront. These changes led to the departure of many industry and manufacturing businesses from the Fisherman's Wharf neighborhood. Over time and with the cooperation of government and private business efforts, the vacant warehouses were transformed into new commercial centers such as the Ghirardelli Square and Cannery specialty retail centers.

The current plans for holding the America's Cup in San Francisco will add a near-term dimension of commercial activity to the Fisherman's Wharf area as this project unfolds and development occurs to stage and hold the yacht racing event.

The Fisherman's Wharf neighborhood includes office, retail, restaurant, entertainment, and residential uses, including Ghirardelli Square, Anchorage Shopping Center, and Pier 39. Nearby institutions include the Alliant International University and the San Francisco Maritime Museum. Public utilities include a nearby bus yard and a sewer plant.

2295 Taylor Street is in the nearby North Beach Neighborhood, a popular district characterized by neighborhood commercial retail sales, eating and drinking establishments. North Beach is a popular and active specialty shopping and dining district, a tourist attraction as well as a residential neighborhood. This property is surrounded by multi-story mixed-use buildings with commercial retail, office and residential occupancies.

Land Use Requirements

Academy of Art University institutional properties in Fisherman's Wharf are zoned C-2 (Community Business District), a traditional zoning classification that permits a variety of comparison goods and services to Citywide or regional markets, including retail sales, services and offices at all levels of the building envelope. The height limit is 40 feet-X. These two properties are also regulated by the Waterfront-2 Special Use District, which is more permissive towards industrial waterborne uses while limiting hotels and parking.

The North Beach Neighborhood Commercial District controls regulate the Taylor/Chestnut site, encouraging a medium scale, mixed use commercial-residential district with limits on bars, restaurants and places of entertainment. The controls currently prohibit large non-residential occupancies. The height limit is 40-X feet.

121 Wisconsin Street and 2225 Jerrold Ave

These two sites, which are used for Academy of Art University shuttle bus storage and corporation yard type activities, are in areas that have long been industrially zoned and occupied. 121 Wisconsin is on the northern edge of Portrero Hill and 2225 Jerrold is on the northern edge of the Bayview.

121 Wisconsin Street:

Neighborhood Context

The Academy of Art University property is at the edge of Portrero Hill, just southwest of the Southern Embarcadero Freeway/Highway 280, adjacent to Mission Bay and South of Market.

The surrounding neighborhood includes the California College of the Arts and Showplace Square Design Center north of the property, as well as a variety of wholesale and industrial uses on the subject block and south of the site. Significant effort has been made by the City to preserve this formerly industrial-zoned area.

Land Use Requirements

121 Wisconsin is zoned UMU (Urban Mixed Use) District which encourages production, distribution, and repair uses such as light manufacturing, home and business services, arts activities, warehouse, and wholesaling. Additional permitted uses include retail, educational

facilities, and nighttime entertainment. Office uses are restricted to upper floors of multiple story buildings. The height limit is 68-X feet.

2225 Jerrold Ave:

Neighborhood Context

2225 Jerrold Ave is in the Bayview District, just east of Bayshore Boulevard and between the James Lick Freeway and Highway 280 (Southern Embarcadero Freeway). This industrial area is benefited by truck route access to the nearby freeways in and out of the San Francisco. Many of the surrounding businesses developed and located here based on this transit capability.

The surrounding Bayview neighborhood includes large lots containing one- and two-story commercial structures, many providing on-site parking. Industrial uses include open and closed storage facilities, manufacturing, light industrial, and service occupancies. The larger Bayview neighborhood has been the subject of citywide redevelopment effort.

Land Use Requirements

2225 Jerrold is contained within the PDR-2 (Core Production, Distribution, and Repair District) and the IPZ (Industrial Protection Zone), districts which are intended to preserve land and building space for industrial business users. Regulations controls limit the size of retail sales and services.

The PDR-2 District permits Storage Garages or Yard for commercial vehicles, requiring conditional use authorization for private non-commercial parking garage. Places of Assembly and Recreation buildings, commercial are permitted without size restrictions. The height and bulk limit for the property is 65-J.

Policy of Adaptive Re-Use

Because of the Academy's need for space and because of its willingness to invest its resources in this manner, the Academy has been able to pursue a plan of leasing and preserving properties that not only suit its particular curriculum-driven needs or its need to provide housing for students, but that are attractive and often historic or prominent. Many of these buildings were in need of renovation and revitalization, having been vacant and/or on the market for extended periods. Because public funding for such preservation efforts is limited, it falls to the private sector to fill this need. Buildings of this type that Academy of Art University has leased and preserved include St. Brigid's Church at 2151 Van Ness Avenue, the former First Congregational church at 491 Post Street, and the former YWCA residence designed by Julia Morgan at 620 Sutter Street. These preservation efforts are an environmentally sustainable type of redevelopment.

It is important to emphasize that the facility needs of the Academy are a direct result of its success, and that this success is what allows the Academy to contribute to the City in the many ways it does – to the urban landscape by the adaptive re-use of important buildings, to the economy, and to the art and design field as a major supplier of talent for the local and regional workforce.

The Academy operates 40 academic and student residential facilities in the City and County of San Francisco, including 23 academic and administrative buildings and 17 student residences. Three buildings are owned by the Academy, and many are leased on a long-term basis. The

Academy utilizes approximately 1,297,507 square feet of instructional and administrative space in San Francisco. Academy facilities are concentrated in the North of Market/Union Square, Financial District, with a few sites in the more industrial areas south of Market Street, a few in North Beach/Fisherman's Wharf locations, and a handful along the Lombard/Van Ness Corridor. The buildings represent a significant contribution to these neighborhoods, as evidenced by the prior underutilization of many of these properties.

The Cannery

Academy of Art University has recently leased 2801 Leavenworth Street (The Cannery), a unique property in the Fisherman's Wharf area, which is near two other Academy properties and is in the Fisherman's Wharf/North Beach cluster area, identified in the 2008 Institutional Master Plan as an area where the Academy might seek space near its then existing facilities. Upon its leasing by the Academy, the Cannery was mostly (approximately two-thirds) vacant and in need of revitalization. It is anticipated that certain office and retail tenants will remain in the building, at least until their present leases expire; these tenants currently occupy approximately 36,000 square feet of space. The Academy's present uses at The Cannery include approximately 26,000 square feet of administrative offices in previously vacant office space, and approximately 6,500 square feet of gallery space in previously vacant retail space. Office and gallery space are uses that already exist at the site and are not problematic from a land use perspective. An additional use that the Academy plans to seek for The Cannery is art studio/classrooms. The Cannery meets the requirements for studio space mentioned above of large open floor plates, high ceilings and adequate light. This type of classroom use is generally a low density, low impact, low traffic generating use, and should be appropriate for the site, especially given the North Beach area's history as a center for artists and the arts. The Academy has received support for its lease and anticipated use of The Cannery from the Fisherman's Wharf Community Benefit District (a tenant of The Cannery) and others.

625 Polk Street – Former California Culinary Academy Site

Academy of Art University has recently leased 625 Polk Street, a property formerly used as a school by the California Culinary Academy. The University began using this property in Fall 2011 for the School of Fashion and it includes art studios, classrooms, offices and fashion labs. The building was built in 1912 and is listed as a designated City Landmark, No. 174.

700 Montgomery Street

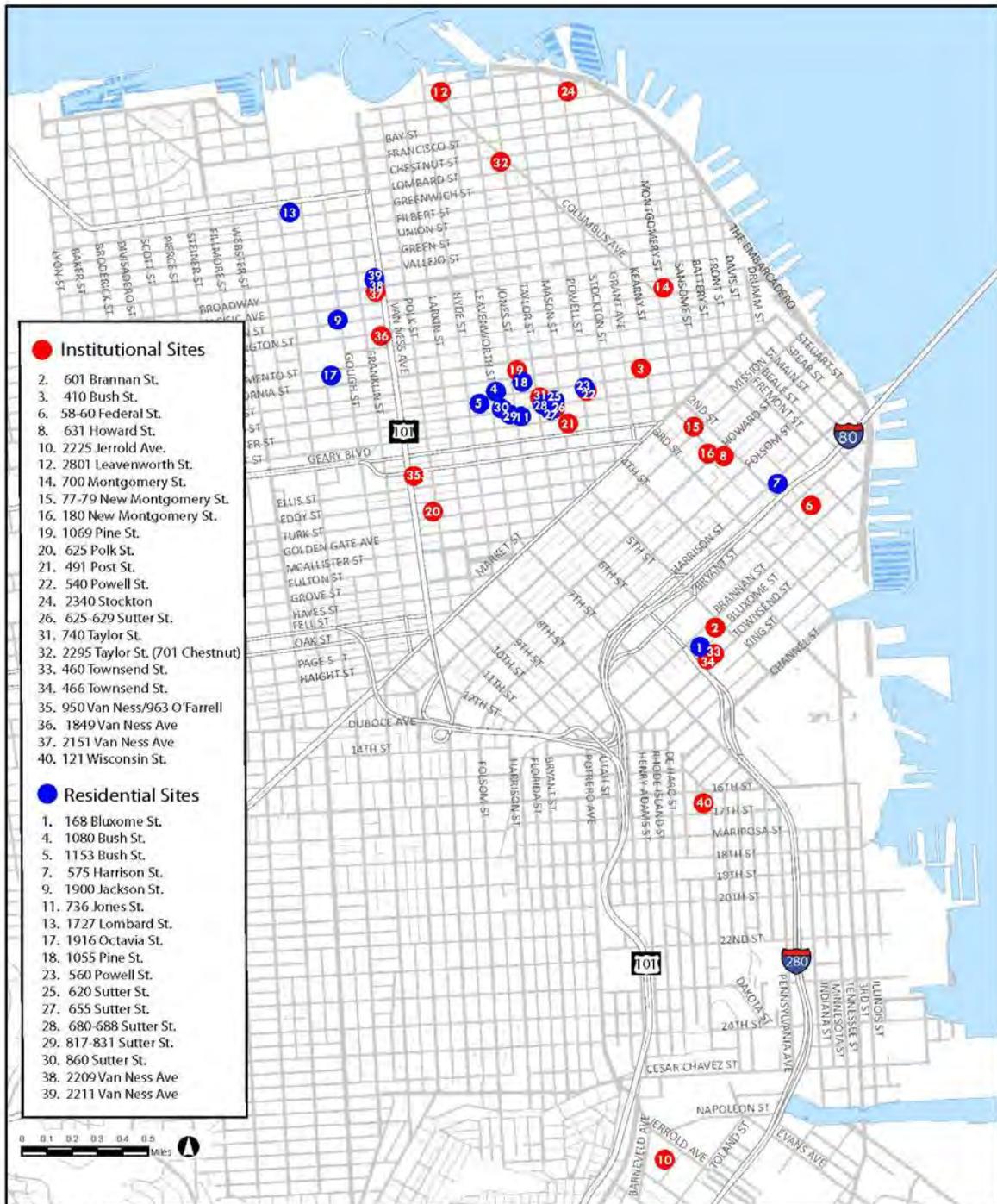
In 2011, Academy of Art University also began leasing approximately 7,000 square feet of office space on two floors of a three-floor office building at 700 Montgomery Street. This building is not used exclusively by the University; it has one other office tenant and retail space.

Table 7.1 below summarizes the Academy's academic, administrative, and student housing facilities. These 40 Academy locations are also shown on **Map 2: Existing Academy Locations**, below.

Table 7.1 Existing Academy of Art University Sites		
Location No.	Street No.	Address
1	168	Bluxome Street
2	601	Brannan Street
3	410	Bush Street
4	1080	Bush Street
5	1153	Bush Street
6	58-60	Federal
7	575	Harrison Street
8	631	Howard Street *
9	1900	Jackson Street
10	2225	Jerrold Avenue *
11	736	Jones Street
12	2801	Leavenworth Street (The Cannery)*
13	1727	Lombard Street
14	700	Montgomery Street*
15	77	New Montgomery (aka 79 New Montgomery) Street
16	180	New Montgomery Street
17	1916	Octavia Street
18	1055	Pine Street
19	1069	Pine Street
20	625	Polk Street*
21	491	Post Street
22	540	Powell Street
23	560	Powell Street
24	2340	Stockton (aka 2300 Stockton) Street
25	620	Sutter Street
26	625-629	Sutter Street
27	655	Sutter Street
28	680-688	Sutter Street
29	817-831	Sutter Street

Table 7.1 Existing Academy of Art University Sites		
30	860	Sutter Street
31	740	Taylor Street
32	2295	Taylor (aka 701 Chestnut) Street
33	460	Townsend Street *
34	466	Townsend Street
35	950 / 963	Van Ness / O'Farrell*
36	1849	Van Ness Avenue
37	2151	Van Ness Avenue
38	2209	Van Ness Avenue
39	2211	Van Ness Avenue
40	121	Wisconsin Street*
<p><i>*Use of building began post April 2008</i></p> <hr/> <p><i>Source: Academy of Art University, 2011.</i></p>		

Map 2: Existing Academy Locations



Academy of Art University
Existing Institutional and Residential Sites

2011 IMP

Tables 7.2 and 7.3 provide additional information about the Academy's academic and administrative facilities and student housing facilities in San Francisco.

Table 7.2 Academic and Administrative Facilities (Fall 2011)							
Location	Block / Lot	Year Acquired / Leased	Own / Lease	Lot Size (sq ft)	Building Size (sq ft)	Sq. Ft. used by Academy	AAU Use
601 Brannan Street	3785/132	2007	Lease	67,500	73,666	73,666	classrooms, labs/studios, machine shop, basketball court
410 Bush Street	270/007	1994	Own	13,198	43,557	43,557	classrooms, labs/studios, offices,
58-60 Federal Street	3774/074	2005	Lease	18,163	99,522	99,522	classrooms, labs/studios, offices, lounge, art store
631 Howard Street	3735/005	2010	Lease	21,450	95,976	32,668	labs, offices.
2225 Jerrold Street	5286A/020	2009	Lease	125,581	91,367	91,367	office, vehicle storage
2801 Leavenworth – The Cannery	0010/001	2011	Lease	66,124	133,675	32,501	offices, gallery
700 Montgomery Street	0196/028	2011	Lease	3,162	11,455	7,037	office
79 New Montgomery Street	3707/014	1992	Lease	22,563	147,509	147,509	offices, classrooms, labs/studios, gallery
180 New Montgomery Street	3722/022	1995	Own	23,668	190,066	190,066	classrooms, labs/studios, library, offices, lounge, cafe
1069 Pine Street	275/008	2000	Lease	7,749	1,875	1,875	student lounge clubhouse office, gym
625 Polk Street	0742/002	2011	Lease	18,906	83,281	83,281	classrooms/studio /office
491 Post Street	307/009	2002	Lease	15,125	37,730	37,730	auditorium, classrooms offices
540 Powell Street	285/009	1977	Own	6,875	30,900	30,900	classrooms, labs/studios, offices, art store
2340 Stockton Street	18/004	1991	Lease	37,813	44,530	44,530	classrooms, labs/studios, offices, darkroom
625-29 Sutter Street	297/014	1968	Lease	6,662	26,322	26,322	classrooms, labs/studios, offices, gallery, darkroom

Location	Block / Lot	Year Acquired / Leased	Own / Lease	Lot Size (sq ft)	Building Size (sq ft)	Sq. Ft. used by Academy	AAU Use
740 Taylor Street	283/012	1966	Lease	3,593	9,100	9,100	classrooms, labs/studios, offices
2295 Taylor (aka 701 Chestnut)	66/001	2003	Lease	10,440	20,000	20,000	classrooms, labs/studios, offices, gallery
460 Townsend Street	3785/023	2009	Lease	10,500	25,920	25,920	classrooms, labs/studios, offices
466 Townsend Street	3785/005	2005	Lease	37,813	113,436	113,436	classrooms, labs/studios, offices, lounge, art store
950 Van Ness Avenue / 963 O'Farrell	718/021, 718/017	2009	Lease	16,680	50,700	50,700	classic vehicle museum
1849 Van Ness Avenue	618/001, 001B	1998	Lease	26,412	107,908	107,908	classrooms, labs/studios, offices, lounge, café
2151 Van Ness Avenue	575/015	2005	Lease	21,492	27,912	27,912	auditorium, lecture facilities
121 Wisconsin St.	3953/004	2008	Lease	20,000	Small trailer	Small trailer	bus lot
Total					1,466,407	1,297,507	

Location	Block / Lot	Year Leased	Own/ Lease	Lot Size (sq ft)	Building Size (sq ft)
168 Bluxome Street	3785/137-184	2007	Lease	21,771	87,895
1080 Bush Street	276/015	1999	Lease	6,294	24,528
1153 Bush Street	280/026	1998	Lease	5,841	10,456
575 Harrison Street	3764/68, 198-230	2007	Lease	11,455	35,341
1900 Jackson Street	592/004A	1997	Lease	2,680	10,798
736 Jones Street	298/027	1994	Lease	4,031	20,321
1727 Lombard Street	506/036	2007	Lease	25,469	16,371
1916 Octavia Street	640/011	1995	Lease	9,750	13,171
1055 Pine Street	275/009	2000	Lease	12,989	36,213
560 Powell Street	285/010	1996	Lease	3,038	18,790

Table 7.3 Summary of Student Housing Facilities (Fall 2011)					
Location	Block / Lot	Year Leased	Own/ Lease	Lot Size (sq ft)	Building Size (sq ft)
620 Sutter Street	283/004A	2005	Lease	12,667	67,775
655 Sutter Street	297/012	1999	Lease	8,319	37,716
680-688 Sutter Street	283/007	1993	Lease	4,098	15,996
817-831 Sutter Street	299/021	2006	Lease	8,563	51,990
860 Sutter Street	281/006	2003	Lease	6,410	35,292
2209 Van Ness Avenue	0570/029	1998	Lease	6,369	11,897
2211 Van Ness Avenue	0570/005	2005	Lease	3,690	5,076
Total					499,626

Table 7.2 above shows the total space used by the Academy of Art University in its properties, all of which are buildings except 121 Wisconsin Street, which is largely a vacant lot. Most of the buildings are occupied totally by the Academy. 631 Howard Street, 700 Montgomery Street, and 2801 Leavenworth Street (The Cannery) are partially occupied by the Academy and other tenants; part of 631 Howard Street may be vacant. The Academy has no plans to occupy more space in 631 Howard or 700 Montgomery. The Academy currently occupies 32,501 square feet in The Cannery at 2801 Leavenworth. It plans to eventually occupy that entire building. This potential expansion space in The Cannery is in addition to the square footage needs described below for the Academy over the next ten years.

Although **Table 7.2** shows a total square footage of 1,466,407 for the properties listed on the Table; of this, the Academy occupies 1,297,507 square feet.

The total square footage for residential space shown in **Table 7.3** above is both the total for those buildings and the total used by the Academy, with the exception of the space leased by non-Academy residential tenants described on page 91.

Tables 7.4 and **7.5** show prior uses of academic, administrative and residential properties.

Table 7.4: Prior Use of Academic and Administrative Facilities	
Facility	Prior Use (in reverse chronological order)
601 Brannan Street	Digital Think offices
410 Bush Street	United Way offices, Insurance office, Westinghouse electric office, firehouse, parking garage
58-60 Federal Street	Offices
2225 Jerrold Street	Beverage distributor
2801 Leavenworth Street	Offices/Retail/Restaurant
700 Montgomery Street	Office
180 New Montgomery Street	Pac Bell offices
79 New Montgomery Street	Office Building

Table 7.4: Prior Use of Academic and Administrative Facilities	
1069 Pine Street	Restaurant and bar in the 1940s and 50s, unknown use immediately before the Academy
625 Polk Street	California Culinary Institute
491 Post Street	Church
540 Powell Street	Erotic art museum and hotel
2340 Stockton Street	Otis elevator offices
625-629 Sutter Street	June Terry School
740 Taylor Street	Benihana restaurant
2295 Taylor Street	San Francisco Art Institute, Gap, Tire stores
460 Townsend Street	Warehouse storage
466 Townsend Street	Office, Telecom, mini storage, manufacturing
950 Van Ness Avenue / 963 O'Farrell	Auto dealership
1849 Van Ness Avenue	Auto showroom, Copenhagen furniture store
2151 Van Ness Avenue	St. Brigid's Church

Table 7.5: Prior Uses of Student Housing Facilities	
Facility	Prior Use
168 Bluxome Street	Live/work condos
1080 Bush Street	Apartments
1153 Bush Street	Prior use unclear: Permits indicate single-family dwelling with guest rooms; also known as a multifamily dwelling for a religious sect and/or physician
575 Harrison Street	Live/work condos
1900 Jackson Street	Apartments
736 Jones Street	Apartments
1727 Lombard Street	Tourist Motel (the Star Motel)
1916 Octavia Street	Elder Care Hotel, Guest House, Apartments, Hotel, Rooming House
1055 Pine Street	St. Anthony's elder care
560 Powell Street	Apartments with restaurant downstairs
620 Sutter Street	Hotel, YWCA
655 Sutter Street	Offices
680-688 Sutter Street	Apartments
817-831 Sutter Street	Hotel Commodore with various restaurants and cocktail lounges
860 Sutter Street	Hotel (Beresford Manor)
2209 Van Ness Avenue	International Institute of SF (a non-profit agency) offices, built in 1913 as rooming house
2211 Van Ness Avenue	Two-family dwelling and restaurant

Distribution of Academic & Administrative and Residential Buildings

Many variables are taken into consideration in determining the locations of residential and institutional properties such as cost, square footage/size, physical condition of building, availability, neighborhood location, and location relative to other Academy properties.

Although the Academy's existing properties are spread throughout several areas of the City, there are relationships between clusters of certain residential and institutional buildings to each other. For example, a significant number of students are enrolled in classes on the New Montgomery Corridor. The Academy recognizes the benefits of concentrating its buildings in certain neighborhoods and within proximity to other Academy buildings.

Academic and Administrative Buildings

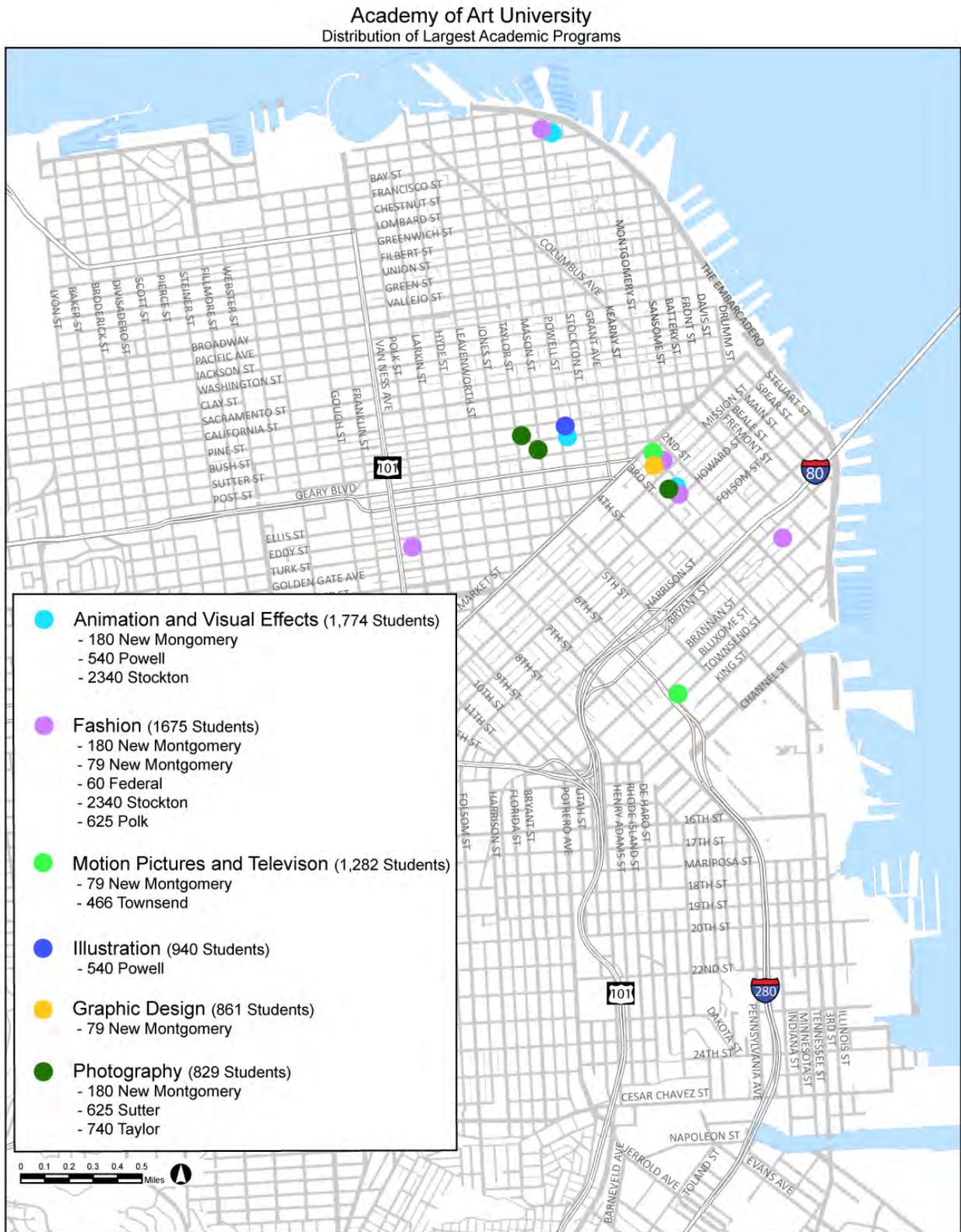
Map 3: Largest Academic Programs on a following page shows the distribution of the Academy's largest academic programs.

In addition to a significant portion of students attending classes along the New Montgomery corridor, students also benefit from the availability of offices for Admissions, Campus Housing, Financial Aid, Registration, Student Affairs and the Student Advisors office in 79 New Montgomery.

Residential Buildings

As shown on **Map 1: Neighborhood Context Groups**, 10 of the 17 Academy's residential properties are clustered in the North of Market/Union Square neighborhood, which is an approximately five square block area. Approximately two-thirds of all students who live in Academy housing are within this area. Several Academy institutional sites are within walking distance to this cluster of residential properties, and many public transportation options are available within the area.

Map 3: Largest Academic Programs



Academic & Administrative Building Overview

The Academy utilizes 23 buildings for academic and administrative uses in San Francisco.

Seven out of this total of 23 buildings - 631 Howard Street, 2225 Jerrold Avenue, 460 Townsend Street, and 950 Van Ness Ave / 963 O’Farrell St, 700 Montgomery Street, 2801 Leavenworth, and 625 Polk Street are new locations since the Academy’s previous Institutional Master Plan submission in 2008. 631 Howard Street is currently being used for office space and Academy Resource Center. 2225 Jerrold Avenue is being used for office space and is the University’s Corporation Yard, to house and repair vehicles in the Academy’s transportation fleet. 460 Townsend Street is being utilized for classrooms, labs and studio space. 950 Van Ness Avenue / 963 O’Farrell St. is being used for a classic car museum/vehicle storage site that is open to the public on a reservation basis. 700 Montgomery Street is currently being used for office space. 2801 Leavenworth is currently being used for office and gallery space. 625 Polk Street is being used for classrooms, studios and offices.

Institutional uses (classroom and administrative space) mainly occur, at present, 21 of the 23 Academy administrative buildings. Academic use is defined as use for educational classrooms for students. Such academic uses include studio and lecture classrooms, workshops, and/or media rooms.

Additional information on uses at the administrative and academic buildings is found below in **Tables 7.6 through 7.9.**

Table 7.6 below highlights the main uses as of Fall 2010 at each of the Academy’s then 20 buildings (including 121 Wisconsin) and square footage used at each site by the Academy at that time.

Table 7.6: Main Uses at Academy Academic and Administrative Buildings (Fall 2010)		
Building Location	Institutional Use	Square Footage used by the Academy
601 Brannan	Interior Architecture & Design (IAD) Architecture (ARH) Select classes in Foundations (FND) and Fashion (FA) also held at this location	73,666
410 Bush	Fine Art / Sculpture (FASCU)	43,557
60 Federal	Fine Art, Painting (FA); Advertising (ADV)	99,522
631 Howard	Academy Resource Center, Offices	32,668
2225 Jerrold	Corporation Yard	91,367

Table 7.6: Main Uses at Academy Academic and Administrative Buildings (Fall 2010)		
Building Location	Institutional Use	Square Footage used by the Academy
79 New Montgomery	Graphic Design (GR) Multimedia Communications (COM) Select classes from programs in “English as a Second Language” (ESL), Fashion (FA), Games (GAM), Motion Picture Television (MPT) also held at this location, Main administrative location	147,509
180 New Montgomery	Digital Photography (PH); Games (GAM); Web Design/New Media (WNM); Fashion (FSH); 3D Animation (ANM); Music (MUS); Art Education; Library	190,066
1069 Pine	Gym	1,875
491 Post	Liberal Arts (LA)	37,730
540 Powell	Illustration (ILL); 2D Animation (ANM)	30,900
2340 Stockton	Cyber Campus (on line administration) 2D Animation Stop Motion Labs (ANM)	44,530
625 Sutter	Photography (PH); Gallery Space	26,322
740 Taylor	Photography	9,100
2295 Taylor (701 Chestnut)	Graduate Fine Art Painting (FA)	20,000
460 Townsend	Classical Sculpture, Foundations (FASCU)	25,920
466 Townsend	Foundations (FND); Motion Picture Television (MPT)	113,436
950 Van Ness / 963 O'Farrell St.	Car Museum	50,700
1849 Van Ness (Washington)	Industrial Design (IDS) – Main	107,908
2151 Van Ness	Industrial Design	27,912
121 Wisconsin	Bus Lot	20,000

Table 7.7 provides an in-depth summary of the academic programs occurring at each Academy building, the number of faculty and staff on site, and the number of classroom and offices found at each location.

Table 7.7: Summary of Academic, Administrative & Faculty Uses (Spring 2010)						
Academy Location	Academy Program	No. of Faculty	No. of Staff	No. of Programs	No. of Classrooms	No. of Offices
601 Brannan	-Interior Architecture & Design (IAD) -Architecture (ARCH) -Select Classes in Foundations (FND) and Fashion (FA)	76 (IAD) 34 (ARCH)	3 FT (ARCH) 8 PT (ARCH) 3 (IAD)	2	37	10
410 Bush	-Fine Art / Sculpture (FA)	14	4	1	28	3
60 Federal	-Fine Art / Painting (FA) -Advertising (ADV)	52 (FA) Fine Art 63 (ADV) Advertising	3 (FA) 2 (ADV)	2	16 (FA) 7 (ADV)	8 (FA) 5 (ADV)
79 New Montgomery	-Graphic Design (GR) -Multimedia Communications (COM) -Select classes from Academy programs in English as a Second Language (ESL), Fashion (FA), Games (GAM), Motion Picture Television (MPT)	79 (GR) 26 (COM)	2 (GR) 2 (COM)	2	16 including Theater space	147
180 New Montgomery	-Digital Photography (PH) -Games (GAM) -Web Design / New Media (WNM) -Fashion (FSH) 3D Animation (ANM) Music (MUS) English as a Second Language (ESL)	62 (WNM) 176 (ESL) 157 (ANM) 11 (MUS) 161 (FASH) 14 (GAM) 22 (PH)	26 (WMN) 42 (ESL) 29 (ANM) 8 (ARC) 4 (MUS) 7 (FSH) 1 (GAM)	8	107	62
1069 Pine	-Academy Gym					
491 Post	-Liberal Arts (LA)	94	1	1	6 including auditorium	4
540 Powell	-Illustration (ILL) -2D Animation (ANM)	32 (ANM) 84 (ILL)	4 (ANM) 1 (ILL)	2	15	5
2300 Stockton	-Cyber Campus (online administrative offices) -2D Animation Stop Motion -Labs (ANM)	7 (ANM) 0 (CYBER)	4 (ANM) 108 (CYBER)	2	0 (CYBER) 7 (ANM)	7
625 Sutter	-Photography (PH) -Galley Space	96	8	1	23	4
740 Taylor	-Photography (PH)	54	2	1	9	4
2295 Taylor (701 Chestnut)	-Graduate Fine Art Painting (FA)	35	3	1	4 classrooms 40 studios	2
460 Townsend	-Classical Sculpture (FASCU)	9	2	1	9	4
466 Townsend	-Foundations (FND) -Motion Picture Television (MPT)	56 (FND) 127 (MPT)	3 (FND) 22 (MPT)	2	16 (MPT) 12 (FND)	4 (FND) 8 (MPT)

Table 7.7: Summary of Academic, Administrative & Faculty Uses (Spring 2010)						
1849 Van Ness	-Industrial Design (IDS) –Main Department Location	48	10	1	36	4
2151 Van Ness	-Industrial Design (IDS)	Staffed by IDS Department at 1849 Van Ness	Staffed by IDS Department at 1849 Van Ness	1	3	0
2295 Jerrold	-Proposed site for Academy Corporation Yard	N/A	31	N/A	N/A	11
950 Van Ness/ 963 O'Farrell	-Academy Car Museum	N/A	N/A	N/A	N/A	N/A

Classroom Enrollment and Number of Classes Held at Academy Buildings

Table 7.8 provides a detailed summary of how many students are enrolled in classes at each Academy building. The number of students attending classes at any given Academy building is broken down per day, with enrollment numbers for each week, as well as number of classes offered by the Academy at any given location. The numbers provided in the matrix are for the Spring 2010 semester and provide numbers on the students at each academic building for each day a class is held.

Flex Space

It is important to note that classroom assignments, classroom locations, numbers of classrooms and room square footages, as well as the number of faculty and staff at any academic building, may differ each semester due to demands on new academic programs by students, and/or changes to the curriculum to meet changes occurring in any specific field. In addition, as an art education institution, teaching art requires “flex space” where classroom spaces can be altered (via movable, temporary walls) to adjust to class/ curriculum requirements, including needs for easels, large sculptures or life-size models, which may also require high ceilings. The number of administrative and or classroom spaces at any one location may fluctuate by 5 or 10 spaces during any given semester.

Projecting future minor changes is also difficult due to the Academy’s rolling admission policy allowing students to enroll up to and past the beginning of classes each semester.

Table 7.8: Enrollment and Class Size (Spring 2010)

Location		Mon	Tues	Wed	Thurs	Fri	Sat	M/Th	M/Tu	M/W	M/W/F	M/W/Th	Th/F	Tue/F	Tue/Th	Tue/Th/F	W/F	W/Th	Totals per Week
601 Brannan	# of students =	725	866	1,190	924	594	7			27					398				4,731
	# of classes =	50	63	79	67	45	1			5					38				348
410 Bush	# of students =	190	366	456	436	170	8								11				1,637
	# of classes =	18	27	33	38	14	2								1				133
701 Chestnut	# of students =	220	188	218	218	250													1,094
	# of classes =	14	13	15	15	20													77
60 Federal	# of students =	1,261	1,493	1,709	1,284	552	52		21	165					238			22	6,797
	# of classes =	92	99	114	93	47	10		1	7					13			2	478
79 New Montgomery	# of students =	1,038	1,178	1,109	1,215	561	39			31	13				31	6	9		5,230
	# of classes =	75	76	76	77	41	3			2	1				2	1	1		355
180 New Montgomery	# of students =	2,838	2,889	3,001	3,072	1,870	99			245	64	16	22	27	306	13	43		14,505
	# of classes =	211	214	219	229	136	14			14	5	1	2	2	20	1	3		1,071
491 Post	# of students =	1,178	570	613	1,995	443											0		4,799
	# of classes =	30	26	28	35	18											1		138
540 Powell	# of students =	466	554	687	712	459	147			74					24				3,123
	# of classes =	33	38	47	43	25	13			5					1				205
2300 Stockton	# of students =	545	635	600	488	161				50					50				2,529
	# of classes =	30	33	28	31	10				2					2				136
625 Sutter	# of students =	279	233	258	219	66	58												1,113
	# of classes =	20	19	23	17	7	5												91
740 Taylor	# of students =	98	197	167	115	55													632
	# of classes =	6	13	11	8	4													42
460 Townsend	# of students =	122	92	175	129	159	30			28					20				755
	# of classes =	9	9	17	11	13	4			2					1				66
466 Townsend	# of students =	723	849	931	1,017	506	76			408					480		57		5,047
	# of classes =	54	64	69	72	41	8			22					23		4		357
2151 Van Ness	# of students =	68	92	102	75		36	20		38					45				476
	# of classes =	4	6	8	5		2	1		2					3				31
1849 Van Ness	# of students =	484	537	532	484	236	108	47						13					2,441
	# of classes =	48	49	41	40	22	9	4						1					214

Table 7.9 below shows the classroom space requirements for specific selected academic programs. As of Spring 2010 these classes were largely held at 460 Townsend, 410 Bush, 79 and 180 New Montgomery, 60 Federal and 2300 Stockton. Many fashion classes have now moved to 625 Polk Street.

Table 7.9: Spatial Characteristics/Requirements of Specific Academic Programs (Spring 2010)				
Academic Dept.	General Locations	Classroom Types	Classroom Specifications	Student Capacity
Sculpture				
	460 Townsend 410 Bush	BRONZE CASTING STUDIO	Large space with high ceiling/proper ventilation	15
		MIXED MEDIA	Large space with standard ceiling/large tables/proper ventilation	15
		SCULPTURE CLASSROOM	Large space with high ceiling	18
		WELDED SCULPTURE CLASSROOM/STUDIO	Large space with high ceiling/proper ventilation	15
		NEON/ILLUMINATED STUDIO	Large space with standard ceiling/large tables/proper ventilation	12
		MODELMAKING & CASTING STUDIO	Large space with standard ceiling/large tables/proper ventilation	20
		METAL ART/JEWELRY CLASSROOM	Large space with standard ceiling/large tables/proper ventilation	18
		CERAMICS CLASSROOM	Large space with standard ceiling/large tables/proper ventilation	20
Fashion				
	79/180 New Montgomery / 60 Federal 2300 Stockton	FSH: CDFP CLASSROOM	Large space with standard ceiling/large cutting tables	18
		FSH: DESIGN CLASSROOM	Large space with standard ceiling/14 3'x6' high tables	26
		LECTURE CLASSROOM	Medium space with standard ceiling (palette armchairs)	30
		DRAWING CLASSROOM	Large space with high ceiling (easels, drawing horses, model stands)	25
		FSH: KNITTING CLASSROOM	Large space with standard ceiling/with tables and knitting machines	20
		FSH: TEXTILE CLASSROOM	Large space with standard or high ceiling/large tables/proper ventilation/	18

Table 7.9: Spatial Characteristics/Requirements of Specific Academic Programs (Spring 2010)				
Academic Dept.	General Locations	Classroom Types	Classroom Specifications	Student Capacity
		FSH: GERBER CLASSROOM	Medium space with standard ceiling large enough to accommodate 21 PC computers	20
		FSH: STOHL COMPUTER CLASSROOM	Medium space with standard ceiling large enough to accommodate 8 PC computers and Stohl Machine	10
		MAC CLASSROOM (1to1)	Medium space large enough to accommodate 21 MAC computers	20
2D-Animation				
	540 Powell/180 New Montgomery/2300 Stockton	PAINTING/DRAWING CLASSROOM	Large space with high ceiling/proper ventilation (easels, drawing horses, model stands)	25
		2D-ANIMATION CLASSROOM	Medium space large enough to accommodate 3'x4' animation tables	20
		PC CLASSROOM (1TO1)	Medium space large enough to accommodate 21 PC computers	20
		ANM: CINTIQ CLASSROOM	Large space with high ceiling/19 PC computer designed for digital drawing (model stands)	18
3D-Animation				
	180 New Montgomery	PC CLASSROOM (1TO1)	Medium space with standard ceiling large enough to accommodate 21 PC computers	20
		ANM: CINTIQ CLASSROOM	Large space with high ceiling/19 PC computer designed for digital drawing (model stands)	18
		ANM: PREPRODUCTION CLASSROOM	Medium space with standard ceiling large (conference table and 3 PC computers)	18
Graphic Design				
	79/180 New Montgomery	DESIGN CLASSROOM	Large space with standard ceiling/13-16 3'x6' tables	24-30
		MAC CLASSROOM (1to1)	Medium space large enough to accommodate 21 MAC computers	20

Academic & Administrative Building Summaries

601 Brannan Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
2007	Lease	SLI (Western SOMA)	67,500	73,666	classrooms, labs, studios

601 Brannan Street is the current home of the University’s program in Interior Architecture & Design (IAD), Landscape Architecture (LAN) and Architecture (ARH). This two-story building has classrooms, studios and labs, a computer studio, a presentation area, and a machine shop for the Architecture and Interior Architecture & Design departments. The building also has an outdoor basketball court used by Men’s and Women’s Basketball. This building is located near 466 Townsend.



601 Brannan originally consisted of two separate structures – one brick and one metal – which were joined, renovated for office use, and which now function as one. Prior to the University’s use of the property in 2007, the building was leased to a now defunct “dot com” company.

Institutional uses at this site include: classrooms, labs, and studios.

410 Bush Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
1994	Own	C-3-O	13,198	43,557	classrooms, labs, studios, offices

410 Bush Street houses the program in Fine Art/Sculpture (FASCU). This building has several classrooms and studios, including sculpture classrooms, a furniture construction classroom, a model-making and small metals casting studio, a metal art and jewelry classroom, a ceramics classroom, and a figure modeling studio. This building is three stories with onsite parking. Prior to the University’s acquisition, this building housed offices.



Institutional uses at this site include: classrooms, labs, studios and offices.

This property has been identified as within the Kearny-Market-Mason-Sutter Conservation District.

58-60 Federal Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
2005	Lease	SSO	18,163	99,522	classrooms, labs, studios, offices, lounge

58-60 Federal Street houses the programs in Fine Art, Painting (FA) and Advertising (ADV). Within this building, studios and classrooms are used for the teaching and practicing of printmaking, textile arts, painting, drawing, silkscreen, lithography, etching, and book arts. This former office space also houses a student lounge.



Institutional uses at this site include: classrooms, labs, studios, offices, and lounge.

631 Howard Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
2010	Lease	C-3-O (SD)	21,450	95,976	labs/office

The Academy began using 32,668 square feet in this property in the Fall of 2010 for offices for the Academic Resource Center, and administrative offices.

This property has been identified as within the South End Historic District.



2225 Jerrold Avenue

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
2009	Lease	PDR-2	125,581	91,367	vehicle storage, offices

This property was previously a beer distribution operation prior to its use by the Academy. Its long-term use has not been finalized but, in the short term, the Academy wishes to store Academy busses and other vehicles, and use the property as a corporation yard. It is being used as offices by several administrative departments. The Academy also uses this property as storage for the San Francisco Fire Department for 20 antique fire engines and for Toys for Tots.



2801 Leavenworth Street (The Cannery)

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
2011	Lease	C-2	66,124	133,675	office/retail (both Academy and non-Academy); gallery

The Cannery property in the Fisherman’s Wharf/North Beach area was leased in 2011 when it was almost two-thirds vacant. Approximately 36,000 square feet of the building are currently being used as office space by non-Academy tenants. The Academy is also utilizing approximately 32,500 square feet of office and gallery space. Future uses could include fine art studio/classrooms for the Academy.



700 Montgomery Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
2011	Lease	C-2	3,162	11,455	office

The Academy began leasing approximately 7,037 square feet of office space at 700 Montgomery Street in 2011. The building is used as office space for the Academic Online Directors and Coordinators. Other tenants in the building include a law firm and a café.



79 New Montgomery Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
1992	Lease	C-3-O	22,563	147,509	offices, classrooms, labs, studios, gallery

The 79 New Montgomery Street building serves as the hub of administration for the University, housing most of its administrative offices, including Accounting, Accounts Receivable and Payable Departments, Admissions, the Athletic Department, Campus Housing, Curriculum, Executive offices, Financial Aid, Graduate School offices, Human Resources, Information Technology, Mailroom, Payroll, Registration, Student Affairs, Student Advisors offices and other student services. This former bank building also has a gallery and displays a variety of student and alumni artwork in the street-level window displays.



Two academic programs held at this building include: Graphic Design (GR) and Multimedia Communications (COM).

Select classes for English as a Second Language (ESL), Fashion (FA), Games (GAM), and Motion Picture Television (MPT) are held at this building.

This building was at one time Crocker Bank offices. An owner obtained a permit to build a restaurant just prior to the Loma Prieta earthquake in 1989, after which the building needed substantial repair.

Institutional uses at site include: offices, classrooms, labs, studios, and gallery.

This property has been identified as a Category I building within the New Montgomery-Second Street Conservation District.

180 New Montgomery Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
1995	Own	C-3-O (SD)	23,668	190,066	classrooms, labs, studios, library, offices, lounges, cafe

180 New Montgomery Street houses seven of the Academy’s programs: Digital Photography (PH), Games (GAM), Web Design/New Media (WNM), Fashion (FSH), 3D Animation (ANM), Music (MUS), and Art Education.



The building also houses the University Library and Security offices.

Student lounges, a study hall and computer labs, and a Café are also available in the building for students.

Institutional uses include: classrooms, labs, studios, library, offices, lounges and café

This property has been identified as within the New Montgomery-Second Street Conservation District.

1069 Pine Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
2000	Lease	RM-4	7,749	1,875	gym, student lounge, clubhouse, office

1069 Pine Street is used infrequently as a gym and gathering space for informal and formal club meetings. It is a simple building with one main room and an office, and is immediately adjacent to the dormitory at 1055 Pine Street.



This building was at one time used as retail space.

Institutional uses include: gym, student lounge, clubhouse and office

625 Polk Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
August 2011	Lease	NC-3	18,906	83,281	classrooms, offices, studios, labs

The former California Culinary Academy building was leased in August 2011. The Academy began using the building in Fall 2011 for the School of Fashion and it includes classrooms, studios, offices and fashion labs. 625 Polk Street was built in 1912 and is listed as a designated City Landmark, No. 174.



491 Post Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
2002	Lease	C-3-G	15,125	37,730	auditorium, classrooms, offices

491 Post Street is home to the University's Liberal Arts (LA) department and the Morgan Auditorium, with a capacity of 1,200. This building houses a number of offices as well as various lecture classrooms. The University began use of 491 Post in 2002 after its previous use by a religious congregation seeking to dispose of the historic church property.

Institutional uses here include: auditorium, offices, and classrooms

This property is designated as City Landmark Number 177 and has been identified as a Category I building within the Kearny-Market-Mason-Sutter Conservation District.



540 Powell Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
1977	Own	C-3-R	6,875	30,900	classrooms, labs, studios, offices

540 Powell Street houses the 2-D Animation (ANM) and Illustration (ILL) academic departments, with a number of classrooms and animation labs suited to those studies. It also houses Bradley Hall, a large studio space. Prior to the University’s use of this building, it was reportedly an erotic art museum and hotel.

Uses found at this site include: classrooms, labs, studios, offices

This property has been identified as a Category I building within the Kearny-Market-Mason-Sutter Conservation District.



2340 Stockton Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
1991	Lease	C-2	37,813	44,530	classrooms, labs, studios, offices

2340 Stockton Street, called “Northpoint” by the University, houses the Cyber Campus, the administrative arm of the University’s online program, the Animation Stop Motion Labs (ANM), a variety of administrative offices, classrooms and computer labs. Before the University began use of this building in 1991, it housed a library. Prior to that, the Otis Elevator Company had offices here. Institutional uses at this site include: classrooms, labs, studios and offices.



625-29 Sutter Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
1968	Lease	C-3-G	6,662	26,332	classrooms, labs, studios, offices, gallery, darkrooms

625-29 Sutter Street houses the BFA and MFA programs in Photography (PH). The building has a number of classrooms and studios suited to photography instruction and practice. It also has darkrooms, including an ADA accessible darkroom on the second floor. The photography department stores and issues equipment for student use from the photo issue room on the top level. Before the University began leasing this property in 1968, it was in use for educational purposes by the June Terry School.

Institutional uses at this site include: classrooms, labs, studios, offices, gallery, and darkrooms



This property has been identified as a Category II building within the Kearny-Market-Mason-Sutter Conservation District.

740 Taylor Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
1966	Lease	RC-4	3,593	9,100	classrooms, labs, studios, offices

740 Taylor Street is home to the Photography (PH) department and is configured for the instruction and practice of photographic arts. Although the University occupied the building in 1966, it was then leased for many years to the proprietor of the Benihana restaurant chain. In the late 1980's, the University needed the building and refurbished it for its current use.



Institutional uses here include: classrooms, labs, offices for the Photography Department, and several photography darkrooms.

2295 Taylor (701 Chestnut) Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
2003	Lease	North Beach NCD	10,440	20,000	classrooms, labs, studios, offices

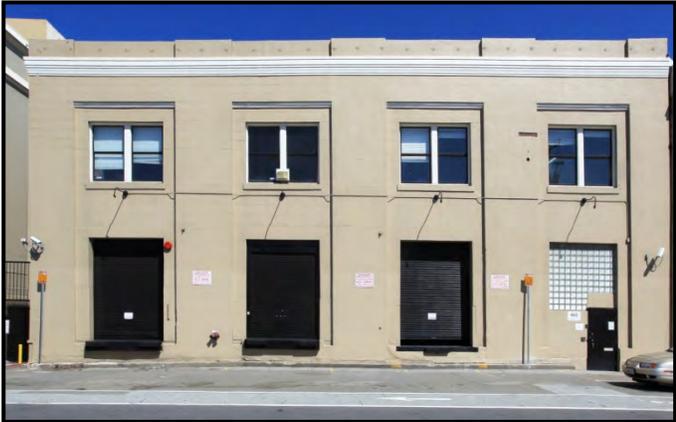
In 2003, 2295 Taylor Street become home to the program in Graduate Fine Art Painting (FA). The Art Institute of San Francisco had previously adapted the building, which had housed a GAP clothing store and parking lot, for use as an artistic teaching space. The bottom floor has small airy studio spaces for graduate students and the upper floor has classroom space, with movable walls for easy reconfiguration as need requires. Institutional uses at this site include classrooms, labs, studio and offices.



460 Townsend Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
2009	Lease	SLI (Western SOMA)	10,500	25,920	classrooms, labs, studios, offices

In 2009, 460 Townsend Street became home to the University’s Classical Sculpture (FASCU) program. This building houses numerous flex classroom spaces to accommodate the changing classroom space needs of the sculpture program and office spaces for faculty and staff. In addition, this building is adjacent to 466 Townsend which allows students to easily access cross program classes at the two buildings.



466 Townsend Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
2005	Lease	SLI (Western SOMA)	37,813	113,436	classrooms, labs, studios, offices, art store, lounge

466 Townsend Street houses the Foundations (FND) and Motion Pictures, Television, and Acting Departments (MPT). The building is configured with a number of lecture, design and drawing classrooms, as well as an acting studio, dance studio, set studio, lighting and cinematography studio, and figure modeling studio. The building also has a student lounge, and an art store. Before the Academy began use of this building, it was used as offices and as a storage facility.



Institutional uses at this site include: classrooms, labs, studios, offices, art store, and lounge.

950 Van Ness Avenue/963 O’Farrell Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
2009	Lease	RC-4	16,680 (Combined)	50,700 (Combined)	vehicle storage, museum

950 Van Ness Avenue/963 O’Farrell consist of two lots and buildings, but are connected and used as a single property. The buildings were previously used as an automobile dealer showroom and were vacant for over one year. The prior automobile dealer showroom contained vehicle storage and office space. The current building is used as an automobile museum and is open to the public. Former office space accessory to the auto dealership is currently vacant.



1849 Van Ness Avenue

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
1998	Lease	RC-4	26,412	107,908	classrooms, labs, studios, offices, café, lounge

1849 Van Ness Avenue, known as the “Warehouse”, continues to be used in accord with its industrial roots by housing the University’s program in Industrial Design (IDS).

This building was originally built as an automobile showroom, and was used as an auto dealership before the University leased it in 1998. Since then, the University has adapted the building for use by the Industrial Design Department. Here, students have the facilities to learn and practice industrial design from start to finish. Concepts are born and engineered in the computer labs and classrooms, models are constructed in the studio spaces. This building has an automobile elevator, a full-scale automobile paint booth, and a large photography studio perfect for instructing students on the photography and marketing of the large industrial products that they create. The building also



has a student lounge, and a small Café. Institutional uses at this site include: classrooms, labs, studios, offices, café, and lounge This property has been identified in the Van Ness Avenue Area Plan as a contributory building.

2151 Van Ness Avenue

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
2005	Lease	RC-4	21,492	27,912	auditorium, lecture facilities

2151 Van Ness Avenue is more commonly known as Saint Brigid’s Church. This property is designated as City Landmark Number 252 and is identified in the Van Ness Avenue Area Plan as a significant building.

In 2005, the University began use of this building, saving it from near-certain demolition by a developer. At that time, the church had been vacant for thirteen years, as the Catholic Diocese did not have the funding to keep the church open or in good repair. Thirteen years of decay, neglect, and severe water damage had taken a toll on the building, and the University set about restoring the church and repairing the damage. The University currently uses this building in a very limited manner for a few drawing classes per week. Classes from the Industrial Design (IDS) program are held at this location. Lecture classes are held in the main auditorium area and a small number of studio classes are held in the basement area.



121 Wisconsin Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
2008	Lease	UMU	20,000	n/a	bus lot

This property was leased in 2008 and is used for storage of Academy shuttle busses. There is a small trailer at the site.



Academy Student Residential Facilities Overview

The Academy operates seventeen (17) residential buildings for students. These buildings are largely located in the North of Market/Union Square neighborhood with a few locations in the Marina, South of Market Area (SOMA), and the Van Ness Avenue corridor.

Currently, the Academy's residential facilities can provide up to 1,868 bed spaces. Certain space that could otherwise be available for bed space is instead allocated to other institutional uses such as recreation and study rooms for students, offices for onsite housing staff, and/or for use by those temporarily visiting the University (such as visiting faculty). See Student Residents on page 102 for more information on student housing.

Table 7.10 below outlines the residential space provided by location:

Location	Total Units	Total Bed Spaces In Use ⁴	Bed Spaces Used for other Academy Uses ⁵	Bed Spaces Used by Non-Staff Students Through Fall 2011	Bed Spaces Used by Staff	Not In Use	Bed Space Capacity if all Units were outfitted with beds
1055 Pine	81	155	1	148	6	0	155
1080 Bush	57	120	10	103	7	0	120
1153 Bush	15	38	0	37	1	0	38
168 Bluxome	61	266	7	250	9	0	266
1727 Lombard	52	81	30	48	3	0	81
1900 Jackson	9	26	4	21	1	0	26
1916 Octavia	22	47	0	43	4	0	47
560 Powell	27	60	10	47	3	0	60
575 Harrison	33	159	7	147	5	0	159
620 Sutter	65	129	10	114	5	0	129
655 Sutter	61	177	11	160	6	0	177
680 Sutter	28	65	5	57	3	0	65
736 Jones	34	65	11	52	2	0	65
(817) 825 Sutter	114	222	6	211	5	0	222
860 Sutter	89	182	5	172	5	0	182
2209 & 2211 Van Ness	30	76	0	73	3	0	76
Totals	778	1868	117	1683	68	0	1868

⁴ Excludes units occupied by non-student tenants.

⁵ Other Academy uses include student community rooms, computer space, offices for Academy housing staff, and temporary housing for Academy visitors. For non-student tenants, see Table 7.11

Non-Student Residents

To increase its stock of student housing, the Academy has leased existing residential properties, such as apartment buildings, hotels, or other group housing-type accommodations. The Academy specifically selects properties whose space is underutilized, which allows the building to be delivered largely vacant. This practice gives the University immediate access to an effective amount of usable space without the need to displace any tenants. However, where existing tenants remain in place in properties leased by the Academy, the Academy's policy is not to evict those tenants, but to allow them to remain in the University-run buildings for as long as they wish. These tenants are allowed to use all common use amenities. The Academy currently houses approximately 18 non-student tenants in six of its buildings, as shown in **Table 7.11** below.

Address	Legal Use	Number of non-students living in building	Number of units occupied by non-students
1080 Bush	57 dwelling units	3	2
1153 Bush	15 dwelling units	0	0
1900 Jackson	9 dwelling units	2	2
736 Jones	34 dwelling units	5	5
1916 Octavia	22-room residential hotel	0	0
1055 Pine	81-room residential hotel	0	0
560 Powell	27 dwelling units	4	4
680 Sutter	retail and 28 dwelling units	2	2
860 Sutter	39 tourist rooms and 50 residential hotel rooms	2	2
2209 Van Ness	1 dwelling unit	0	0
2211 Van Ness	retail and 2 dwelling units	0	0

Residential Building Property Summaries

168 Bluxome Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
2007	Lease	SLI (Western SOMA)	21,771	87,895	residences

The University currently leases 61 units at 168 Bluxome for use as student housing for approximately 250 students. This property was recently built as live/work lofts. Each unit features a private kitchen and bath. The building has a Manager’s office, a recreation room and a study room.



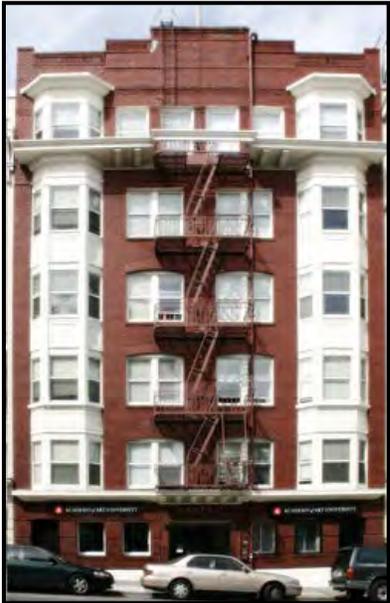
1080 Bush Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
1999	Lease	RC-4	6,294	24,528	residences

1080 Bush, known as the Leonardo Da Vinci Apartments, is a six-story dormitory with 57 total units with capacity for approximately 120 students. This former apartment house has 42 “apartment style” units with individual kitchens and 15 units which share communal kitchens and baths. The building has a Manager’s office as well as a laundry room, a recreation room and computers for student use.

This lower Nob Hill building is within walking distance to most of the Academy’s downtown housing and academic facilities, grocery stores, cafes and restaurants.

Three (3) non-student tenants reside in 2 units in this building.



1153 Bush Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
1998	Lease	RC-4	5,841	10,456	residences

The Frank Lloyd Wright dormitory at 1153 Bush is a classic Victorian residential structure featuring 15 living units with capacity for 38 students. The residential hall has stained-glass windows, an oak staircase, hardwood flooring, a large dining room, and a communal kitchen with locked cabinet and refrigerator space for student food storage.

There is also an outdoor patio and half-basketball court behind the building. Inside, there is a Manager’s office, a laundry room, TV room, and recreation room for student use.

This Nob Hill building is within walking distance to most of the Academy’s downtown housing and academic facilities.



575 Harrison Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
2007	Lease	SSO	11,455	35,491	residences

575 Harrison is a 33 unit facility with space for 159 students. This property was recently built as live/work lofts. Each unit features a private kitchen and bath.

The building has a Manager’s Office, and a recreation room and study room for student use.



1900 Jackson Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
1997	Lease	RH-2	2,680	10,798	residences

The John Singer Sargent Graduate Apartments at 1900 Jackson is a modern building with 9 units with capacity for approximately 26 students. The building is located in the Pacific Heights neighborhood with beautiful bay views. This former apartment house retains its 9 apartment-style units with individual kitchens and private baths. In addition to a laundry room for student use there is a 9-space garage.



Two (2) non-student tenants reside at this location.

736 Jones Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
1994	Lease	RC-4	4,031	20,321	residences

The Vermeer Apartments at 736 Jones occupy a handsome and quiet building perched on one of San Francisco's famed hills, surrounded by restaurants and galleries. The building is within walking distance to most Academy buildings. This former apartment house holds 34 apartment-style units, including individual kitchens and private baths, with capacity for approximately 65 students.



A Manager's office, TV lounge, study room, computer kiosk, laundry room and back patio round out the building's amenities.

Five (5) non-student tenants reside at this location.

1727 Lombard Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
2007	Lease	NC-3/RH-2	25,469	16,371	residences

The former Star Motel at 1727 Lombard Street has 52 units with private baths, and a capacity for 81 students. This location also has a common room and a Manager’s office with a kitchen.



1916 Octavia Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
1995	Lease	RH-2	9,750	13,171	residences

The Coco Chanel female dormitory at 1916 Octavia has 22 units with capacity for 47 students. It is a classic San Francisco mansion with a wide spiral staircase and hardwood floors. This former hotel is located in Pacific Heights near Lafayette Park, and retains much of its original grandeur, with a wide spiral staircase and a gilded ballroom with parquet floors.



The rooms each have a distinctive personality, and have either private or shared bathrooms.

The dormitory has a Manager’s office, a laundry room, a large study room, a TV room and computer kiosks available for student use. The communal kitchen with dining room has locked cabinets and refrigerators for student food storage.

1055 Pine Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
2000	Lease	RM-4	12,989	36,213	residences cafeteria

The Auguste Rodin men's dormitory at 1055 Pine Street is the University's largest male dormitory with 81 units with capacity for 156 students. The building was previously used by St. Anthony's for senior housing. The rooms are spacious and feature both shared and private bathrooms.

The dormitory has large study rooms and computer rooms. This building also has a laundry room, recreational rooms, a weight room, offices, and a cafeteria run by the Academy's outside food vendor to accommodate students on the meal plan, an outdoor basketball area and a garden. There are three communal kitchens on the upper floors for student use.



560 Powell Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
1996	Lease	RC-4	3,038	18,790	residences

The Fritz Lang Apartments at 560 Powell is a beautiful, turn-of-the-century building, with 27 total units offering capacity for 60 students. The Academy refurbished this former apartment house, which is located next door to the 540 Powell academic facility and along the Powell Street cable car line. The building has apartment-style units with individual kitchens and private baths.

The building also has a Manager’s office and laundry room for student use.

Four (4) non-student tenants reside in this building.



620 Sutter Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
2005	Lease	C-3-G	12,667	67,775	residences, offices, pool cafeteria, gym

The Clara Stephens Building at 620 Sutter has approximately 65 units with space for approximately 129 students. It was designed by famed architect Julia Morgan. The building originally housed the San Francisco YWCA, and was later used as a hotel. It features high vaulted lobby ceilings, and a beautiful indoor pool area, grand entrance doors, and an exterior adorned with an array of international flags. The building offers co-ed housing with a communal kitchen and private and communal baths.

The building is also the home to the Academy’s fitness gym and indoor swimming pool equipped with locker rooms and athletic offices. The building features a large common room on the second floor, a computer and study room, storage closets, lockers and cafeteria.



This property has been identified as a Category I building within the Kearny-Market-Mason-Sutter Conservation District.

655 Sutter Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
1999	Lease	C-3-G	8,319	37,716	residences

The Howard Brodie women’s dormitory at 655 Sutter has 61 residential units with capacity for 177 students. It is a modern building located in the heart of Nob Hill, two blocks from Union Square. This former office building is within easy walking distance of the University’s downtown campus buildings.

The building also has a laundry room, a TV lounge and pool table, a computer room, a painting room, a Manager’s office, communal kitchens and baths, and a locker room. This property has been identified as a Category IV building within the Kearny-Market-Mason-Sutter Conservation District.



680-688 Sutter Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
1993	Lease	C-3-G	4,098	15,996	residences, gallery

The Edgar Degas Apartments at 680 Sutter holds 28 residential units with capacity for 65 students. Located in the heart of Nob Hill, it is a former apartment building adjacent to one of the Academy's galleries and is across the street from the Academy’s 625 Sutter academic facility. A University gallery is open to the public at 688 Sutter.

The building has apartment-style units with individual kitchens and private baths. The building has a laundry room, a Manager’s office, a recreation room and a courtyard for student use.

Two (2) non-student tenants reside at this location.

This property has been identified as a Category IV building within the Kearny-Market-Mason-Sutter Conservation District.



817-831 Sutter Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
2006	Lease	RC-4	8,563	51,990	residences

817-831 Sutter Street, known as 825 Sutter is the former Commodore Hotel and was built in 1928 as a merchant seaman hotel.

This dormitory is a co-ed, all-age residence that features private baths with 114 units for a capacity for 222 students. Residents of this building are required to be on a meal plan. The entire building (student rooms and common areas) is Wi-Fi connected. Common areas include study room, recreation room, computer kiosks, mini-kitchen, coin-operated laundry, and large lobby with sitting areas.



860 Sutter Street

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
2003	Lease	RC-4	6,410	35,292	residences

The International House at 860 Sutter Street holds approximately 89 residential units with capacity for 182 students. The building is a turn-of-the-century, six-story former hotel with both communal and private baths. Residents are required to be on a meal plan. Common areas include a recreation room, a Manager’s office, a laundry room, and a café.

Two (2) non-student tenants reside at this location.



2209 Van Ness Avenue

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
1998	Lease	RC-3	6,369	11,897	residences

The Mary Cassatt co-ed dormitory at 2209 Van Ness is a classic Victorian building with 24 rooms with capacity for 53 students. The rooms are spacious and have their own distinctive styles. The rooms feature shared bathrooms.

The dormitory has computer kiosks available for student use, as well as a recreation room, a study room, a laundry room, a kitchen and dining room, a Manager’s office and a backyard patio.

This building features one of the University’s many ADA-accessible residences.

This property has been identified in the Van Ness Avenue Area Plan as a significant building.



2211 Van Ness Avenue

Date Acquired	Own/Lease	Zoning	Lot Size (sf)	Building Size (sf)	Use
2005	Lease	RC-3	3,690	5,076	residences

The Ansel Adams Building at 2211 Van Ness houses approximately 23 graduate students in 6 units which are both apartment-style units with private kitchens and dormitory-style units with a communal kitchen. The building, which was renovated for University use, features unique wood carvings on the walls, and a beautiful koi pond surrounded with landscaped foliage in the front. There is a laundry room for student use.

This property has been identified in the Van Ness Avenue Area Plan as a contributory building.



Student Residents

The Academy provides campus housing mainly to new full-time students. Out of the 17 buildings currently housing Academy students, the Academy has long-term leases on 16 facilities and has one short-term lease arrangement. Combined, these spaces (excluding units occupied by long-term non-student tenants) provide a total capacity for approximately 1,868 bed spaces as shown in **Table 7.10** (page 90).

These figures represent overall capacity and do not indicate the number of students living in a particular facility at a given time. Three factors affect each building’s student capacity. First, many rooms that might be capable of housing students are actually put to use as lounges, study rooms, computer labs, etc. Thus, flexibility is built into the design and room count. For example, a dorm room one year may be used as a quiet study room the next if demand allows. The statistics presented count total possible rooms and bed space. Second, each building may have a resident manager and one or more resident assistants, who also must be factored into the available capacity. Resident managers and assistants currently account for approximately 68 rooms.

The Academy is committed to providing housing for new full-time students who need it. Because attendance and the concurrent need for student housing fluctuate from year to year, there are times when the University’s housing stock is strained, at least temporarily. In those circumstances, much like other major universities, the University has at various times rented hotel or motel rooms on a short-term basis until more permanent space becomes available. The Academy housed approximately 60 students for the 2010-2011 school year on a temporary basis in transient occupancy hotels or motels. The Academy anticipates that for the next two academic years it will need to continue placing students in otherwise vacant or underutilized hotel or motel space. While this is not Academy of Art University’s preferred option for dealing with unexpected overflow, its commitment to the students necessitates such nimble response.



With respect to the Academy’s effect on housing units in San Francisco, the Academy has a history of seeking to lease existing buildings when need dictates, and then renovating or upgrading them in order to provide adequate housing facilities to the students. The school does not develop new housing units; it updates existing ones.

The Academy's student housing includes a wide range of residential configurations. The student rooms take the form of traditional dorm rooms with and without attached bathrooms, apartments and even loft-style apartments. The buildings range from relatively new construction to the oldest being constructed in the 1920s. The University has student housing in a number of neighborhoods; however, in keeping with the University's overall goals, it is concentrated in the downtown and surrounding neighborhoods. As discussed on page 109, much of the foreseeable growth in student population will be concentrated in the online programs which do not carry any demand for campus housing.

Student Life

Student housing offers students more than a place to sleep. Student housing includes laundry facilities, study rooms, computer centers, free Wi-Fi and student lounges equipped with pool tables, televisions and other entertainment. The University's housing also provides a variety of cooking and eating facilities, including individual kitchens in the apartment-style accommodations, shared kitchens in dormitories, cafeterias in some buildings, and cafes or small restaurants. Most of the residential buildings have some kind of outside space for student use as well. In addition, each building is fully staffed with a resident manager and resident assistants, and is visited regularly by security patrols.

Student residents are bound by a license agreement that governs their stay in University housing. This agreement, among other things, establishes the rules and regulations pertaining to student housing. Drug and alcohol use, smoking and parties are prohibited. Students may not sublet their space or allow additional persons to live or spend the night in their rooms. Student residents are also prohibited from having an automobile on campus and the University does not provide any student parking at any of its facilities. All residents are expected to consistently demonstrate their ability and willingness to maintain reasonable relationships with their roommates and neighbors and to act with courtesy and consideration for others at all times.

All students, whether residents in campus housing or not, are also bound by the Student Code of Conduct. It governs students' conduct among their fellow students and the University staff, and addresses students' interaction with the surrounding community. In particular, it reminds students that violation of the law will not be tolerated and encourages respectful conduct towards fellow members of the University as well as the local community.



Campus Safety

Department of Campus Safety

The Department of Campus Safety is a proactive, service-oriented Department that responds to the unique needs of students, staff and neighbors of the Academy's urban campus. The Department is staffed and equipped to deliver personalized protection with pride, sensitivity and integrity.

The goals and scope of the Department of Campus Safety center on ensuring the safety of the entire Academy community including students, staff, faculty and other stakeholders. The Department of Campus Safety is committed to compliance with all federal, state and local laws and to active collaboration with law enforcement at all levels.

The Academy provides a staff of approximately 45 Campus Hosts. Campus Hosts are stationed at all academic buildings and many residences. They are experts on the facilities they staff and provide a valuable link between the public and Academy security. Campus Hosts provide the following services:

- Welcome guests, answer questions and provide literature about the Academy, Academy facilities and the Academy bus system;
- Limit access to buildings to staff, students and invited guests;
- Call security, 9-1-1, police or fire departments when necessary;
- Explain emergency operating procedures and disaster recovery plans; and,
- Direct students, staff and the public to neighborhood amenities and other University facilities

A private security firm provides static guard services at many campus locations. During the academic year, Securitas provides up to 14 staff members for this purpose. During the low occupancy summer months, Securitas services are not needed.

Patrol Services: The University has two vehicles and five staff providing twenty-four hour/seven day a week roving patrols around all campus locations. The Patrol Team is responsible for an aggressive Foot Patrol Program in the Sutter-Bush and Pine Street University neighborhoods.

The Campus Safety Patrol Team members are highly trained and provide an excellent resource for students and staff. All officers are CPR and First Aid certified. In addition officers are required to attend monthly training activities on various first responder responsibilities. The Patrol Team has a rigorous commitment to crime prevention efforts in the University community.

Emergency Preparedness, Crisis Management & Business Resumption

Because emergencies can happen at any time, students and employees at the Academy must be aware of what procedures to follow in the event of any emergency. Student residents are provided a booklet titled "Welcome Home: A Guide to Living in the Academy's Residential Buildings" that instructs students on emergency procedures in the event of a fire or earthquake.

As part of the Academy's emergency preparedness focus, the Director of Campus Safety has established a working relationship with the San Francisco Emergency Operations Center and the San Francisco Hotel Security Association.

The Department of Campus Safety has established a new collaborative relationship with the San Francisco Police Department and the U.S. Department of Homeland Security through the National Incident Management System (NIMS) training. The Academy hosted a NIMS training in August, 2007 at the Academy's Morgan Auditorium. This specialized training will be presented by the SFPD to all colleges and universities within the City and County of San Francisco. The Academy training was the first of its kind among San Francisco institutions. All Campus Hosts took the required test following the training and are now NIMS certified.

In March of 2010 the Academy rolled out its new Mass Notification System to its students and staff. This highly sophisticated system reaches out to the student body via strategically placed flat screens in 32 locations. During any emergency the system broadcasts information on the type of emergency and protocols to follow. In addition to the video screen display the system also announces the same instructions via Email and text messaging.

Prevention of Campus Crime

The Academy maintains an ongoing working relationship with the San Francisco Police Department. The SFPD provides the University with reports of crimes that take place within the neighborhoods surrounding University facilities. The Academy maintains a hard copy as well as the electronic crime log that records criminal incidents by the date reported.

A daily crime log and statistical data is maintained by the Campus Safety Department by means of a sophisticated software program. In addition, the SFPD supplies the University on an annual basis with crime statistics and maps documenting the location of crimes in the neighborhoods surrounding the University's buildings.

In compliance with the U.S. Department of Education requirements, the University publishes an annual report on campus crime (The Cleary Report) by October 1st to all enrolled students and employees. The Cleary Report presents crime statistics by Cleary Act geographic locations and by year reported. The University provides notice, as appropriate, to all prospective students and employees.

The Academy enjoys a strong working relationship with all neighboring police agencies. The Department of Campus Safety works very closely with the San Francisco Police Department and other law enforcement agencies such as the California Highway Patrol (CHP) to assist them with incidents involving University property. The Director of Campus Safety meets regularly with representatives from the San Francisco Police Department, the San Francisco Fire Department and the University of California, San Francisco police and administrative team to discuss strategies and issues related to campus safety.

Active crime prevention programs include the following:

- Monthly Newsletter posted online and distributed in building lobbies
- Monthly New Hire Orientation Presentations for new staff
- Online and in-person training during New Student Orientation Programs
- Education for students through patrol encounters, Email and Video Presentations on how to be safe and secure in San Francisco
- Students escorts provided free of charge 24 hours per day/7 days per week in and around the City. Escorts can be given on foot or by vehicle
- Campus Safety Department is active with the Crime Dog McGruff Program
- Campus Safety Department available to all department staff and students for active discussions on crime prevention topics

VIII. Current and Future Institutional Needs

For the reasons described in this IMP, Academy of Art University has grown over the past decades into the largest private school of art and design in the United States. According to the 2011 Book of Lists published by the San Francisco Business Times, it is the fifth largest University in the Bay Area. The growth of the Academy can be expected to continue in order to meet anticipated demand from both employers and students, based on the Academy's approach to art education, which includes rapid implementation of the changes to its programs necessary to respond to that demand.

Academy of Art University accepts students who wish to enroll through the first week of classes. This late acceptance policy presents an additional challenge for facilities planning. The University's need for large properties with large floor plates, high ceilings with large windows, industrial-size elevators and other mechanical equipment, presents another challenge. The desire of Academy of Art University to preserve historic or prominent properties by adaptive re-use is an additional challenge. These challenges are further exacerbated by the lack of available and appropriate properties in San Francisco.

How the Academy Configures Academic Space

The Academy must meet a wide variety of needs within its academic facilities. All Academy departments require traditional classroom space, offices for faculty and administrative support, art studios, and quiet places for students to study and work. Beyond these traditional spaces, however, the layout and function of the Academy's spaces can sometimes diverge dramatically across disciplines.

For example, while the School of Interior Architecture and Design has more traditional style classrooms and studios for students to learn and work, the School of Photography has black-and-white and color darkrooms, a wheelchair-accessible darkroom, a digital darkroom, equipment storage and issue rooms, and dedicated photography studios – both small studios and a studio large enough for production shoots (i.e., cars, groups, large props). The School of Industrial Design has shop areas corresponding to each different discipline: a Wood Shop, Plastics Shop, Metal Shop, Painting Shop and a 3D computer lab. The School of Advertising is designed to look, feel, and function like an ad agency, with conference room classrooms, an open gallery area for students to meet and work together creatively, a small photo studio for shooting ad concepts, and several drawing studios. The School of Animation and Visual Effects is outfitted with the latest in technology, with computer labs, a video lab, a green screen studio, a sound booth, and even a game room and classroom.

Projected Enrollment Growth

The projected facility growth plans for Academy of Art University have been developed to accommodate projected increases for onsite student enrollment as well as growth in faculty and staff. **Table 8.1** shows how the demand for an art education for onsite students at the Academy is projected to increase from 2011 through 2020. Quantitative projections for faculty and staff are not available because demand for these positions depends on many factors that are not possible to predict with certainty, such as changes in types of classes offered within programs, and changes within available facilities, and the ratio between online and onsite students. There is a near-term demand for 200 administrative staff.

Table 8.1 Projected Enrollment Growth (2011-2020)	
Academic Year Beginning Fall	Onsite Student Enrollment
2011	11,636 (actual)
2012	12,329
2013	12,922
2014	13,538
2015	14,187
2016	14,792
2017	15,369
2018	15,969
2019	16,591
2020	17,238

Table 8.2 highlights the Academy's projected growth for each academic program to 2015 for onsite students. These projections are based on past growth patterns and the Academy's own assessment of market demands for an art education by potential new students.

Table 8.2 Projected Onsite Student Enrollment - Academic Year Beginning Fall					
Course	2011	2012	2013	2014	2015
Advertising	538	547	556	565	574
Animation & Visual Effects	1,860	1,950	2,045	2,144	2,248
Art Education	24	26	28	30	32
Architecture	355	400	436	467	500
Web Design & New Media	642	673	706	740	776
Multimedia Communications	284	298	312	327	343
Fashion	1,756	1,841	1,930	2,024	2,122
Fine Art	563	590	619	649	681
Game Design	310	341	375	413	454
Graphic Design	888	916	945	974	1,004
Illustration	992	1,047	1,105	1,166	1,231
Industrial Design	592	612	632	653	675
Interior Architecture & Design	644	666	689	713	738
Music Production & Sound Design for Visual Media	93	101	110	120	131
Motion Pictures & Television	1,332	1,384	1,438	1,494	1,552
Photography	881	937	996	1,059	1,126
Landscape Architecture*					
Acting*					
Total	11,754	12,329	12,922	13,538	14,187
*New Program, projected enrollment not available					

Using growth trends for students, staff, and faculty over the past 10 years and based on anticipated changes in the art and design field, the Academy projects onsite enrollment to grow to 14,187 by 2015 and to 17,238 by 2020. Much of the recent increase in enrollment is attributable to the Academy's focus and growth in online education. Growth is also anticipated to occur in the online programs, which will not necessitate any further expansion of the school's physical presence in San Francisco during the five-year and ten-year growth plans.

According to the requirements in Section 304.5 of the Planning Code, the main focus of this Institutional Master Plan is on the Academy's onsite population growth in San Francisco and how such growth impacts institutional facility growth plans in San Francisco.⁶ **Table 8.2** shows the projected onsite students by program for 2011 to 2015, and **Table 8.3** shows the existing onsite student population for 2010 in order of program size.

Table 8.3 : Academy of Art University Programs by Size	
Course	2010 Onsite Students
Animation	1,774
Fashion	1,675
Motion Pictures & Television	1,282
Illustration	940
Graphic Design	861
Photography	829
Interior Architecture & Design	623
Web Design & New Media	612
Industrial Design	573
Fine Art	537
Advertising	529
Game Design	282
Multimedia Communications	271
Architecture	262
Music for Visual Media	85
Art Education	22
Landscape Architecture	N/A
Acting	N/A
Total	11,157
N/A: Not Available	

⁶ Onsite growth is defined as growth in onsite students who take classes in San Francisco, staff and faculty who are located onsite in San Francisco, and all Academy locations and potential future locations in San Francisco.

Five Year Plan

Based on recent Academy onsite enrollment for faculty and staff and projected growth rates over the next five years, the Academy estimates that it may need about 495,000 square feet for institutional uses (art studios, lecture classrooms, and offices), 50,000 square feet for recreational uses, and approximately 55,000 square feet for residential uses (approximately 200 beds) to accommodate this growth. It should be noted that this growth projection is based on the assumption that all existing Academy institutional and residential uses can be continued, and that The Cannery will eventually be used in its entirety by the Academy. If this is not the case, any square footage lost in the approval process will need to be replaced, in addition to the space proposed in the five-year plan.

Despite the inherent unpredictability of factors causing onsite student growth and the variability of the San Francisco real estate market, the Academy has attempted to provide a reasonable estimation of the particular space needs to accommodate onsite student, faculty, and staff population growth potentially required over the next five years.

Table 8.4: Potential Projected Space Needs to Accommodate Five-Year Growth (2011-2015)**	
Type of Facility	Estimated New Square Feet Required
Institutional Uses (art studios, lecture classrooms, and offices)	495,000
Dormitory/Housing	55,000*
Recreational/Other Common Area Space	50,000
TOTAL PROJECTED SPACE NEEDS	600,000
<p>*This space would accommodate approximately 200 students **It is important to note that the projected long-term growth is merely a projection for purposes as required by the requirements on what an IMP shall provide as required by SF Planning Code Section 304.5. These 2011-2015 projections may in fact be lower since the Academy over the next 10 years will be using its existing facilities in a more efficient manner and as online classes grow. The evolving re-use of existing Academy facilities coupled with the growth in online classes may allow the Academy to accommodate any future space needs in existing buildings, lowering the Academy's need to acquire a new building.</p>	

Short-Term Growth for Intercollegiate Athletics and Recreational Training Facilities

Though plans are still preliminary, the Academy wishes to create a “home” for its Division II Intercollegiate Athletic Program by potentially developing an indoor training facility at 2225 Jerrold Avenue, an existing Academy building. This existing Academy building has the potential to house indoor athletic training facilities.

If the site at 2225 Jerrold Avenue were developed and used for intercollegiate athletics, it could provide specific training areas for men's and women's basketball, women's volleyball, baseball, softball, men's and women's soccer, and a track for the men's and women's cross country and the men's and women's track and field teams, plus golf and tennis instructional areas.

The proposed indoor facility would include:

- Indoor track (for all athletes)
- Track field
- Basketball courts
- Volleyball courts
- Tennis courts
- Batting cages
- Golf cages
- Baseball and softball infield
- Turf field for soccer/lacrosse
- Sports medicine facility
- Strength and conditioning center
- Locker rooms
- Athletic academic support center
- Nutrition center
- Players' lounge
- Administrative offices

All athletes would be able to take advantage of facilities such as a strength and conditioning center, a sports medicine treatment area, an athletic academic support center, a nutrition center, and administrative offices.

Accommodating Projected Five-Year Institutional Space Needs

As noted above, the Academy has leased The Cannery. It is anticipated that The Cannery will eventually provide approximately 133,675 square feet of institutional space for the Academy. The Academy currently uses approximately 26,000 square feet of office space and approximately 6,500 square feet of gallery space at The Cannery. In the coming year, the Academy would like to use up to approximately 65,875 square feet of additional floor space for sculpture studios. It may use some of the additional 36,008 square feet currently leased should it become available in the future. These figures are included in the five-year projected space needs.

At the submittal of this 2011 revision to the IMP, the Academy has interest in the following specific building locations which can help accommodate its projected institutional and residential space needs over the next five years.

- Bridge Motel on Lombard (19,250 square feet⁷)
- AAA building(s) on Van Ness Avenue (373,780 square feet⁸)
- The Majestic, a residential building on Sutter at Gough (33,425 square feet⁹)

Overall the Academy foresees potentially identifying and using up to six buildings over the next 5-year growth period. It is important to note that the use of a new Academy building is based

⁷ San Francisco Office of the Assessor-Recorder

⁸ <http://www.loopnet.com/Listing/15768881/100-Van-Ness-Ave-San-Francisco-CA/>

⁹ San Francisco Office of the Assessor-Recorder

not only on square footage size, but on interior floor layout. Another factor in selecting buildings is that they must be available on the real estate market. Therefore it is difficult to predict how many buildings will be needed. If all future space needs can be accommodated in one large building, then the Academy will only need that one building. If the types of buildings found on the San Francisco real estate market are not large enough to accommodate all Academy potential space needs, then more than one building may be needed.

Ten-Year Plan

The Academy has no specific institutional growth plans for the long-term years 2016 to 2020. However, according to the requirements of Section 304.5 of the Planning Code, the Academy will evaluate and project potential growth needs. Using the onsite enrollment projections to 2020, the Academy may require additional square footage of additional space.

Table 8.5: Potential Projected Space Needs to Accommodate Long-Term Growth (2016-2020)**	
Type of Facility	Estimated New Square Feet Required
Institutional Uses (art studios, lecture classrooms, offices)	130,000
Dormitory/Housing	55,000*
Recreational/Other Common Area Space	50,000
TOTAL PROJECTED SPACE NEEDS =	235,000
<p>*This space would accommodate approximately 200 students</p> <p>**It is important to note that the projected long-term growth is merely a projection for purposes as required by the requirements on what an IMP shall provide as required by SF Planning Code Section 304.5. These 2016-2020 projections may in fact be lower since the Academy over the next 10 years will be using its existing facilities in a more efficient manner and as online classes grow. The evolving re-use of existing Academy facilities coupled with the growth in online classes may allow the Academy to accommodate any future space needs in existing buildings, lowering the Academy's need to acquire a new building.</p>	

Reconfiguring Existing Institutional Space to Accommodate Ten-Year Growth

Over the next ten years to 2020 the Academy anticipates that it will continue to increase its traditional enrollment as demand allows. Accommodating the population growth of students, faculty and staff may require new art studios, lecture classrooms, administrative and residential facilities based on demand and on how the Academy reconfigures the use of existing space in a more efficient manner and as needs for specific types of space evolve. Space reconfiguration may resolve all or part of long-term space needs, minimizing or eliminating the need to acquire a new location(s).

Long-Term Growth for Intercollegiate Athletics and Recreational Training Facilities

The Academy currently has no long-term plans to expand its athletic program beyond its current sixteen (16) Division II teams¹⁰. However, per the requirements of Section 304.5 of the Planning Code requiring institutions to project long-term expansion plans, if there is a demand and interest for new athletic programs and facilities, the Academy may potentially expand its athletics program to include sports such as lacrosse and new intercollegiate athletic and recreational training facilities.

Accommodating potential new athletic programs and facilities for the ten-year plan may occur by acquiring existing facilities, converting existing structures, or building new facilities.

Once a potential site or sites have been identified, the Academy will work with the Planning Department to evaluate the appropriateness of such a project and the appropriate path to obtain approval/entitlements from the City.

Preferred Growth Plan: How the Academy Selects New Locations

Existing Academy facilities are clustered in the downtown and surrounding neighborhoods, with a few exceptions in other city neighborhoods. See **Map 2: Existing Academy Locations**, pg 62.

The Academy is “Not” a Developer of New Buildings

The Academy is not a developer: “New” buildings to the school are usually old structures that the Academy preserves and restores, working with the existing architecture to make them viable for classroom, studio, administrative or residential use. The school has never torn down a building. The Academy strives to preserve and enhance the beauty of existing buildings and neighborhoods in San Francisco.

Adaptive Re-Use

As it has done in the past, the Academy will continue to adaptively reuse existing buildings in San Francisco to accommodate its sometimes unique requirements for institutional uses such as art studios, classrooms, administrative space and galleries. This avoids demolition of existing buildings and targets buildings that are in line with the Academy’s planned institutional use.

¹⁰ Men’s and Women’s Basketball, Women’s volleyball, Men’s and Women’s Soccer, Baseball, Softball, Women’s Tennis, Men’s and Women’s Golf, Men’s and Women’s Cross Country, Men’s and Women’s Indoor and Outdoor Track and Field.

Future Compliance

Academy of Art will continue to work with the Planning Department and the Mayor's Office of Economic and Workforce Development to identify facilities in San Francisco that will meet the needs of both the Academy and the City.

Once a new location has been identified for future use, the Academy will consult outside legal counsel as well as architects and others to determine what local land use authorizations are required for the Academy to use the facility.

In addition, per Section 304.5 in the Planning Code, the Academy will update the IMP every two years.

Alternatives to Academy's Preferred Growth Plan

Planning Code Section 304.5(c)(3)(C) requires that this Institutional Master Plan identify and discuss any alternatives which may avoid or lessen the impacts of the Academy's growth on the City's neighborhoods. These alternatives are growth scenarios not preferred by the Academy.

A discussion of these alternatives follows.

No Physical Growth

The Academy predicts that its total onsite student population will reach up to 14,187 in 2015 and potentially up to 17,238 students by 2020. With these projected onsite student numbers, the no-physical-growth alternative would prevent the Academy from meeting the demand for its programs, either by capping enrollment or by under-serving its student population in terms of programs and facilities. As this does not meet the fundamental mission of the Academy to provide high-quality art education to all interested individuals meeting minimum admissions criteria, this is an unacceptable alternative from an institutional standpoint.

If the Academy were to undertake the no-physical-growth alternative, it would initially seek to maximize its use of existing facility space. In the student housing facilities, this would mean housing students in residences at the maximum density permitted under San Francisco law. In order to accommodate the maximum number of students needing housing, the Academy would be forced to remove amenities such as computer labs, study rooms and recreational areas that are currently located in rooms that could otherwise legally accommodate students. This would degrade the quality of the residential experience for students. Additionally, one of the qualities on which the Academy prides itself is its flexible use of academic and administrative space to best serve the unique needs of a large urban art school. As administrative and educational facilities became constrained under this no-physical-growth plan, the Academy's ability to flexibly use its space would be the first casualty.

Under the no-physical-growth alternative, the Academy would fail to meet demand for student housing. Students turned away from Academy housing would be forced to find their own housing within San Francisco's existing rental stock, further dispersing the student population and producing the same net effect on the housing stock as the University's current practice. Students seeking low-cost, temporary (nine academic months of a calendar year) housing may

be simply unable to find it within San Francisco. Students forced out of the City would have to commute to their classes and academic activities in the City. A portion of commuters would travel by car, causing associated impacts on roads, air quality, and parking.

Additionally, this alternative would impact the Academy's bus and shuttle system's service to Academy facilities, including student residences. As a greater percentage of students under this alternative would be living outside Academy facilities, the Academy bus and shuttle system would serve a proportionally smaller number of Academy students. And because students would be dispersed to places where they would be able to obtain low-cost, temporary housing, the Academy bus and shuttle system would be unable to add routes to serve those students effectively. The environmental benefits of the Academy's bus and shuttle system would decrease under this alternative.

Many of the academic and administrative facilities that the Academy occupies were vacant, underused and/or neglected at the time leasing began by the Academy. The Academy has been able to rehabilitate and adapt the buildings to modern educational use while preserving the integrity of the original structure. If the Academy were not to lease additional facilities in San Francisco, it is likely that some buildings that the Academy would otherwise lease and adaptively reuse will be left empty or could be razed and developed, resulting in impacts typical of development projects and further eroding the existing urban fabric of San Francisco.

Finally, adopting a no-growth plan would prevent the Academy's ability to enhance its intercollegiate athletics program.

New Development Growth Alternative

Adopting a strategy of new development would prevent the Academy from leasing older buildings that are past their original "useful life" and adaptively reusing those buildings for Academy purposes. This growth plan would discourage the rehabilitation and adaptive use of historic buildings and other prominent resources in the City, which may be more likely to be demolished in the hands of a developer than under the control of the Academy.

New development creates new impacts on traffic and transit, noise, air quality, housing, public services, and cultural resources. If the Academy were to pursue this alternative, it is likely that the environmental impacts generated by new development would far exceed the environmental impacts of the Academy's preferred growth alternative which centers on adaptive re-use. Adaptive re-use of buildings may have no net increase of impacts or may actually decrease some of these impacts. For example, adapting a tourist hotel to Academy student housing will lessen the demand on housing in the City, will reduce the amount of traffic to and from that location, and reduce the attendant noise and air quality impacts of traffic, as students are served with the Academy bus and shuttle system. Furthermore, such adaptation contributes to the stability and vitality of the neighborhood by providing a constant resident market for local goods and services.

The Academy could undertake new development to meet student enrollment demand in the upcoming years. In order to meet projected demand, this would require the Academy to acquire a large parcel and to develop a number of buildings. As there are very few, if any, areas of the City that could accommodate such development at present, this would likely require the Academy to begin to accumulate contiguous parcels, aim to demolish the existing buildings and

design and build new buildings. Alternatively, the Academy could potentially target new development on Treasure Island or in Mission Bay, if sufficient suitable space were available. Overall, the lack of developable land and high development cost to build new facilities precludes the “new development” alternative.

New development would reverse some of the positive impacts of the Academy’s preferred growth plan. First, new development would almost certainly be in an area of the City where the Academy does not currently operate facilities. This would disperse the impacts of the Academy across a broader area of the City. The Academy has historically selected, and would like to continue selecting, new locations in areas of the City where it already operates, thus creating clusters of Academy facilities or “campuses” that are within easy walking distance and reducing the need for students to use automobiles or transit to move within those areas. New development would add a wholly new geographic area of Academy growth, and would require that the Academy expand its bus and shuttle service to effectively serve the students and staff at the new facilities.

Growth in Other Urban Centers

The Academy could seek to accommodate its future growth outside San Francisco. In order for this to be a viable alternative from an institutional standpoint, this alternative would involve the acquisition of substantial property outside of the City in another urban center, and relocating all administrative, academic and residential facilities to that new location. Spreading the Academy between two cities would not be viable from an administrative or economic standpoint, so this alternative would ultimately result in the Academy’s relocation elsewhere, removing a long-standing San Francisco institution from the City. The Academy would target other Bay Area cities with thriving arts and cultural communities, such as Oakland or San Jose.

Overall, the loss of the Academy to the City of San Francisco precludes this growth alternative as a viable option to the Academy for two key reasons:

#1: The relocation of the Academy would be a tremendous loss to the City both culturally and economically.

As discussed earlier in this IMP, the Academy has been a San Francisco institution for over 80 years, educating students in artistic industries that are vital to the arts community in the City as well as many commercial and industrial industries that call San Francisco home. Additionally, relocating the Academy to another city would cause the City to lose a large contributor to San Francisco’s economy: jobs would be lost, tax revenue would decline, and neighborhoods that had previously been home to Academy facilities would lose a substantial customer base.

#2: Relocating the Academy to another urban center would result in the abandonment of many of the buildings that the Academy has rehabilitated and restored for educational purposes.

Many Academy buildings were at the end of their useful life when the Academy began leasing them and it would be difficult for another private owner to reuse them economically. For example, 1849 Van Ness was, prior to the Academy’s acquisition, an automobile showroom. The Academy has rehabilitated the building to provide space for the school’s industrial design program. The building has unusually tall floor-plates, and the building has been identified by the City as contributing to the Van Ness Avenue Area Plan automotive corridor, so that any

reconfiguration of the building will be required to preserve the historic elements of the façade. The convergence of these factors means that it is unlikely that the building could be adapted to office, commercial or residential use in any economical fashion. The likely result of the Academy relocating from this structure would be demolition and new development at the site, perhaps after a long period of vacancy. Other facilities would be likely to meet a similar fate.

IX. Academy Athletics

Athletics at Academy of Art University is an emerging program which serves two important functions. The first is to provide recreational activities, with attendant social, fitness and health benefits to participants. The other significant reason for the establishment of the athletics department is to help student-athletes learn that competition and teamwork is necessary in intercollegiate sports, in order for them to be prepared for the professional art world. Artists today need the ability to collaborate and compete to achieve professional success. Recreational and club sports activities are available to all students at several Academy facilities, as well as other locations in and around San Francisco.

Academy of Art University also sponsors 16 intercollegiate athletic teams, competing at the Division II level of the National Collegiate Athletics Association (NCAA) as a member of Pacific West Conference. In 2011 the Academy of Art University was granted provisional status by the NCAA Division II Committee. Its two-year membership candidacy period began in 2009 and will conclude in 2011. The 2011-12 season will be the University's final year of membership candidacy should it continue to meet NCAA requirements. If so, the University will become the only art institution with official NCAA status beginning the 2012-13 academic year. The Academy currently sponsors the following 16 intercollegiate sports:

- Men's and Women's Soccer
- Men's and Women's Basketball
- Women's Volleyball
- Men's and Women's Indoor and Outdoor Track & Field
- Men's and Women's Cross Country
- Men's and Women's Golf
- Baseball
- Softball
- Women's Tennis

Academy athletic programs primarily use 21 athletic facilities throughout the San Francisco Bay Area for intercollegiate games, practices and student recreational activities. The Academy currently rents 17 of these facilities from the San Francisco Parks and Recreation Department, other public agencies, institutions or private entities. The Academy residential facility at 620 Sutter Street includes a gym, swimming pool and dance studio, which are used by both intercollegiate athletes and other students. Other Academy buildings with athletic facilities include 1069 Pine Street, which contains a gym, and 601 Brannan, which has an outdoor basketball court.

The Academy's main athletic facilities in San Francisco include:

- Kezar Pavilion (Basketball/Volleyball)
- Sports Club LA (Basketball/Volleyball)
- Golden Gate Park (Cross Country)
- Presidio Golf Club (Golf)
- Treasure Island YMCA (Women's Basketball)
- Boxer Stadium (Soccer)
- San Francisco Gaelic Athletic Association Soccer Field (Soccer)

- Mission Blue Field (Softball)
- San Francisco Tennis Club (Tennis)
- City College of San Francisco (Track and Field)

Table 9.1 provides summaries of the locations, types of athletic programs, number of athletes, and hours and periods of use, for Academy athletic facilities:

Table 9.1: Athletic Facilities Information					
Facility	Athletic Program	Use	Number of Athletes (Men/Woman)	Hours per Week	Dates
Treasure Island YMCA 1537 Geneva Ave San Francisco, CA	Women's Basketball	Practice	14	10-16	September-April
Treasure Island Soccer Field Avenue H and 11 th Street San Francisco, CA	Women's Soccer	Practice	24	14-16	September-November, February-April
X-Level Batting Cages Corner of Ninth St & Avenue H, Treasure Island Building 201	Softball & Baseball	Practice	18/24	4	September-April
Sports Club LA 747 Market Street San Francisco, CA	Volleyball Men's & Women's Basketball	Practice	14/14/14	12	August-April
San Francisco Gaelic Athletic Association Soccer Field Avenue H and 9 th , California and H, 11 th and H. Treasure Island	Men's and Women's Soccer	Practice	24/24	14	August-November, February-April
Stuart Hall High School 1715 Octavia Street San Francisco, CA 94109	Volleyball	Practice	14	12	March-April
Mission Blue Field 475 Mission Blue Drive Brisbane, CA	Softball	Practice/ Games	12	10	September-November, January-April
Gene Friend Recreation Center 270 6 th Street San Francisco, CA	Men's Basketball	Practice	14	10	September-November
AAU Gym 620 Sutter Street San Francisco, CA	All Sports	Practice	Unlimited	Open	Year Round
AAU Batting Cages/Basketball Court 601 Brannan Street San Francisco, CA	Baseball/Softball	Practice	24/16	12	Year Round
Kezar Pavilion 755 Stanyan Street San Francisco, CA	Volleyball Men's & Women's	Practice/ Games	14/14 14	14-16	August-March

Table 9.1: Athletic Facilities Information					
Facility	Athletic Program	Use	Number of Athletes (Men/Woman)	Hours per Week	Dates
	Basketball				
Boxer Stadium 2100 San Jose Avenue San Francisco, CA	Men's & Women's Soccer	Games	24/24	Varies (Games Only)	September-October
San Francisco Tennis Club 645 Fifth Street San Francisco, CA	Tennis	Practice/ Games	6	8-10	September-November, January-April)
Presidio Golf Course 300 Finley Road San Francisco, CA	Men's & Women's Golf	Practice	6/6	20-22	September-November, January-April
San Geronimo Golf Course 5800 Sir Francis Drake Boulevard San Geronimo, CA	Men's Golf	Practice	6	4	September-November, January-April
California Golf Club 844 W. Orange Avenue South San Francisco, CA	Men's Golf	Practice	6	6	September-November, January-April
Golden Gate Park	Men's & Women's X-C	Practice	14/14	10-12	August-November, January-April
Marina Green	Men's & Women's X-C	Practice	14/14	10-12	August
City College of San Francisco 50 Phelan Avenue San Francisco, CA	Track & Field	Practice	15/15	16	January-May
Merritt College Track 12500 Campus Drive Oakland, CA	Track & Field	Practice	15/13	16	September-October January-May
San Pablo Park 2800 Park Street Berkeley, CA	Baseball	Practice	24	14	September-November, January-April
Laney College 900 Fallon Street, Oakland, CA94607	Baseball	Games	24	Varies (Games Only)	February-April

Mission Blue Field

475 Mission Blue Drive Brisbane, CA

- Softball Practice/Games



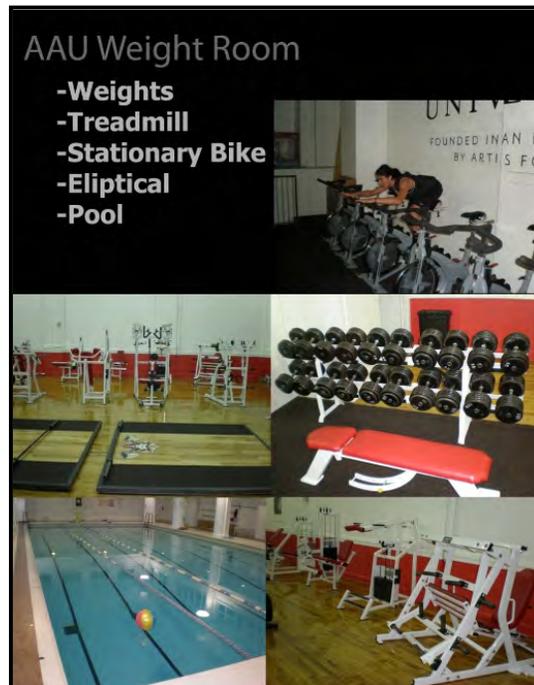
Academy of Art University Gym

620 Sutter Street and 1069 Pine Street
San Francisco, CA

- All Sports Practice Unlimited Open Year Round



1069 Pine Street



620 Sutter Street

Kezar Pavilion

755 Stanyan Street, San Francisco, CA

- Kezar Pavilion is the home of the Urban Knights Women's Volleyball and Men's and Women's Basketball teams.



The Pavilion was built in 1924 and seats approximately 2,500

Boxer Stadium

2000 San Jose Avenue

San Francisco, CA

- Men's & Women's Soccer



Presidio Golf Course

300 Finley Road
San Francisco, CA

- Men's & Women's Golf



San Francisco Tennis Club

645 Fifth Street
San Francisco, CA

- Tennis Practice/Games



Golden Gate Park

- Men's & Women's Cross-Country Practice



City College of San Francisco

50 Phelan Avenue San Francisco, CA

- Track & Field Practice



**601 Brannan Street
San Francisco, CA**

- Men's and Women's Basketball



San Francisco Gaelic Athletic Association Soccer Field

Avenue H and 9th Street
Treasure Island

- Men's & Woman's Soccer



X. Environmental Impact Report

Introduction

Preparation of an Environmental Impact Report for Academy of Art University's anticipated growth began in 2008. The EIR process requires the establishment of a baseline of the existing operations of the project sponsor, in order to measure the impacts of growth. When the EIR was begun, Academy of Art University was operating in 35 buildings, 17 residential and 18 institutional. While conditional use authorization applications had been filed for 15 of these properties, the City determined that these applications could not be processed because of the lack of an updated IMP. The EIR contains a discussion of these applications to provide additional information for the public and for the Planning Commission.

Study Areas

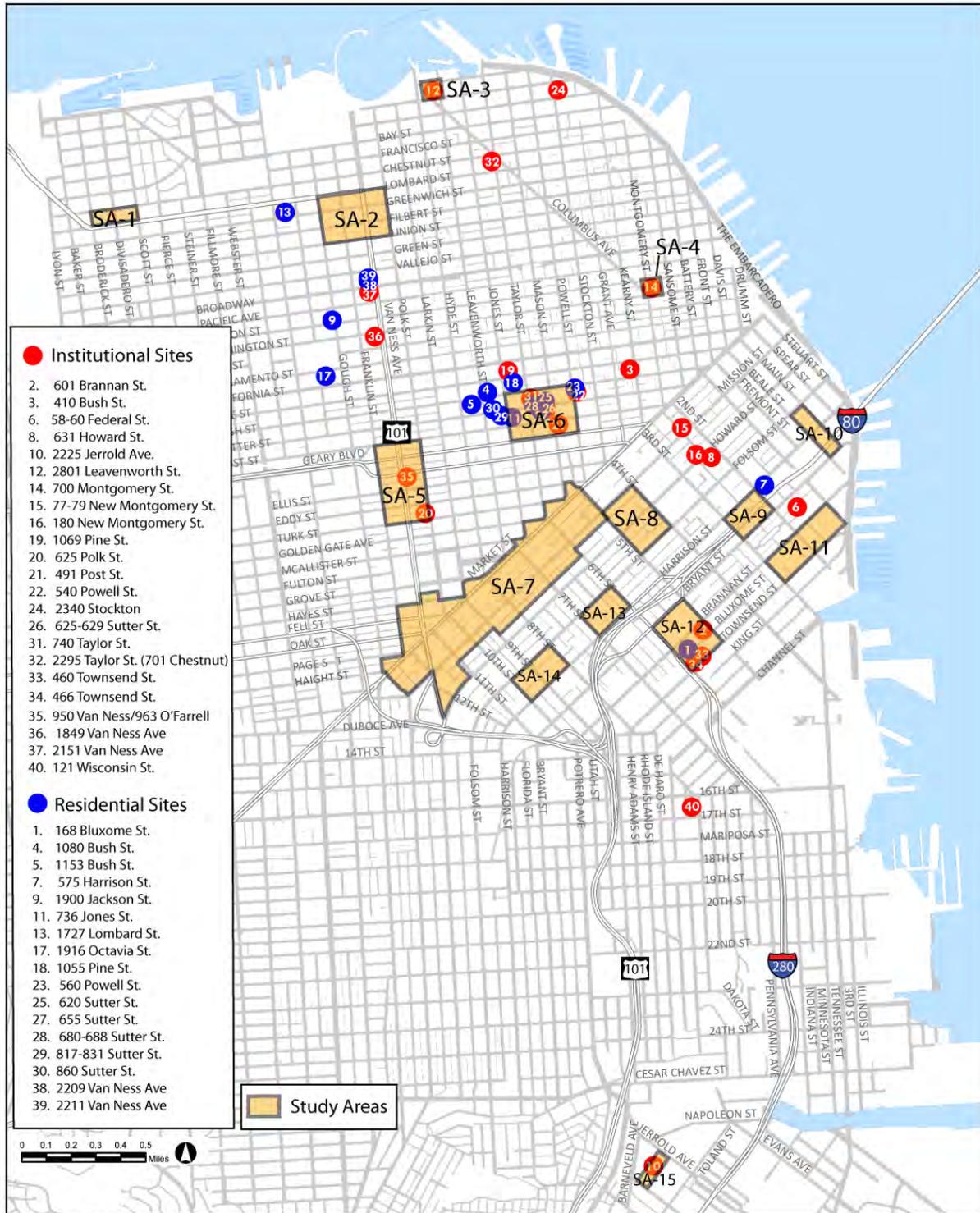
The Planning Department directed the Academy to identify potential new growth areas and or potential buildings in San Francisco that could accommodate institutional growth from 2011 to 2020. The main purpose of the determination of these growth areas, called "Study Areas," was to help inform the current environmental impact review process analyzing all existing and potential future Academy locations and operations. The Study Areas were based on areas where specific properties were or were thought to be possible Academy acquisitions.

The EIR appropriately looks at a 10-year timeframe, consistent with environmental guidelines. The 600,000 square feet and 235,000 square foot five- and ten-year total projected space needs, respectively, used in the IMP are therefore combined in the EIR for a grand total of 835,000 square feet over a 10-year period (625,000 institutional, 110,000 sf residential and 100,000 sf recreational). The 15 study areas are shown on **Map 4**, below¹¹.

It is important to note that these growth areas (study areas) merely identify areas of San Francisco in which the Academy may seek out a building, or buildings, for re-use to accommodate long-term growth and does not mean that the Academy will seek use of a building in every one of the 15 study areas.

¹¹ These growth areas were identified during the on-going environmental impact review (EIR) process analyzing the impacts of existing and future Academy structures on San Francisco's neighborhoods. The EIR is also analyzing the Academy's existing transportation system and its environmental impact on San Francisco and potential mitigations to reduce negative impacts. The 15 study areas were developed as a direct requirement by SF Planning and the environmental review process that the Academy identify potential growth areas over the next 10 years even if the Academy does not have long-term growth plans or a desire to use new locations in each of the 15 study areas.

Map 4: Study Areas



Source: AAU, PBS&J
Updated 10/12/11 - The Marchese Company

Academy of Art University
Existing Institutional and Residential Sites and Study Areas

2011 IMP

XI. General Plan Consistency

Pursuant to Section 304.5 of the San Francisco Planning Code, Academy of Art University is required to analyze its plans for consistency with the City's eight priority policies, along with other provisions of the current San Francisco General Plan and other relevant area plans.

San Francisco Priority Policies

The San Francisco Planning Code and General Plan include eight priority policies which are the basis upon which inconsistencies in the General Plan are resolved. These policies and the University's response describing how it complies and will comply with the policies follow.

1. *That existing neighborhood-serving retail uses be preserved and enhanced and future opportunities for resident employment in and ownership of such businesses be enhanced.*

The planned growth in locations, square footage, student population and employees by Academy of Art University, especially in its dispersed campus format, will benefit numerous existing neighborhood-serving retail uses through its operational, student and employee populations which contribute in excess of \$235 million directly and indirectly to San Francisco's economy annually.

2. *That existing housing and neighborhood character be conserved and protected in order to preserve the cultural and economic diversity of our neighborhoods.*

Unlike other institutions, which typically are housed in large-scale buildings that visually contrast and functionally disturb existing surrounding small-scale neighborhoods and their residents, Academy of Art University blends into neighborhoods by leasing and rehabilitating existing buildings, often putting the buildings to use in ways and intensities similar to how they have been used in the past.

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

Academy of Art University has leased buildings with a policy of not evicting tenants. Existing tenants may and sometimes do remain living in leased buildings. The University also leases underutilized tourist hotel units and converts them to student housing, thereby adding to the City's supply of affordable housing. Were the University to offer courses without providing housing, as some institutions do, students would compete with the City's resident population to lease existing affordable housing and none would be created. The residential buildings the University has leased have been underutilized, poorly maintained or vacant; in reusing these buildings the University has enhanced security, rehabilitated units and housed students who might otherwise have competed with non-students for more marketable residential rental space.

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

Although Academy of Art University operates a dispersed campus, concentrations of buildings and functions occur on Van Ness Avenue, Sutter Street, and New Montgomery Street reducing the need for private or public transit use by students in many instances. All of the University's student-used buildings are located on or near Muni transit lines and are dispersed through City neighborhoods, supporting public transit use without overburdening any Muni lines. The University supplements public transit and discourages private commuter traffic among students and teachers by providing a network of shuttles between its buildings. The University also hires part-time staff who sometimes already work in neighboring areas, resulting in limited and in some cases no net new impacts.

5. *That a diverse economic base be maintained by protecting our industrial and service sectors from displacement due to commercial office development, and that future opportunities for resident employment and ownership in these sectors be enhanced.*

Academy of Art University has not and does not anticipate adding any net new office space to the City. Its student, employee and visitor population support existing local businesses through every neighborhood of the City.

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

Academy of Art University maintains a Mass Notification System to broadcast emergency information and protocols. In coordination with the San Francisco Police Department and the U.S. Department of Homeland Security, Academy Campus Hosts are NIMS (National Incident Management System) certified. Life safety code violations have been addressed in many of the University's buildings. A number of buildings have been seismically strengthened and others may be strengthened to current Code standards in the future.

7. *That landmarks and historic buildings be preserved.*

A number of buildings used by Academy of Art University are designated landmarks or otherwise identified at various levels of architectural and/or historical importance. Some had been neglected or poorly maintained prior to the University leasing them. By its program of adaptive re-use the University has ensured the continued use and rehabilitation of these structures.

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

As the University does not build new structures, it has not caused nor will it cause any shadows on or block any vistas to parks or open space.

Consistency of General Plan Elements

The following is a review of the project's consistency with relevant policies and objectives contained in the Arts, Commerce and Industry, Recreation and Open Space, Transportation,

Urban Design, Community Safety, and Housing Elements. There is no discussion of Community Facilities as this element pertains principally to the development of new police facilities and is not applicable to this Institutional Master Plan. Similarly the Air Quality and Environmental Protection Elements are not discussed because Academy of Art University plans no new development.

Arts

As the largest private, regionally accredited university of art and design in the nation, Academy of Art University provides professional training in the arts, employs 1,300 working artists and designers, provides highly trained employees to San Francisco and Bay Area firms and promotes the arts through collaborations with local schools, non-profits and a variety of business and community groups. It accepts all students meeting high school equivalency standards and provides grants to public and private school teachers and scholarships to local under-served students at all educational levels. In so doing, it actively promotes:

Objective I-1, Policy I-1.4 (provide access to the creative process and cultural resources for neighborhoods, cultural communities, and segments of the city and its populations);

Objective II-3, Policy II-3.1 (Encourage arts education offerings in the community and the schools to include art and artists from many cultures);

Objective IV-1, Policy IV-1.1 (Advocate for arts education opportunities for all residents of San Francisco);

Objective IV-1, Policy IV-1.2 (Strengthen collaborations among artists, arts organizations, and teachers, school administrators, and others responsible for arts curricula);

Objective IV-2, Policy IV-2.1 (Support and increase the participation of artists in San Francisco's arts education programs); and

Objective V-3, Policy V-3.1 (Develop partnerships with the private sector and the business community to encourage monetary and non-monetary support of the arts, as well as sponsorships of arts organizations and events).

In its operation of Academy of Art University, University administrators have implemented a practice and philosophy of locating clusters of buildings throughout San Francisco neighborhoods, thereby embedding art galleries, emerging artist and art programs throughout the City. This philosophy and practice is, perhaps, the most vivid implementation of the General Plan's ***Objective VI-1, Policy VI-1.11 (Identify, recognize, and support existing arts clusters and, wherever possible, encourage the development of clusters of arts facilities and arts related businesses throughout the city)*** in the City's history.

Commerce and Industry

Academy of Art University employs roughly 1,300 artists from a variety of disciplines. In a time of job loss and high unemployment throughout many fields, including the arts, it has increased its hiring in a field often the first to suffer in an economic downturn. It has provided hundreds of scholarships to disadvantaged and under-served youth, to teachers and to the community at large. The Academy and its students are responsible for the contribution of \$225 million dollars

in direct, indirect, and induced expenditures to the San Francisco economy. The Academy pays payroll tax and through its leased and owned properties, pays property taxes. In these contributions it meets the following General Plan objectives:

Objective 2 (Maintain and enhance a sound and diverse economic base and fiscal structure for the City) and

Objective 3 (Provide expanded employment opportunities for city residents, particularly the unemployed and economically disadvantaged).

Offering coursework and degrees in the high-tech growth fields of multimedia, web design and new media, visual effects and game design, Academy of Art University trains students for jobs with Bay Area firms such as Lucas Films, Pixar, Adobe and Industrial Light and Magic – and in doing so contributes to San Francisco’s and the Bay Area’s worldwide reputation in cutting-edge computer arts, promoting ***Objective 3, Policy 3.4 (Assist newly emerging activities).***

As an entity concentrated in a number of clusters which are located in a number of San Francisco neighborhoods, the University contributes to ***Objective 6 (Maintain and strengthen viable neighborhood commercial areas easily accessible to City residents).***

A number of programs offered by Academy of Art University recall and promote long-established industries in San Francisco. The Industrial Design and Sculpture programs incorporate forging, fabrication, manufacturing, and all forms of industrial production. The Fashion program hosts textile classrooms and makes use of industrial knitting and sewing machines; it is as concerned with manufacture as it is design. Other programs support the expansion of more recent City industries including multimedia and computer graphics. In training employees for these industries, the University improves the viability of these trades, provides firms with highly skilled workers and promotes the City as a venue for their location, in support of ***Objective 4 (Improve the Viability of Existing Industry in the City and the attractiveness of the City as a location for new industry).***

Because the University houses its students and provides its classes in multiple City neighborhoods, it directly and indirectly benefits many of the City’s neighborhoods. Its students and teachers patronize restaurants and other businesses clustered around its buildings. Its visitors shop in arts-related enterprises such as art supply stores and galleries. Because the University leases existing buildings and occupies them in ways not dissimilar to their prior use, it blends into and supports existing neighborhood character, all in concert with ***Objective 6, Policy 6.1 (Ensure and encourage the retention and provision of neighborhood serving goods and services in the City’s neighborhood commercial districts, while recognizing and encouraging diversity among the districts).***

In areas such as the Tenderloin, bordered by neighborhood commercial districts to the west, Academy of Art University is contributing to a renaissance of neighborhood-serving retail uses and providing both a built-in market for businesses emerging to meet the needs of its highly trained, technologically savvy student and faculty population and a place for students themselves to start small businesses, in support of ***Objective 6, Policy 6.2 (Promote economically vital neighborhood commercial districts which foster small business enterprises and entrepreneurship and which are responsive to economic and technological innovation in the marketplace and society).***

Much has been said on the public record regarding the University's policy of integrating with existing neighborhoods in existing buildings in numerous clusters around the City as opposed to developing a single, central campus. While there are both benefits and impacts associated with both models of post-secondary school growth, the dispersed nature of the University's development has promoted and supported the mixed-use nature of the neighborhood commercial districts in and adjacent to areas in which it has located some of its functions. Especially in areas like the Sutter corridor, adjacent to the Polk Street and NC-3 neighborhood commercial districts, it has leased underutilized residential buildings for residential use and underutilized commercial and institutional buildings for classroom, gallery and ancillary educational uses. It has expanded in a pattern directly mirroring prior use but has brought vitality to building facades and maintenance and security to sites formerly fallen to vagrancy and disrepair, all in support of **Objective 6, Policy 6.3 (Preserve and promote the mixed commercial-residential character in neighborhood commercial districts. Strike a balance between the preservation of existing affordable housing and needed expansion of commercial activity).**

The University seeks out underutilized, often unusual or specialized-functioning older buildings to meet the unique needs of its programs. The large open spaces, with high ceilings and large floor plates are often found in historically and architectural important structures which the University cherishes and rehabilitates in support of **Objective 6, Policy 6.8 (Preserve historically and/or architecturally important buildings or groups of buildings in neighborhood commercial districts).**

The University's hosting of an annual fashion show, film festival and spring show, as well as its contribution to number of events sponsored by local non-profit, government and business entities further a General Plan **Objective 8 (Enhance San Francisco's position as a national center for conventions and visitor trade).**

Recreation and Open Space

Most objectives and policies of the Recreation and Open Space Element are not applicable to the University's presence or expansion plans in the City. Its focus on leasing existing buildings within established neighborhoods instead of developing a newly constructed central campus obviate the need for removing existing open space from the City and avoid casting shadows on existing parks and open space. Its representatives hold a seat on the San Francisco Graffiti Advisory Board and its students and faculty volunteer to remove graffiti, plant trees, clean community gardens, and pick up litter from both public and private spaces citywide. Students have designed and painted murals citywide.

Transportation

The University maintains a policy of not providing parking spaces to students, mirroring the parking policies of the Downtown Plan, in an effort to minimize automobile use. It locates the bulk of its residential and educational buildings along or near existing transit corridors. It supplements City transit with a fleet of shuttle vehicles. It has clustered a number of residential and educational buildings in the Sutter Street corridor, promoting pedestrian access between some residential and educational uses. These multimodal policies support the following General Plan policies:

Objective 1, Policy 1.3 (Give priority to public transit and other alternatives to the private automobile as the means of meeting San Francisco’s transportation needs, particularly those of commuters);

Objective 1, Policy 1.6 (Ensure choices among modes of travel and accommodate each mode when and where it is most appropriate); and

Objective 17, Policy 17.1 (Discourage the provision of new long-term parking downtown and near major employment centers).

Urban Design

The University’s policy of leasing existing older structures and utilizing their original spatial and functional characteristics promotes and preserves San Francisco’s rich heritage as a City noted worldwide for its historic character. A number of the University’s structures are registered landmarks, downtown category-designated and identified in historic surveys. Its emphasis on leasing and preserving these buildings promotes the following General Plan policies found in the Urban Design Element:

Objective 2, Policy 2.4 (Preserve notable landmarks and areas of historic, architectural or aesthetic value, and promote the preservation of other buildings and features that provide continuity with past development);

Objective 2, Policy 2.4 (Use care in remodeling of older buildings, in order to enhance rather than weaken the original character of such buildings); and

Objective 4, Policy 4.7 (Encourage and assist in voluntary programs for neighborhood improvement).

Community Safety

Academy of Art University promotes a practice of rehabilitating seismically deficient structures, consistent with **Objective 2 (Reduce structural and non-structural hazards to life-safety, minimize property damage and resulting social, cultural and economic dislocations resulting from future disasters).** Through its National Incident Management System (NIMS) participation it promotes **Objective 3 (Ensure the protection of life and property from disasters through effective emergency response. Provide public education and training about earthquakes and other natural disasters and how individuals, businesses and communities can reduce impacts of disasters.)**

Housing

It is Academy of Art University’s policy to provide housing to any new full-time student needing it. The University provides housing by leasing buildings constructed for and appropriate to residential uses – many having been in residential use in the past and others having been

tourist hotel rooms. The University has tended to lease largely vacant buildings in need of rehabilitation.

Under the Planning Code, buildings whose former legal use was dwelling or group housing technically change use because that Code maintains a separate use category for student housing associated with an educational institution. It should be noted, however, that should the University not provide students with housing, the students would likely find housing themselves, which would result in the same impact on housing availability as the University's leasing and use of buildings for residential purposes. The benefits of centralizing the University's residential uses accrue to limiting transportation impacts and augmenting economic impact to surrounding neighborhoods.

The University does not displace non-student tenants renting the units prior to leasing by the Academy. Some non-students have remained in the buildings. These units remain subject to rent control. San Francisco's Rent Stabilization Ordinance provides for units that are voluntarily or legally vacated to be removed from prior existing rent limits.

The University has created new housing units in those buildings it has converted from tourist hotels. In these policies and practices, the University has complied and furthered the following General Plan policies of the Housing Element:

Objective 2, Policy 2.4 (Promote improvements and continued maintenance to existing units to ensure long term habitation and safety);

Objective 4 (Foster a housing stock that meets the needs of all residents across lifecycles);

Objective 5, Policy 5.4 (Provide a range of unit types for all segments of need, and work to move residents between unit types as their needs change);

Objective 11, Policy 11.3 (Ensure growth is accommodated without substantially and adversely impacting existing residential neighborhood character);

Objective 11, Policy 11.7 (Respect San Francisco's historic fabric, by preserving landmark buildings and ensuring consistency with historic districts);and

Objective 13, Policy 13.4 (Promote the highest feasible level of "green" development in both private and municipally-supported housing).

Relevant Area Plans

Van Ness Avenue

The University operates several buildings, both institutional and residential, within the corridor addressed by the Van Ness Avenue Area Plan. In that most of the policies of this plan address new mixed-use and residential construction, the University's move into this area is unrelated to most plan policies.

Objective 10, Policy 10.1 (Encourage preservation of existing housing structures unless adequate mitigation measures are initiated) is relevant to 2209 and 2211 Van Ness in that these buildings were converted from low density residential use to student housing, which will require conditional use authorizations from the Planning Commission. However, because the University replaced one housing type with another, it believes the conversion is within the intent of this provision.

The University has promoted **Objective 11, (Preserve the fine architectural resources of Van Ness Avenue)** in its rehabilitation of St. Brigid’s Church, which was at threat of demolition, at 2151 Van Ness Avenue, and 2209 Van Ness, both identified as significant buildings and in its rehabilitation of 2211 Van Ness Avenue, a contributory building.

Northeastern Waterfront

The University operates two buildings near the Northeastern Waterfront: The Cannery, at 2801 Leavenworth Street, and 2340 Stockton Street. The Cannery, an historic and visual landmark in this area, has been underutilized and struggling to maintain occupancy for an extended period of time. The University leased it recently and currently uses it for office and gallery space, while also accommodating the office and retail uses housed there during the tenure of previous owners. It uses the Stockton building for Cybercampus, labs and offices.

The University’s buildings in this area promote **Objective 1, Policy 1.1 (Accommodate where appropriate, additional activities which strengthen the predominant economic functions of each subarea of the Northeastern Waterfront; Objective 2, Policy 2.2 (Diversify activities to encourage the use of the Northeastern Waterfront by a broad spectrum of the population); and Objective 2, Policy 2.3 (Encourage land uses having different peak periods of activity within each subarea to contribute to the area’s diversity, to expand the period of use, to decrease peak period traffic congestions, to facilitate efficient use of the transit system and to preserve and enhance environmental quality of the waterfront).**

Downtown

The University operates several buildings in the Downtown area, all for institutional use, including classrooms, art studios, labs, gallery space and offices. Previous use categories for these existing buildings were schools and offices. As most of the Downtown Plan policies are directed at new development, they are for the most part not relevant to the University.

By adding gallery space where offices and schools had been, the University has promoted **Objective 4 (Enhance San Francisco’s Role as a Tourist and Visitor Center) and Objective 16, Policy 16.5 (Encourage the incorporation of publicly visible art works in new private development and in various public spaces downtown).**

Showplace Square

The University operates 121 Wisconsin Street as a bus lot. The site appears to have been an open storage lot for vehicles previously, thus represents no apparent change of use and does not impact Area Plan policies.

East SoMa

Two of the University's properties, 58-60 Federal Street and 575 Harrison Street, are located in the East SoMa Area. The Federal property, former office space, is used for classrooms, labs, art studios, offices and lounge. The Harrison property was constructed as live/work and used as student housing. East SoMa policies promote a mixed-use character that combine production, distribution and repair (PDR) uses with housing, office, retail and entertainment. It is a vibrant community attractive to students and urban professionals. The University uses promote **Objective 1, Policy 1.1.2 (Encourage small flexible, office space throughout East SoMa and encourage larger office in the 2nd Street Corridor) and Objective 1.4 (Support a role for 'Knowledge Sector' businesses in east SoMa).**

South of Market

A cluster of four University buildings, 168 Bluxome St., 601 Brannan Street, 460 Townsend Street and 466 Townsend Street, are located in the area subject to South of Market Plan policies. The Bluxome building, currently occupied by students, was constructed as live/work. The other three buildings are in use as classrooms, labs, art studios and offices. Much of the policies and legislation applicable to South of Market is intended to preserve and promote artist space for living and working, uses principal to the University's purpose. Although the live/work use did not anticipate student live/work use associated with an institution, it is philosophically an ideal match in purpose and intent and therefore promotes **Objective 1, Policy 1.2 (Facilitate the preservation of and promote the development of affordable 'live/work' loft space).**

Bayview Hunters Point

The University's vehicle storage yard with administrative offices is located at 2225 Jerrold Avenue, in the Bayview Hunters Point area. The prior use was similar and there has been no change in character of the use or neighborhood. Consequently, there is no impact on Bayview Hunters Point Area Plan policies.

XII. Appendices

Appendix A: Property Violations and Legalization Status

Appendix B: Degree and Certificate Programs

Appendix C: Employers

Appendix D: *Notes About an Urban Campus* by Alberto Bertoli: Director, Academy of Art School of Architecture

Appendix E: Academy of Art University - Economic and Cultural Contributions to San Francisco and the Bay Area, October 2010 (**Supplemental Document**)

Appendix F: Draft Transportation Report (**Supplemental Document**)

Appendix A: Property Violations and Legalization Status

As has been documented in numerous submissions to the Planning Commission and Land Use Committee of the Board of Supervisors, University properties are currently the subject of enforcement actions by the City for violations of city codes.

Code Section 304.5(h) prohibits the Planning Commission from approving any conditional uses or other entitlements for institutional property prior to acceptance of the IMP. Code Sections 175(c) and (d) prohibit the Planning Department from approving any applications of any kind for a property on which existing violations are present, except to the extent the applications are to address life-safety issues. Taken together, these regulations effectively prevent Academy from pursuing all but life-safety compliance until the IMP has been accepted.

Furthermore, some level of environmental review under CEQA is required for the University properties. The EIR currently being prepared by the City will address many, if not all, of these issues.

Once the IMP has been accepted, the University intends to seek legalization of all properties using a parallel strategy of pursuing conditional use approval for all properties requiring conditional use (CU) and permit applications for those uses that can be legalized without requiring conditional use. Once conditional uses are approved, permits will be filed for those properties to both fulfill the CU conditions of approval and correct remaining code issues. Although the CU applications and permit approvals cannot be approved by the City until the environmental review process is completed for all of the properties or individual properties, the University can undertake substantive work with the City on the legalization process once the IMP has been accepted.

To date, 15 properties have been identified as requiring conditional use authorization. Of these, seven require conditional use to change the legal use from dwelling units to student housing; two require conditional use to change the legal use from residential hotel to student housing; one requires conditional use to change the legal use from tourist hotel to student housing; one requires conditional use to change the legal use from a building that was part tourist hotel and part residential hotel to student housing; two require conditional use to change the legal use from commercial use to educational use; one requires conditional use to change the legal use from a church to an educational use; and one requires conditional use to allow educational institution use on the second floor.

Additional applications, such as for signs and Landmark Preservation Advisory Board action will be required for a number of properties. These applications will be filed on a case-by-case basis as the conditional use applications are assigned to planning staff.

Finally, many of the uses which the University believes are principally permitted will require confirmation as to legal use and appropriate use category through zoning interpretation. These interpretations will be pursued with conditional use and permit applications and may also be initiated before the environmental review is complete. The City is also currently working on a comprehensive study regarding the legal use and violation status of all properties, which will forward the legalization process.

Appendix B: Degree and Certificate Programs

Academy of Art University offers the following degree and certificate programs. Additional information about each of the following programs is in the IMP at Section IV - Programs and Curricula.

Acting

The School of Acting is rooted in process, technique and truthful storytelling. Students will develop characters, give truthful performances and hone their craft. In line with top acting school practices, our acting classes cover techniques for engaging inner life, accessing imagination, building the vocal instrument and the body, bringing subtext to life and the unique requirements for working on camera. Graduates will enter the field with the skills, tools and an acting resume required of today's actors.

Acting is the single most demanding form of creative communication. Students who concentrate in acting will take a series of performance courses (acting, speech, singing, movement, improvisation, Shakespeare). Acting classes also collaborate with other classes in Motion Pictures & Television. Acting students will graduate with a taped portfolio of their work, which can be used to help launch an acting career.

Advertising

It is the objective of the School of Advertising to offer students the opportunity to acquire the skills and knowledge necessary to create advertising that is both exciting and effective. Undergraduate students will graduate with a competitive portfolio capable of winning that first job and with the abilities needed to succeed at that job. Most of all, they will be focused and creative communicators capable of expressing themselves in the traditional media and in the emerging interactive advertising.

The MFA in Advertising is designed to provide the graduate student with expertise in directing a full advertising campaign from concept to finish, including market research, strategy, copywriting, art direction and presentation. Graduate students focus on establishing themselves as creative communicators capable of formulating carefully planned strategies and expression in the traditional media and in emerging interactive advertising. The curriculum reflects the professional aspects of the industry by integrating technology with visual communication. Collaboration is also stressed. Consequently, the curriculum encourages individual focus culminating in the graduate student's Final Project - a competitive portfolio that demonstrates a mastery of advertising principles.

Animation & Visual Effects

Students attain strong traditional skills and storytelling abilities that can then be applied to digital technology. With advice from department directors, undergraduate students are guided to take classes focusing on one of the main areas of the Industry which includes: Visual Effects, 3D Modeling, Character Animation, Storyboarding, Visual Development, and 2D Layout and Background Painting. Emphasis is placed on creating a professional quality demo reel and/or

portfolio following industry standards. Upon graduation the student is ready to enter the workforce in a number of positions.

The MFA in Animation and Visual Effects focuses on storytelling with an emphasis on technical acuity and emotional response. Graduate students are grounded in strong traditional skills that are then translated into the depth and dimension facilitated by technology. The program educates students in all aspects of animation and visual effects film processes from concept to postproduction while fostering skills mastery, creativity, problem solving, and professionalism. During Directed Study, the production phase of Final Projects, real world skills such as process, communication, collaboration, and time management are practiced to ensure graduates meet or surpass the needs of the industry. Each graduate student's Final Project is evaluated by a committee of professionals for consideration in film festivals and exhibition during the Spring Show.

Architecture

Academy of Art University's BFA in Architecture program questions, evaluates and promotes excellence in design. It combines the exceptional quality of art education and professional practice available throughout the Academy with new and existing technology to create beautiful and meaningful Architecture that represents the cultural, physical and ecological spirit of a place. Students are challenged to produce workable and sustainable design solutions within the values and aspirations of a specific society.

The Master of Architecture program has been designed to prepare and empower the graduate, through education, and the process of designing and making, to create visual and physical changes to the built environment that enhance its quality and our experience of it. The architecture degree programs are also designed to prepare students to make a contribution to the practice of architecture and urban design.

Each graduate student completes a Final Project during the Directed Study component of the architecture degree program. The completed Final Project will then be critically appraised by a formal Committee of faculty and professionals at the graduate student's Final Review.

Art Education

The objective of the School of Art Education for the BFA degree is to provide a pathway to teaching in art museums and community-based art programs. As Art Education majors, students develop a thorough knowledge of art and design content along with the concepts for understanding and teaching their audiences. Students demonstrate their competencies in the visual arts and art education through a Final Presentation Portfolio and Journal.

The MA in Art Education prepares students to teach and work in art museums and community-based art programs. Through coursework and fieldwork, they learn about program design and delivery as well as teaching diverse audiences. Students are required to demonstrate their professional readiness through a Final Thesis Project.

Fashion

It is the objective of the School of Fashion to provide students with a global vision that combines the design excellence of Europe with the energy of the United States and the technology of Asia. The School of Fashion has developed a strong undergraduate curriculum in design, merchandising, textiles and knitwear providing opportunities for graduates worldwide.

The MFA fashion curriculum refines and focuses the graduate candidate's individual vision, offering courses in fashion design, merchandising, textiles, and knitwear. Studio courses for fashion design, textile, and knitwear students hone the graduate candidate's mastery of fashion industry standards in design and construction, enhancing design excellence with computer skills, and preparing MFA candidates to launch themselves into the industry upon graduating. Merchandising majors acquire the skills to succeed in fashion careers in buying, product development, retail management, or marketing. Courses include textiles, product sourcing, trend forecasting and product development, product line development, merchandising principles, retail and human resource management, marketing and visual merchandising and business planning.

Subsequent to intensive studio and academic courses, the graduate candidate is guided through directed study, culminating in a Final Project—production of a professional fashion collection and portfolio, or merchandising project. Selected collections are chosen to be part of the Academy's Annual Fashion Show.

Fine Art

Academy of Art University has a strong commitment to the fine arts, offering a very prestigious faculty and impressive resources. This expansive fine arts curriculum gives students the opportunity to specialize in their areas of choice and to explore their interests in other mediums. The School of Fine Arts offers non-figurative and figurative painting, drawing, printmaking, jewelry design, and several other curriculum options. There is also a separate sculpture center, with its own developed curriculum and designated faculty, which is one of the best sculpture facilities in the nation.

It is the objective of the School of Fine Art to provide students with the creative and technical skills needed to thrive in today's art world. Students will leave with professional level portfolios of well-crafted artwork that provides them with a solid foundation for careers aligned with Fine Arts. Courses are taught by a faculty of established artists and consist of lectures, rigorous studio work, critiques, field trips and guest artists.

The MFA curriculum in Fine Art allows students to concentrate on Painting, Printmaking or Sculpture with a focus on technical and conceptual development. The department provides graduate students with studio space, exhibition galleries and state-of-the-art facilities and equipment. The program encourages interpretations and exploration of imagery in either figurative or non-objective art. The courses are taught by a faculty of professional artists and focus on combining technical mastery with personal vision. The resulting independently conceived portfolio/body of work is critically appraised and subject to evaluation by faculty and professionals at the graduate student's Final Review, and is professionally exhibited to the fine art community in San Francisco's gallery district.

Game Design

The Game Design BFA is designed to give a well-rounded education in the arts with an emphasis on understanding and applying techniques including 3D Modeling, Animation and lighting in Video Game Production. The program introduces and builds on the foundations of traditional drawing, painting, and storytelling to develop conceptual skills, which will be applied to innovative game mechanics and challenging 3D technology. State-of-the-art game engines will be used to prototype games, giving BFA graduates hands-on experience with industry techniques and standards. Communication and organizational skills play key roles as students work on collaborative projects.

The successful graduate will have a solid grasp of all fundamental game art principles including knowledge of game engine technology and pre-production and production environments. Each student will develop an exceptional portfolio that shows skill in traditional drawing and painting as well as 3D modeling, texturing and advanced texturing techniques, animation, rigging and time management.

The Game Design MFA focuses on conceptual skills and the mastering of new technologies based on a strong foundation of traditional drawing, painting and storytelling. These skills are applied to innovative game mechanics and challenging 3D technology. State-of-the-art game engines are used in the prototype game production studio, giving MFA graduates hands-on experience with industry techniques and standards. Communication and organization play key roles in this collaborative environment, as the final thesis project prepares students to become leaders and innovators in the game industry.

Graphic Design

The Graphic Design program embraces the entire range of visual communication. It recognizes that design is a cultural force that spans the consumer, commerce and social causes. The program provides a robust curriculum of conceptual problem solving, innovation, critical thinking and formal design as well as branding and marketing strategies. A real world approach to design assures aesthetics, functionality, value and meaning to all student projects. Students graduating from this program are well prepared to meet the rigorous challenges within the field of graphic design and are working in many of the world's most prestigious firms. The numerous awards bestowed on the students' work demonstrate the excellent approach to design and audience-based marketing strategies.

The areas of study encompass typography, print and editorial design, branding and identity, information design, and packaging as well as production and presentation skills. Green strategies are very much a part of the program and issues of sustainability are strongly considered. The graduate student's final thesis project for the MFA must integrate concept and content with technical prowess to make an original contribution to the field of graphic design. The thesis project is critically reviewed and approved by the graduate final review committee, then professionally exhibited to the industry and public.

Illustration

It is the objective of the School of Illustration to develop a unique portfolio for each student that demonstrates a personal style and a high level of professional skills enabling them to enter the job market at a competitive level. Student portfolios are judged to be of a professional quality by how well they demonstrate the following skills: drawing and an understanding of the figure; concepts and storytelling; the use of color to convey feeling and mood; perspective and composition; mastery of technique, both traditional and digital; content, marketability and presentation.

The MFA curriculum in Illustration emphasizes visual communication and a mastery of technical and conceptual abilities and involves intensive education in the formulation of ideas, problem solving and artistic skill. Students are asked to stretch their talents and refine the skills that will enhance their art, broadening the opportunities for their work. Development of the individual's style and viewpoint is a focus of graduate studies in Illustration.

Graduate students receive classical art instruction and an exposure to new media. The graduate student will develop a portfolio that demonstrates a personal style and a high level of professional skills. A refined illustrative style and voice will culminate in the graduate student's individual focus for their Final Project in areas such as editorial, advertising, graphic novel and children's books. The Final Project is exhibited to the public upon approval of the Final Review committee.

Industrial Design

It is the objective of the School of Industrial Design to establish the preeminent design program in the country by achieving the following: placing students in industry-leading firms; maintaining top professionals teaching their trade; increasing exposure to the design and business community by participating in and organizing events and workshops; providing students with a technical skill base and a problem-solving ability that will keep them employable.

Diversification within the Industrial Design graduate curriculum allows for concentrations in transportation, product and furniture design. Graduate studio courses hone the graduate student's mastery of industrial design skill sets that visually communicate ideas accurately. Graduate Students will work on independent and group projects under technical and creative guidance from professional faculty.

The program emphasizes the identification and resolution of design problems and the nurturing of creativity and innovation. Graduate students will achieve expert skills in digital technology, and problem solving. The graduate student is guided by professionals and faculty in the achievement of an individually conceived Final Thesis Project. This project will incorporate the graduate student's personal creativity, through analytical skill, concept, aesthetic sensitivity and human factors. Each student must present the completed Final Thesis Project to a formal Committee for approval.

Interior Architecture & Design

It is the objective of the School of Interior Architecture & Design to prepare the student for a professional career in interior architecture and design. The School strives to achieve a balance between design knowledge and creativity by providing excellent courses taught by professionals.

The graduate student in the Interior Architecture & Design program will be prepared for professional practice through integrated theory, design and technology in tandem with industry standards. The graduate student will be taught to achieve a balance between the mastery of design skills that meet the needs of the profession, and the creativity and imagination that will lead to better ways of thinking about the environment.

For the graduate Interior Architecture & Design student's Final Project, a site is selected in order to redesign its function and interiors; under the direction of a faculty of professional experts, concern for spatial issues, design innovation and attention to detail are emphasized. The concept of the project will demonstrate an energetic professional approach, and will be professionally exhibited upon approval by the Final Review committee.

Landscape Architecture

This approved program has recently started with a Survey of Landscape Architecture course; three additional classes were implemented in the Summer of 2011. The Academy also plans to offer the program online; WASC will review the program in depth at that time. The program will also receive a full review as part of the regularly scheduled WASC site visit in October 2012. The goal for this program is for eventual accreditation by the Landscape Architecture Accreditation Board, which would change the degree granted by the Academy from a BFA to a professional Bachelor of Landscape Architecture degree.

Motion Pictures & Television

The School of Motion Pictures & Television fosters creativity and independence in filmmaking as an art. The Academy also provides instruction in the commercial aspects of filmmaking as a business. This approach is dedicated to practical, hands-on training in a collaborative framework. Students are immersed in a broad range of filmmaking skills, including producing, directing, cinematography, lighting, sound, editing, screenwriting, and production design. After gaining experience in a broad range of disciplines, students will specialize in one area for the purpose of portfolio development. Students are trained to ultimately become specialists, since specialists are what the industry requires.

This program offers state-of-the-art equipment and guidance by top industry professionals. Guest speakers of special note in their respective fields are invited during each semester. The School of Motion Pictures & Television offers graduate students the opportunity to expand on their individual visions and skill sets as filmmakers. The program fosters creativity and independence while also providing instruction in the commercial aspects of filmmaking. This approach is dedicated to practical, hands-on training in a collaborative framework. Students are immersed in producing, directing, cinematography, lighting, sound, editing and screenwriting.

The graduate program culminates in a thesis project designed to launch students' careers in their chosen field: narrative, documentary, experimental filmmaking, music videos or commercials.

Multimedia Communications

The School of Multimedia Communications offers students the opportunity to acquire the technical, written, and oral skills and knowledge necessary to succeed in a multimedia communications/broadcasting career. Students will develop skills in production, conceptual thinking, written, oral, and visual communication, and professional readiness. This program offers state-of-the-art equipment and guidance by top industry professionals.

The School of Multimedia Communications is designed to provide the graduate student with skills in production, conceptual thinking, and visual, written and oral communication. The program enables students to develop expertise in producing an in-depth feature-length thesis project that meets industry standards within a specific media specialty. Depending on the students' specialization, graduate students will be able to present themselves on camera professionally in various kinds of scripted, live, and impromptu settings in the studio and on location; or, be able to direct on camera talent in the studio and on location. Graduates will use the skills learned in the program to acquire a job within a media industry.

Music Production & Sound Design for Visual Media

The School of Music Production & Sound Design for Visual Media AA and BFA are designed to teach students the language of music, and how to apply that language to visual media, including film, television, web, video games, and animation. Coursework will provide a strong foundation in music fundamentals, as well as tools to help students capture the right emotional tone with music to fit the visual image. This approach is dedicated to practical, hands-on training in a collaborative framework, utilizing the latest computer-based production tools which provide a thorough training in all the latest technology applications of the music-for-picture industry.

The School of Music Production & Sound Design for Visual Media MFA offers graduate students mastery-level training in the language of music, and how to apply that language to visual media, including film, television, web, video games, and animation. Coursework is designed to provide a strong foundation in music fundamentals, as well as a broad-based approach to all aspects of collaborative work in the music for picture industry, including the latest computer-based production tools. The graduate program culminates in a thesis project designed to showcase the student's accumulated acumen in the language of music for picture.

Photography

The objective of the School of Photography is to develop technically and aesthetically sound photographers, capable of successfully entering and competing in the open marketplace upon graduation. Students complete a series of classes conducted by working professionals, who guide each student to find his or her "style" both by content and approach. Armed with technical skills plus design and concept knowledge, the student develops a cohesive portfolio that has his or her personal signature in every image.

The graduate program in Photography imparts a high level of digital and traditional photography skill, graduate quality theory, and substantially educates and supports students in their investigation of the applied and fine arts specializations. This is accomplished through the mastery of specific skills according to the student's needs; strong education in relation to relevant theory; emphasis on the student's personal vision; a professional faculty that provides depth as well as breadth of experience; and facilities that provide a professional context for study. Students have the opportunity to concentrate in the area of photography of specific interest to them while becoming aware of core principles related to photography as a medium. The philosophy of the department is to support graduate students in becoming leaders rather than followers in their area of specialization. Photography courses include a mix of studio courses, individual advisement and seminars. Strong conceptual and technical knowledge is the underpinning of the curriculum with a powerful and cohesive final Thesis Project as a tangible result.

Web Design & New Media

Academy of Art University's School of Web Design & New Media offers degrees in digital art, design and production techniques in contemporary industry-standard mediums for web design, interactive design, print design, usability and interface design, motion graphics, digital typography and font design, digital video, imaging, digital photography, vector illustration and audio design. With these comprehensive, multi-disciplinary design skills, Academy graduates are sought after by the most exciting, cutting-edge companies and design studios.

The objective of the Web Design & New Media graduate program is to transform graduate students into creative leaders and visionaries. Each graduate student enters the program through an archway of core skills master classes. Emphasis in concept building and communication skills continues throughout the program from the archway classes, through the practice of a wide variety of new digital tools and applications leading up to each student's final thesis project.

The program promotes final thesis project ideas that aesthetically and innovatively propel technology with intent. The potential to improve the world we live in for the people who live in it, through technology, enlightens graduate students with a new sense of responsibility. And as students later step outside the academic experience, the final thesis project encapsulates a demand in the industry.

Appendix C: Employers

Listed below are some of the many companies which employ Academy students as interns and as full- and part-time employees. Many of these are San Francisco Bay Area companies or companies with local offices. Often, student interns are offered permanent positions with these companies after graduation.¹²

- 7x7 Magazine (San Francisco)
- Adteractive, Inc. (San Francisco)
- Adeeni Design Group (San Francisco)
- Adobe (San Jose)
- Alamosa Design (San Francisco)
- Alexander McQueen (London)
- Ambrosi (San Francisco)
- Amber Design Group (Oakland)
- Amy Kuschel Bridal (San Francisco)
- Anderson DDB (San Francisco)
- Anna Kondolf Lighting Design (Fairfax, CA)
- Arami Designs (San Carlos, CA)
- Artic Advertising (Indonesia)
- Ashton Abeck (San Francisco)
- ASUC Art Studio (Berkeley, CA)
- Attik (San Francisco)
- Avenue 304 (San Francisco)
- BCBG Max Azria (Los Angeles)
- BEST OF, LLC (San Francisco)
- Blue Sky Studios (New York)
- BreatheCast (New York)
- Btrax, Inc. (San Francisco)
- Butler, Shine, Stern & Partners (Sausalito, CA)
- Carol H Williams Advertising (Oakland, CA)
- Catherine Karnow (San Francisco)
- CBS 5 (San Francisco)
- CBS Interactive
- Christine S. Suzuki & Associates (Seattle, WA)
- CNET Networks (San Francisco)
- Colby & Partners (New York)
- Contra, Integrated Creative Services (San Francisco)
- Cornyn & Partners (San Francisco)
- Crispin Porter & Bogusky (Miami, FL & Boulder, CO)
- Current TV (San Francisco)
- Curve Magazine (San Francisco)
- Cutwater (San Francisco)
- Danskin (New York)
- David Maisel Studio (Sausalito, CA)
- Deeper Shades of Soul (San Francisco)

¹² Additional lists of companies employing University students and graduates can be found on the University's website at http://www.academyart.edu/career_resources.html.

- deYoung Museum Store (San Francisco)
- Dial House (San Francisco)
- Dieste Harmel & Partners (Dallas, TX)
- Digitrove, Inc. (San Jose, CA)
- Electronic Arts (Redwood City, CA)
- Ellerbe Becket (San Francisco, CA)
- Epoch Hometex, Inc. (Burlingame, CA)
- Erik Almas Photography (San Francisco)
- Erik Powell Arts (Berkeley, CA)
- Erin Fetherston (New York)
- EVB (San Francisco)
- EVE (Olive Tree)
- Evil Eye Pictures LLC (San Francisco)
- Factor 5, LLC (San Rafael, CA)
- Fast Search & Transfer (San Francisco)
- Filipino American Coalition for Environmental Solidarity (FACES) (Berkeley, CA)
- Film Hanza Co., Ltd
- Fluid Inc. (San Francisco)
- Foote Cone & Belding (San Francisco)
- Gamespot/CNET Networks (San Francisco)
- General Motors (Detroit, MI)
- GAP (San Francisco)
- Gensler (San Francisco)
- Giant Killer Robots (San Francisco)
- Gimme Shoes, Inc. (San Francisco)
- Ginkgo Design, Inc. (St. Louis, MO)
- Goldenbleu (New York)
- Goodby, Silverstein & Partners (San Francisco)
- gr.dano (Sausalito, CA)
- Gray Worldwide (New York)
- Grey SF (San Francisco)
- GSD&M (Austin, TX)
- Gymboree (San Francisco)
- Hunter Freeman Photography (San Francisco)
- Hyde Park Entertainment (Los Angeles)
- IDEO (Palo Alto, CA)
- Industrial Light & Magic (San Francisco)
- Intralink Film (Los Angeles)
- Jade King Productions (Daly City, CA)
- Jason Madara Photography (San Francisco)
- Kaboom Productions (San Francisco)
- Kai Kuhne LLC (New York)
- Kari Feinstein PR (Los Angeles)
- KBFD TV (Honolulu, HI)
- KBCW-TV (San Francisco)
- KBWB TV 20 (San Francisco)
- KQED (San Francisco)
- KRON TV 4 (San Francisco)
- KTSF (San Francisco)
- Landor Associates (San Francisco)

- Lawrence - Berkeley Lab (Berkeley, CA)
- Levi Strauss & Co. (San Francisco)
- Light Rhythm Visuals/North America
- Linden Lab (San Francisco)
- LK Media Group (Carlsbad, CA)
- Loomis Group (San Francisco)
- LT Collaborative, Inc. (San Francisco)
- Lucasfilm (San Francisco)
- M&C Saatchi (London)
- MAC (Modern Appealing Company)
- Makani Power (Alameda, CA)
- Margaret O'Leary, Inc. (San Francisco)
- Mavericks Surf Ventures, LLC (San Francisco)
- McCann Worldgroup (San Francisco)
- Method, Inc. (San Francisco)
- Michael Kors U.S.A., Inc. (New York)
- Michael Osborne Design (San Francisco)
- MINE (San Francisco)
- Momentum Cinema (San Francisco)
- Monaco Digital Film Labs (San Francisco)
- Mortar Agency (San Francisco)
- Movado Group, Inc. (New York)
- mudpoet (San Francisco)
- MTV Networks (New York)
- Namco Bandai Games (Santa Clara, CA)
- National Capital Institute of Telecommunications (Canada)
- National Geographic Television & Film (Washington D.C.)
- NBC (New York)
- Neri & Hu Design and Research Office (China)
- New Deal Design (San Francisco)
- Nickelodeon Animation Studios (Burbank, CA)
- Nordstrom (Seattle, WA)
- Ogilvy One Worldwide (New York)
- Page 44 Studios LLC (San Francisco)
- Papercity Magazine (Dallas, TX)
- Paypal (San Jose, CA)
- PDI/DreamWorks (Glendale, CA)
- Pentagram Design (San Francisco)
- Peters & Associates (San Francisco)
- Peter Samuels, photographer (San Francisco)
- Pfeiffer Price (San Francisco)
- Propane Studio (Southern California)
- Pinwheel Design Corp (San Francisco)
- Pixar (Emeryville, CA)
- Prompt Technologies (Santa Clara, CA)
- Publicis Dialog (San Francisco)
- PUMA North America
- Radium (San Francisco)
- Rebuilding Together (San Francisco)
- Red Brick Media (San Francisco)

- Red Envelope (San Francisco)
- Regency Virtual Studio (San Francisco)
- Rhythm and Hues Studios (Marina Del Rey, CA)
- RJ Muna Pictures (San Francisco)
- Robert Koch Gallery (San Francisco)
- Robin Brouillette (San Francisco)
- RotoFactory, Inc. (Santa Rosa)
- San Francisco Cinematheque (San Francisco)
- San Francisco Museum of Modern Art (San Francisco)
- SF Camerawork (San Francisco)
- Shaba Games (San Francisco)
- Shipman Associates (San Francisco)
- Skidmore, Owings & Merrill (San Francisco)
- Soft Air USA, Inc. (Walnut Creek, CA)
- Sole Graphics & Marketing, Inc.
- Sony Pictures Entertainment
- Spark Unlimited, Inc. (Sherman Oaks, CA)
- Speerion, Inc. (San Francisco)
- Starting Arts (Santa Clara, CA)
- Sterling Brands (San Francisco)
- Stormfront Studios (San Rafael, CA)
- Swirl (San Francisco)
- Tangan Kiri Productions (Indonesia)
- Tea Collection (San Francisco)
- The Artime Group (Pasadena, CA)
- The Balm (San Francisco)
- The Hive Advertising (San Francisco)
- The Orphanage (San Francisco)
- The Weinstein Company (New York)
- Thomas Marsh - Sculptor (Sonoma, CA)
- Timbuk 2 Designs Inc. (San Francisco)
- Totally Games (Novato, CA)
- Twentieth Century Fox Film Corp. (Los Angeles, CA)
- Twenty Two Shoes (Oakland, CA)
- Vagadu (San Francisco)
- Venables, Bell & Partners (San Francisco)
- Visual Affects Productions (Concord, CA)
- Walt Disney Animation Studio (Burbank, CA)
- Water Buffalo Films (San Francisco)
- Wells Fargo (San Francisco)
- Wendy Lynn & Co. (Annapolis, MD)
- White Walls Gallery (San Francisco)
- Williams-Sonoma (San Francisco)
- World Speed Motorsports (Sonoma, CA)
- Yahoo (Sunnyvale, CA)
- Zoom Systems, Inc. (San Francisco)
- Zynga (San Francisco)

Appendix D: Notes About an Urban Campus

NOTES ABOUT AN URBAN CAMPUS, by Alberto Bertoli, Director, AAU School of Architecture*

During the early part of the twentieth century, the modern movement was inspiring men to observe the world around and challenge the prevailing interpretation of historical references as sources of order and form, question all established rules of organization and if possible define a new world independent of traditional models. During that time numerous provocative ideas and proposals initiated a debate that has continued through our times and found partial implementation in many cities throughout the world. On urban issues, we are still in a trial period.

In Le Corbusier's seminal and visionary work "The Radiant City," modern city buildings of different uses and densities, he proposed, are to be located on a common open ground space with large green areas of separation in between. Other prevailing ideas supported the notion that grouping similar functions within buildings would create cities and urban spaces having a clear organization. Further notions postulated that any city when observed as a complete entity would involve the interaction of four general activities molding urban life: Living, Working, Cultivating Body/Mind and Moving About.

For an urban place to have a well-balanced and engaging physical configuration the above-mentioned activities must occur simultaneously, overlap and be all inclusive. Each activity needs the presence and proximity of the others, not in a distant exclusive area or building block, but in mutually shared grounds where the mix will bring interaction and allow a city to function as a community.

Those activities involve people of all ages and interest: Adults, Children, Seniors and Students are the parts that, when combined within an urban setting, have the potential of making a vibrant whole. A successful urban environment has a significant overlap and mix of activities. Educational facilities are one of the city physical components where Body and Mind are cultivated. The act of learning is not only obtained through reading and academic discussion about historical events, discoveries and thought that evolved the concept civilization to what it is today, but through the daily exposure to existing conditions outside the walls of a classroom or the boundaries of an isolated campus. The incorporation of the City as the "other classroom" is paramount to the issues confronted by the daily experience of the learning mind.

Many cities in the world have recognized the benefit and importance of having different schools and colleges of a major University dispersed throughout their urban setting: all graduates become not only knowledgeable of their individual studies but well informed on the issues of the moment. From the venerable and old Charles University in Prague, through the successful New York University in New York (NYU) and the respected Universidad de Buenos Aires in Latin America, among others, distribution of their different colleges and programs woven throughout the city is the norm. For example, NYU's undergraduate housing system alone has twenty-one buildings scattered across New York. This model, proposing interaction instead of separation, recognizes the benefits of having students and faculty dispersed in different areas to observe, learn and eventually propose solutions to community issues based on sound and all inclusive knowledge. Both, the urban place and the individual become the beneficiaries of such strategy.

San Francisco, as a special city bridging the old and the new, the traditional and the progressive, is the right place to incorporate this concept of a city-integrated urban campus. The Academy of Art University

in San Francisco, with its dispersed and city interwoven programs and schools, exemplifies this all inclusive-creative thinking strategy in the field of higher education.

Based on the examples found in many cities around the world, the traditional models for urban configurations analyzed by the modernists during last century seem to provide the best option and a more universal understanding of the multilevel conditions that a successful community, or a city having a sense of place, needs to accommodate.

We should continue the search . . .

AB.

*Mr. Bertoli, has served as director and faculty member at Academy of Art University Graduate School of Architecture since 2004 and has been an architect with Patri Merker Architects since 1997. He also sits on the California State Historical Resources Commission. Previously, Mr. Bertoli was self-employed as a design architect and consultant from 1991 to 1996 and architect with Arthur Erickson Architects from 1981 to 1991. His work ranges from the planning of shuttle facilities for the space program to the designing of a performing arts center. He most recently designed the InterContinental San Francisco hotel. His work has also been recognized by multiple AIA Chapters, the Architectural Association of France, and at numerous international competitions. Mr. Bertoli started his formal education at the University of Buenos Aires, and continued at Cal Poly San Luis Obispo. He is licensed in the State of California. Before joining the Academy he was a lecturer at Cal Poly SLO, UCLA Graduate School of Architecture, and taught for more than 20 years at SCI-ARC.

Appendix E: Economic Study

See supplemental document on the following page.

Appendix F: Draft Transportation Study

See supplemental document subsequent to Appendix E.

APPENDIX E

Economic Study



ACADEMY *of* ART UNIVERSITY

FOUNDED IN SAN FRANCISCO 1929 BY ARTISTS FOR ARTISTS

Educating Students for the Jobs of the 21st Century in Art and Design

Economic and Cultural Contributions to San Francisco and the Bay Area



October 2010

Prepared by:



Capitol | PFG

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Executive Summary

The Academy of Art University, or AAU, prepares aspiring professionals in the fields of design, communications and the arts by delivering excellent undergraduate and graduate degrees and certificate programs. The key elements of the AAU's output based model for higher education in the 21st century are:

Access

Accountability

Real-world pedagogy

Their model is clearly working. Highly skilled professionals will continue to be the critical driver of economic success in the 21st century, and efficient investment in higher education is crucial in meeting this need.

This study is undertaken by Capitol Public Finance Group, LLC to outline and quantify the cultural and economic impact of AAU on the City of San Francisco and on the Bay Area.

The creative industries are a driving force in California, contributing approximately \$5.4 billion to the State's economy and employing over 525,000 people. AAU is a leader in developing talent to fuel the creative industries locally, regionally, nationally, and internationally.

AAU fully prepares its graduates for the 21st century economy by teaching them to produce market-quality work in the high art and design-related fields before they graduate. AAU's faculty members work primarily in the existing market and teach students about the realities of the current art and design-related marketplace and what it takes to succeed in these fields.

In 2009, AAU sent 1,199 new professionals into the creative industries in the Bay Area and throughout the world. This number is growing quickly each year. Based on a 2006 study, approximately 82 percent of undergraduates and 91 percent of graduate students were successful in securing professional jobs in their field of study. Over the years, the Academy has made a large contribution to the professional infrastructure of the art and design industry in the Bay Area.

Data on student loan performance further supports the employability and professional success of AAU alumni. The Academy has a cohort default rate 23% below the national rate and less than half the rate of proprietary schools overall.

AAU provides significant economic benefits to the San Francisco region. During a time when many businesses were laying off workers and struggling to stay afloat, AAU increased its total number of full time employees by 25 percent and overall positions by 9 percent over the past two years,

adding 194 positions. Over the same span, the City economy lost over 20,000 positions. AAU directly employs over 2,200 people in the City, and currently has over 11,200 students enrolled onsite at its San Francisco campus. In total, the Academy directly and indirectly supports approximately 4,600 jobs in the City and 5,700 in the regional Bay Area. Further, an additional 800 direct jobs are projected to be added to the Academy's payroll over the next seven years.

The overall annual economic impact of the Academy's presence is approximately \$290 million dollars on the City economy and over \$500 million on the nine-county Bay Area through operations and student spending. Students alone spend an estimated \$90 million annually in the City and over \$140 million in the regional economy.

The Academy performs extensive community service and supports City and non-profit agencies and initiatives. This activity improves environmental, educational, social, and financial conditions for the community, the City, and the region. Community service has a profound cultural, financial, and educational impact on the local and regional community.

Key Findings

- AAU produces the professional infrastructure that fuels the region's creative industries
- The faculty of successful artists is focused on real-world preparation of students
- Online program is state of the art and provides unparalleled access for 6,200 online students to a curriculum unmatched for depth and breadth
- Over 11,000 students onsite in 2010 from around the world
- With 25,000 alumni, students are part of a vast, international professional network
- Students, alumni, and faculty are winning some of the most prestigious awards, including the Pulitzer, Fulbright, Emmy, Oscar nominations
- Low default rate on student loans, indicative of excellent professional preparation. Just 5.5% of AAU students in default compared to 7.1% nationally and 11.6% for all proprietary schools
- 34% of the operating budget is invested in technology, facilities, and equipment, showing a commitment to preparing students for working-world challenges
- AAU hosts numerous events to provide students with opportunities to showcase work, while bringing over 20,000 visitors to the City, who spend over \$8 million annually
- The Academy generates annual regional economic impact of approximately \$500 million and local impact of approximately \$290 million
- Full-time employment grew by 25% from 2007-09, while in the same period, overall local employment dropped by over 3%
- AAU supports local businesses with \$34 million of local spending and \$75 million of regional spending in 2008
- Paid over \$3 million in taxes and fees to local governments in 2008
- The Academy, its students and faculty make an extensive community service contribution to the City community, working with City agencies and non-profits

AAU Provides Professional Infrastructure to the Region's Creative Industries

AAU is the largest accredited private art school in the United States with over 17,000 enrolled students. Its presence in the City of San Francisco brings many benefits to the City and the region. The Academy provides professional infrastructure to the region's creative industries, attracts students and visitors, employs faculty and staff, supports businesses, buys and restores buildings and improves neighborhoods, performs community service, and pays sales, property, business, and payroll taxes. The effects of these activities multiply as they permeate the local and regional economy.

Further, businesses make location decisions based directly on the available pool of skilled talent. AAU has created a strong pipeline of designers to seed economic growth in the Bay Area, producing thousands of graduates in 16 departments with over 30 areas of emphasis. Its curriculum is unmatched for breadth and depth. Among the hundreds of firms hiring alumni are Apple, Pixar, Nike, IDEO, and Industrial Light and Magic.

The influx of emerging design professionals also leads to the creation of new firms, with alumni founding the next generation of successful companies. The Academy is providing the educational foundation for the animation, graphic arts, game design, web design, illustration, and related creative industries in the Bay Area.

High-caliber universities serve as a catalyst for developing high-performing economic sectors. Industries develop and locate based on the brainpower produced by a cluster of educational institutions. Harvard and MIT fed the technology corridor in the Boston area, while Stanford, Berkeley, and others played a big role in the birth of Silicon Valley. In its own way, the Academy is helping to provide the higher education infrastructure for the Bay Area art and design industry. Graduates excel in many fields, from fine art to graphic arts, architecture to animation

Businesses in the Creative Industries Locate Near AAU

Graphic design

Web design

Fine Art/Painting

Advertising

Animation

Photography

Fashion

Game Design

Industrial Design

design, fashion to game design, illustration to web design, with companies from Electronic Arts to Gucci to BMW Designworks looking to AAU for talented professionals.

The Academy, students and alumni, the Bay Area community, and the art and design industries stand together in a symbiotic relationship. This 21st century university is educating students that are fueling the 21st century economy.

The AAU Model

AAU utilizes an output based higher education model providing no-barriers admissions to all students. The rigorous curriculum is taught by a faculty of successful professional artists currently working for firms ranging from Disney to the New York Times and Brooks Brothers to Blue Sky Studios. The rigorous curriculum requires students to engage in active, hands-on learning resulting in the creation of an actual portfolio of their work, whether web-based graphic design, a sculpture, or the latest fashion. Having produced a portfolio that demonstrates a high level of ability, students are rewarded with a degree that provides them the opportunity to find jobs and to develop successful careers.

The Academy's output based higher education model fully prepares its graduates for the 21st century economy. By teaching its students to produce market-quality work in their field before they graduate, the AAU approach to higher education is demonstrably succeeding.

Accountability means that students are judged by what they accomplish while at the Academy. The output based model means that the University is judged by what graduates accomplish in their careers, and on how the Academy fuels the Bay Area's, and increasingly the global, art and design-related economy.

Academy students are primarily taught by instructors

AAU is the Largest Accredited Private Art School in the United States

AAU has earned the following accreditations:

- Western Association of Schools and Colleges
- National Architectural Accrediting Board (two-year Master of Architecture)
- National Association of School of Art and Design
- The Council for Interior Design Accreditation

Degree Programs

AAU has 16 art and design departments, offering Associates, Bachelors, and Masters degrees with over 30 areas of emphasis.

Advertising
Animation and Visual Effects
Architecture (Master of Architecture)
Art Education
Fashion
Fine Art
Game Design
Graphic Design
Illustration
Industrial Design
Interior Architecture and Design
Motion Pictures and Television
Multimedia Communications
Music for Visual Media
Photography
Web Design & New Media

who are professional artists currently working in the marketplace. They develop an understanding of the requirements for success in their work and in business, crucial knowledge imparted from successful professional leaders in the field. This is critical to prospering in a competitive field and a challenging economy. A student's portfolio provides them with a proven skill set that is valued in the marketplace.

Academy graduates have great artistic and design skills, and they continue to demonstrate the ability to apply their talents in the field. AAU graduates have earned a reputation in the art and design industries for immediate productivity. Their Academy experience has them prepared to make a successful transition into their profession and to contribute in a meaningful way from the start. As a result they are successfully competing for coveted jobs in the creative industries.

There is a symbiotic relationship between the Academy and the Bay Area community. The University's academic programs contribute to and draw from the cultural and professional wealth of the community. They thrive together, as the creative industries and the cultural riches for which the region is famous are critical to providing the high-level instructional talent required to maintain the top-quality educational programs. The school in turn produces the necessary talent pool for the creative industries, and in some cases the next generation of teaching talent as well.

Online Program

Access is a major component of the educational model for the 21st century, and AAU is a leader in the innovation of online higher education. The University's online program offers cutting edge art and design programs through the University's state-of-the-art proprietary software. This program positions AAU well ahead of other institutions in providing unlimited access through online programs. The Academy provides the rare opportunity to get a design degree solely online, both at the undergraduate and graduate level.

Further, the online program mirrors the onsite curriculum, and makes available virtually all of the University's resources for almost every program. The only exception is the exclusion of those programs that are infrastructure intensive. The unmatched breadth of the curriculum, paired with the unlimited reach of online access, make AAU unique among art and design universities.

The program serves the local, regional, and international population. For the fall 2010 semester over 4,000 students residing outside of California and over 250 students outside of the United States are enrolled exclusively online.

The online program provides worldwide reach for the curriculum, and brings in diverse cultural perspective to all AAU programs. It also draws economic activity to the local economy from all over the nation and the world.

Recent AAU Graduate Wins Award for Illustration

A recent Academy of Art University graduate is quickly making a name for himself in the Illustration world. Tyler Jacobson, whose artwork can be seen in Dungeons & Dragons magazine among other places, won the Jack Gaughan Award for Best Emerging Artist given by the New England Science Fiction Association. The Jack Gaughan Award is presented each year to a new and outstanding illustrator.

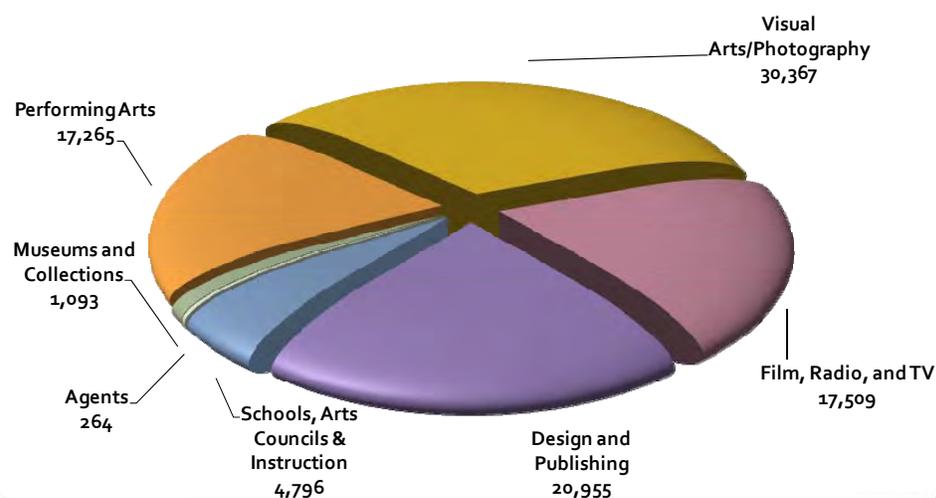


Ahab Hunts the Whale by Tyler Jacobson

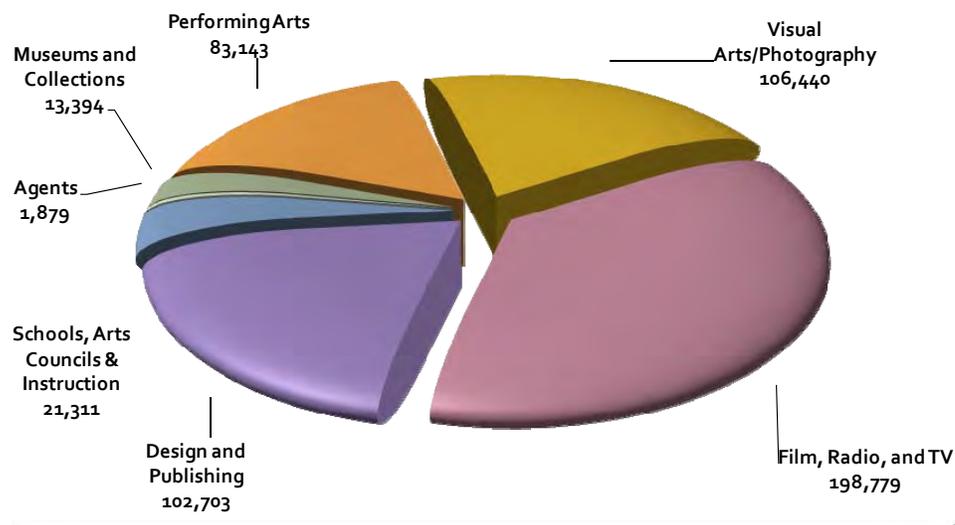
The Arts Contribute to the Statewide Economy

The creative industries are a significant industry in California and the driving force behind the nation's information economy. Nationally, creative-industry businesses number 548,000, equal to approximately 4.3% of all businesses, and employ 2.99 million people, equal to approximately 2.2% of all employees, according to a study conducted by the California Arts Council (CAC). Furthermore, in California, there are more arts-related businesses, just over 90,000, and more people employed in the creative industries, approximately 525,000, than any other state in the nation, based on research by Americans for the Arts.

There are Over 90,000 Businesses in the Creative Industries in California



The Creative Industries Employ Over 525,000 People in California



According to Carnegie-Mellon University professor of economics, Richard Florida, the information economy has grown from three percent of the U.S. workforce to more than 30 percent in the past 50 years. In addition to the creative industries, the information economy includes sectors such as technology, research, and medicine — all industries where the currency of creativity, new ideas, and adaptive thinking hold the most value. Stimulating new ideas and innovation has tangible pay-offs to companies that promote creativity.

The arts contribute \$5.4 billion to the State's economy, per the CAC study. California leads the nation on many fronts in the arts scene. Current research shows that California is home to the largest community of artists as a percentage of the total State labor force than any other state, at 2.3%.

Additionally, the arts contribute to California's ranking as the most visited state in the nation. The primary motivation for 6 million tourists to travel to California is to enjoy the arts. In addition to what tourists spent at an arts event, the cost of lodging, meals, transportation and retail is estimated at just under \$1 billion. Thus, the arts are economic engines in communities throughout the State making important contributions to urban renewal and development.

Californians value the arts first and foremost because they contribute to the quality of life. In a statewide survey of arts audiences conducted in the study for the CAC, respondents ranked impact of the arts on quality of life in their communities as the most important factor.

"The impact of the arts on the economy of California measures in the billions, just try to name one business NOT touched by the arts!"

Donna Banning
National Arts Education Association,
Pacific Region

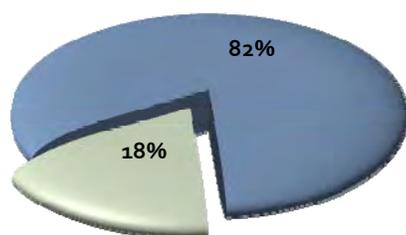
AAU Educates a Steadily Increasing Student Population

AAU has attracted a large and diverse student population, with onsite students from over 100 countries and all 50 States. For 2010-11, total enrollment is approximately 17,400, with approximately 11,200 onsite and 6,200 online. This is an increase in onsite enrollment of over 1,000 students from the 2009-10 school year, in which AAU had onsite enrollment of 10,138, and an increase of 1,600 in total enrollment from 2009-10. Approximately 60% of students are enrolled full-time. Campus housing holds approximately 1,900 students.

Overall enrollment grew 39 percent from 2007 to 2009. The online program grew 95 percent while onsite enrollment grew 20 percent. This strong growth has generated corresponding faculty and staff job growth, with a 25 percent increase in full-time employment from 2007 to 2009. This growth trend is expected to continue for both enrollment and employment.

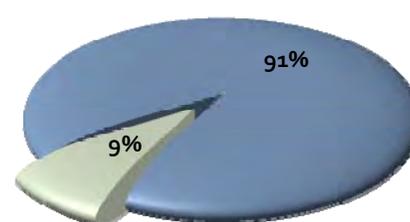
Based on a 2006 study, AAU had a job placement rate of nearly 82 percent in the student's major field for undergraduate students, and the placement rate for graduate students was 91 percent.

Undergraduate Job Placement Rate



■ Students Hired In Field of Study

Graduate Job Placement Rate



■ Students Hired In Field of Study

Student Commuting

The vast majority of onsite students live throughout the City and the nine-county Bay Area, with less than 6 percent commuting from outside of the region. Approximately 59.6 percent live in the city, while 34.6 percent live in other parts of the Bay Area. Student spending in the areas in which they live further adds to the economic impacts generated by the University, and is quantified later in this report.

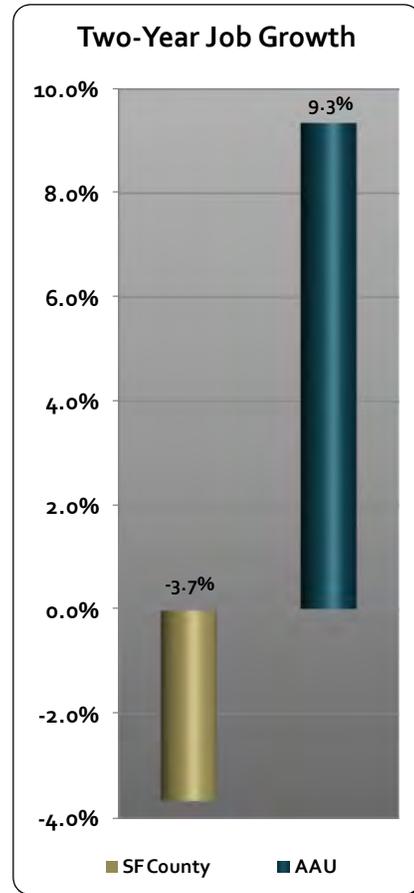
AAU Employs a Dedicated and Able Faculty of Successful Artists With a Focus on Professional Preparation

The Academy directly employs 2,269 people in the City, including a faculty of 1,301 professional artists and a staff of 968. From 2007 to 2009 the Bay area lost over 3 percent of its jobs, with over 20,800 positions lost. Over the same period, AAU added 194 positions, increasing its payroll by 9 percent and its full-time payroll by over 25 percent.

Increasing staff employment reflects in part the Academy's emphasis in recent years on increasing student support positions, thus providing a more complete range of services to students and graduates.

Employment at the Academy is projected to grow beyond 3,000 by 2017, based on the 2008 Institutional Master Plan. With 1,950 faculty and 1,100 staff, approximately 800 additional jobs are planned over the next seven years. The addition of faculty, staff, and students onsite at AAU will support further additional economic activity and jobs through the multiplier effect.

AAU's employs a faculty of 196 full-time and 1,105 part-time instructors. The part-time faculty reflects the emphasis on real world pedagogy, with students learning from professionals currently working in the creative industries. The faculty maintains daily industry contact and is constantly in touch with current industry standards, trends, and technologies. The first-hand industry knowledge of the faculty in turn continually informs the curriculum, ensuring that Academy students are up to date on industry trends. The result is that students graduate having already spent considerable time doing work that is up to current standards, having worked on cutting edge technology, and ready to make immediate professional and economic contributions.



A Focus on Professional Preparation

AAU provides an education by artists, for artists, and is committed to no-barriers admissions for all with a high school diploma or GED. AAU is not an input based model working with pre-screened students, and students are not judged by past achievements. Rather, the Academy works with all interested students, providing access consistent with the original goal of public university systems. Once admitted, students are exposed to a demanding, rigorous curriculum. In the Academy's output based model, what matters is what they accomplish at the Academy and in their succeeding careers.

The Academy's output based higher education model fully prepares its graduates for the 21st century economy. By teaching its students to produce market-quality work in their field before they graduate, the AAU approach to higher education is demonstrably succeeding.

"I only hire former students, and that's been the case for several years now," says Michael Osbourne, president and creative director of Osbourne Design, MFA 2007, and current Academy instructor. "It's just a terrific work source."

While there is often a gulf between the working world and the academic world, because AAU's faculty is comprised of working professional artists, they provide a pedagogical approach grounded in the real world. As Michael Osbourne of says of AAU graduates, "Certain ones I can drop into the office and it's like they've been here for years."

AAU Faculty Are Employed by Leading Firms

AAU provides an education by artists, for artists, with faculty currently working in the creative industries that they teach. Some of the firms employing AAU faculty include:

Adobe
 Alexander McQueen
 Bloomingdales
 Disney
 DreamWorks
 Electronic Arts
 Ford Motor Company
 Harper Collins Publishing
 IBM
 Industrial Light and Magic
 Life Magazine
 New York Times
 Nike
 Pixar
 Sony
 Wendt Gallery

See Appendix B for a more extensive listing of AAU faculty employers

Real-world pedagogy provides students with the required art and design skills and also an understanding of how to apply them to professional work and to building a career. They develop firsthand knowledge of the requirements for success in their work, crucial knowledge imparted from successful professional leaders in the field. This is critical to prospering in competitive industries and a challenging economy.

AAU graduates have great artistic and design talents and the ability to put those talents to work. Students are prepared to do market-ready work before they reach the job market. The Academy has the reputation in the creative industries for producing productive professionals who hit the ground running. Their experience at AAU has prepared them to contribute on the job in a meaningful way from the start, and as a result they successfully compete for the jobs of the 21st century.

"The advice and guidance of industry professionals is just part of what makes this a great school."

Ivanka Georgieva and Emily Melville,
MFA Fashion

Elite firms hire top performers and require immediate contributions. In a difficult economy they must limit the cost of training and transitioning graduates. As Michael Osbourne notes, "The type of work we're doing is very much what I teach in the classroom. The learning curve at the studio has to be shorter." AAU graduates have the ability to successfully make the jump from the Academy to the profession, and this has paved the way for current and future students into the creative industries.

"Universities should be evaluated by their success in connecting students with jobs upon graduation."

Dr. Elisa Stephens,
President of Academy of Art
University

Students have their faculty, including their department directors, close at hand for advice and counseling. Further, the opportunity for collaboration is a critical element of the curriculum. Students Ivanka Georgieva and Emily Melville, MFA Fashion, note that "the advice and guidance of industry professionals is just part of what makes this a great school. The most rewarding experience we've had as students here was the time we spent collaborating with other students. The fashion industry is all about collaboration, and developing the skills to work with other designers is going to help us throughout our careers."

In order to ensure that graduates are ready to make meaningful contributions from the start, AAU makes a major educational and financial commitment to staying at the leading edge of technology and trends in the industries of the innovation economy. With input from industry

professionals, each department constantly adjusts and upgrades their curriculum and the available technology to respond to the rapid changes in the working world.

The school brings together the stakeholders in the creative industries, including students and alumni, faculty/professionals, and firms. The people making and influencing hiring decisions know students personally, having worked with them in the academic setting, while graduates are exposed to real world standards of performance. This pedagogical model allows tremendous opportunity for the institutional transfer of knowledge, with the goal of producing professionals who contribute from the start. Vying for jobs with experienced workers, particularly in competitive industries and challenging economic times, students must understand from the outset the requirements for success in 21st century economy.

The curriculum also includes general education requirements designed to stimulate critical design and develop communication skills. The goal is to encourage emerging artists to draw upon a variety of disciplines and multiple perspectives and to graduate as well-rounded, productive professionals.

5 AAU Architecture Students Win Citation from the American Institute of Architects, East Bay

Five Academy of Art University Architecture students won a citation from the American Institute of Architects, East Bay (AIAEB). These students put their design skills and ingenuity to work creating a free-standing office space.



PAAV | DESIGN BUILD

AAU Alumni are Prominent Working Artists and Designers

Students begin making important connections while at the Academy as they work with faculty who are themselves prominent working artists and designers, as well as with fellow students who are the next generation of successful professionals.

AAU has over 25,000 alumni throughout the world. The Academy keeps graduates connected to each other and the University professionally and socially. The Alumni Association strives to provide programs and events that bring alumni everywhere together as a community. The activity of the Alumni Association is coordinated by a full-time Alumni Director.

The Alumni Association uses its dedicated web site and newsletter, and increasingly information is provided and connections fostered through the rapidly-growing social media groups on Facebook, Twitter, and LinkedIn, with combined membership of several thousand alumni.

The Association offers the opportunity for alumni to post portfolios and network, as well as career resources, a job board, and opportunities to attend and contribute work to on-campus and other events, further augmenting the professional network that starts for each student while at the Academy.

AAU Alumni Are Employed by Leading Firms

AAU students are successful in the workplace after graduating from the University. Some of the firms employing AAU alumni include:

ABC
American Greetings
American Idol
Apple
Bill Graham Presents/Live Nation
Burberry
Chicago Tribune
Disney
Dreamworks
Estée Lauder
Gap
Geffen Records
Google
Hasbro
Johnson & Johnson
Lockheed Martin Corporation
National Geographic
Northface
Pixar
Robert Koch Gallery
Samsung

Appendix A for a more extensive listing of AAU alumni employers

Student Success Is Demonstrated Through Scholarships and Awards

Student Scholarships (Partial List)

In the 2008-09 academic year, 2,797 undergraduate students received over \$13 million in grants (data from NCES). The Academy offers a wide range of scholarship opportunities to current students, and additional merit-based scholarships have also been awarded to students.

- Presidential scholarships are awarded directly by the University President
- The Portfolio Grant is a portfolio-based scholarship worth up to 100 percent of tuition cost for first-time Academy students that successfully complete two or more classes in a degree or certificate program in the Summer semester and successfully complete 12 units in the following Fall semester. The grant is paid during the following Fall semester up to the cost of tuition for two classes.
- Athletic scholarships offered to student athletes
- Sister City Scholarship Exchange with the Paris-based schools Studio Berçot and L'Ecole de la Chambre Syndicale de la Couture Parisienne
- Council of Fashion Designers of America (CFDA) Scholarship Awards (including the Geoffrey Beene Design Scholarship award of \$25,000)
- Pre-college scholarships have provided thousands of high school students with intensive art experiences
- Teacher grant scholarships provide high school and community college art teachers the opportunity to practice and improve their skills

Awards

AAU faculty, students, and alumni win some of the most prestigious awards and contracts in art and design, including the Pulitzer Prize, Emmy Awards, Academy Award nominations, and the Fulbright Scholarship. These achievements represent the pinnacle of success and are a testament to the Academy's programs and students.

"I'm a huge fan of the Academy and it's because of the talent that comes out there. Consistently they are awarded, working and exhibited. The brilliant, dedicated staff have found some great ways to bring out the best in these new artists."

Damon Webster,
President, Photo Induced

Awards and honors achieved by AAU faculty, students and alumni include (partial list):

- AIGA Fellows Award for Lifetime Recognition
- Pulitzer Prize
- Fulbright scholarship
- Academy Awards nominations for nine Animation/FX projects
- Emmy Award
- Emmy nomination
- APA Leadership Award
- Sundance Directors Lab, Sundance Screenwriters Lab
- Graphic Designer of the Year 2010 - IDA
- Jack Gaughan Award for Best Emerging Artist
- ADDYs
- ADC Gold Cube
- Grand Prize - Designnext Student Competition
- Top Designnext Winner
- iF Concept Award
- Digital Photo Pro Contest
- 2010 APA NY
- PDN 30
- Graphic Design USA Students to Watch
- Grand Teton Natural History Award
- Best of show SILA
- The Patrick Nagle Award
- Best figurative - Artist International
- Gold medal - California Art Club
- Best Figurative painting California Art Club
- Adobe Systems Awards
- Type Director's Club
- ID Magazine Design Review
- Berlin Fellowship Award
- Clio Awards
- STYLESTIGHT
- Montana World of Wearable Art "WOW®"
- Fashion Group International

2 AAU Students Take Home Gold and Silver ADDY

Two Academy of Art University advertising school students won big in two world-renowned advertising competitions, taking home a Gold and a Silver ADDY award as well as an Art Directors Club Gold Cube.



Student Loan Performance Exceeds National Standards

The student loan performance of Academy of Art University graduates has improved over the past year despite the difficult economy, which has caused loan performance nationally to deteriorate. Further, AAU's loan performance has strengthened relative to national trends for the past four cohorts.

STUDENT LOAN DEFAULT RATES

	<u>2008</u>	<u>2007</u>
Academy of Art University –	5.5%	5.6%
All Non-Profit Schools –	5.5%	5.3%
All Proprietary Schools –	11.6%	11.0%

The Federal Student Loan program is an investment by the taxpayer in the potential of the American worker. Federal funds are disbursed to students to pay for and improve access to higher education. These loans are backed by the student's promise to repay the funds, with interest, from future earnings, which increase due to the value of their education.

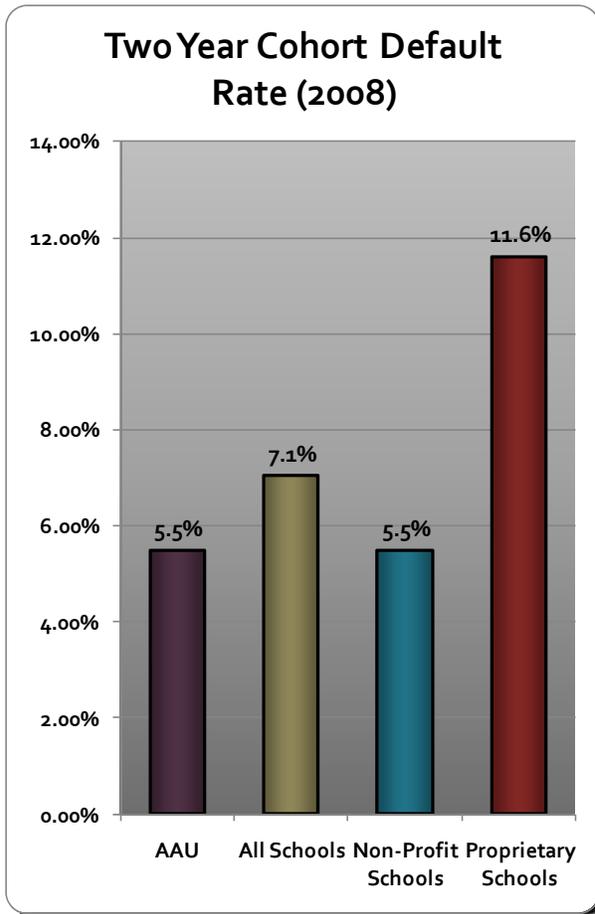
A highly educated workforce has historically been the foundation of a competitive American economy. As technological development accelerates, education will be more crucial than ever in the 21st century economy.

The rate of default on Federal student loans has received a great deal of recent attention, which has been spurred by concerns regarding the return on taxpayer investment. Congress is aiming to ensure that taxpayer money directed at higher education generates an appropriate return.

To assure efficient investment in higher education, and to improve school accountability, Congress has directed the Department of Education (DOE) to adjust the calculation of student loan default rates, examining a three-year window rather than the current two-years.

The DOE tracks loan performance by institution to determine how well institutions are preparing students for employment that is in line with costs, which is reflected in the student's ability to repay loans. Currently, the two-year cohort default rate is the basis for

AAU is in the top 14 percent of all large proprietary schools for performing loans, 23rd of 171 schools with over 1,000 loans entering repayment in 2008.



school eligibility to receive Federal student aid funds. Beginning with the 2011 cohort, the three-year rate will be the new standard.

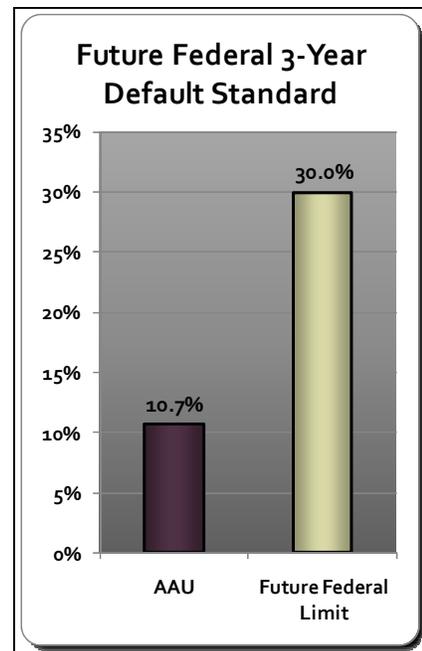
In addition, the gainful employment standard is a new proposal to test loan repayment performance on a program-specific level. The proposal is in the public comment period, so its final form is undetermined. This standard weighs loan repayment rate, annual debt payment to annual earnings, and annual debt payment to discretionary income ratios. Each program within each institution will have to pass the repayment rate test and either the payment to earnings or payment to discretionary income test. The strong performance of AAU graduates in paying student loans and in securing jobs should allow the Academy to comply with these new regulations, if adopted.

AAU has a very solid track record of

compliance with Federal standards that determine aid eligibility. Any new standards will be reviewed by the experienced staff and necessary changes to the aid program will be made to ensure compliance.

Recent public discussions have created confusion regarding default rates, with recently released analysis of the new three-year data showing higher default rates than those previously reported. Defaults have increased due to difficult economic conditions. At the same time, the recently published three-year default rates are higher than two-year rates due to the longer window, though the same underlying loan data is used.

By providing a skilled workforce, higher education increases the potential output of the entire economy, benefiting



society as a whole. The return on taxpayer investment is not primarily the loan interest, but the greater output of an educated workforce. Each school's loan performance rate reflects one measure of the taxpayer's return on investment.

Increased lifetime earnings make student loans a worthwhile investment for the student. With an increase in median 2010 weekly earnings between college and high school graduates of \$403, over \$20,000 annually, student loans are a sound investment (BLS, 2Q 2010).

Each student's actual return on investment and ability to repay loans relies on actually obtaining improved earnings. The output objective of AAU's model is to produce work-ready graduates for the 21st century economy. Efficient investment in higher education entails matching educational attainment with the needs of the future for both firms and graduates.

The cost of higher education is a major factor affecting access and determining return on investment. Tuition at AAU is 40% less than the average at comparable art and design schools, while overall student expense is 25% less. AAU's 2009-10 tuition of \$18,050 is well below the average of \$29,862, while overall annual student expenses are \$11,700 below the average (data from NCES). Tuition at AAU is actually lower than for out-of-state students at the public UC Berkeley. Lower cost and lower per-student borrowing imply that a greater number of students gain access to higher education with the same level of taxpayer investment.

Lower costs and no-barriers admissions are keys to access in the output based model, complementing the goals of the Federal student loan program. Lower costs also decrease the debt burden on graduates, improving their ability to repay their loans and their quality of life.

Their low student loan default rate is strong evidence of preparation for professional success, and that graduates are pursuing successful careers in their chosen fields. Further, this is an indicator of the soundness of the taxpayer's investment in graduates of those institutions with a track record of success.

AAU's output based model is furthering the goal of the Federal loan program to improve access through no-barriers admissions and lower costs. Affordability also means that AAU relies less on taxpayer funds. AAU remains far below the 90% limit for percentage of revenue derived from Title IV funds. AAU received

Loans to AAU students perform better than the national average.

Based on Department of Education data, 94.5% of loans to AAU students are current after two years, vs. 92.9% overall and 88.4% for proprietary schools.

less Federal Title IV funds as a percentage of total revenue than 77% of proprietary colleges according to the most recent DOE data. By rigorously maintaining accountability, the Academy is producing graduates who are real world contributors from the start. AAU's output provides the talent pool that fuels the Bay Area's art and design economy. The output based model of higher education, as applied by AAU, is providing a strong return on investment for the taxpayer.

AAU is Affordable for Students

Tuition

AAU: \$18,050

Average: \$29,862

Tuition at AAU is 40% less than average

Total Expenses

AAU: \$36,130

Average: \$47,907

Student expense at AAU is 25% less than average



Athletics for a Complete College Experience

Athletic programs provide a complete college experience for athletes and for the entire University community. Beyond building a sense of community and identity for the University, the athletic program fosters collaborative skills and encourages the development of a competitive nature. Therein lies a relationship between art and athletics. Both collaboration and competition are central to professional art and design careers.

The Academy's selection of Dr. Jamie Williams as Athletic Director embodies this ideal. As an artist, professional athlete, and doctorate, he offers a unique perspective to an athletic program for artists.

AAU has built the athletic program over recent years. The program now fields 14 teams competing in NCAA at the Division II level, hosting athletic events in venues throughout the Bay Area, thus bringing visitors to areas throughout the City resulting in economic benefits.

The University has a twenty-one member advisory board comprised of prominent athletes with Bay Area connections. The board is comprised of Olympians, NFL, NBA, and Major League Baseball veterans, including Dusty Baker, Vida Blue, Brandi Chastain, Baron Davis, Michael Johnson, and Chris Mullin, among others.

In the 2009-10 academic year, five student-athletes received the prestigious Division II Athletic Directors Association Academic Achievement Award.

AAU Graduate Wins First and Third Prize in Prestigious Photo Contest

A graduate of AAU's School of Photography impressed judges with his work. He won first and third prize in the Action Adventure Sports category of the 2010 APA|NY Photo Contest. The annual photo contest is sponsored by the New York chapter of American Photographic Artists.



AAU Invests in Cutting Edge Technology, Equipment and Software

In support of its goal of producing work-ready professionals, AAU maintains a significant commitment to investing in technology, equipment, and software. The opportunity to gain experience using cutting-edge technology is a critical component of the hands-on learning experience, and it prepares graduates for immediate success in their field. AAU commits 34 percent of its operating budget to equipment and learning facilities. This investment provides students with applicable knowledge of the technology and tools used in the workforce.

Directors undertake an annual review of their department to ensure that the curriculum and technology is consistent with the current needs in their field. The director takes the lead in determining what is needed to maintain a market-driven department and curriculum.

Much of the equipment available to students is seen at top industry firms and rarely in an academic environment. The University maintains supply labs that equip students at a professional level. When these students graduate to the workforce, they have experience using top of the line equipment. The Academy provides extensive support for the traditional arts, from numerous studios for creating work to several on-campus galleries for displaying it.

Cutting Edge Equipment and Technology Used by AAU

- Professional photography equipment not usually available to students
- Commercial grade, computer-controlled knitting machines in the Fashion Department
- The Multimedia Communications Department has touch screen technology equivalent to news departments at major television networks
- Hollywood caliber, fully operational television studios for film and sound editing, lighting, and acting
- A green screen room large enough to photograph full size vehicles
- Custom built furniture tailored to classroom needs
- The University also maintains numerous labs including:
 - ◆ CINO Lab
 - ◆ Film and sound editing labs
 - ◆ Computer labs
 - ◆ Traditional and 3D animation labs
 - ◆ Digital and traditional photography labs
 - ◆ Workspaces for print makers, metal arts, and wood workers

Students Have Ample Opportunities to Display Work and Network With Industry Professionals

AAU stages numerous public events to showcase student work, provide opportunities for student networking, and maintain ties with community and industry. Venues are near concentrated commercial areas, benefiting restaurants, retail, and entertainment establishments.

Various events are hosted and attended by AAU and students to showcase the creative talent of the University.

"What I admire about the Academy of Art is their interest in their students' careers in the world of art. This is one of the few schools I have visited that spends time, effort, and money in prepping their students for the future."

Richard Solomon,
Richard Solomon Artist Representatives,
Art on a Grand Scale

An event that is specifically designed to support the placement of students in high quality jobs is the Spring Show. The event highlights the actual work product of hundreds of undergraduate and graduate students to executives from some of the most innovative companies in the world.

Including the Spring Show, AAU provides opportunities for students to demonstrate their work throughout the year, including:

Spring Show

- Open to the public for 3 weeks, brings the University's art to the community in an accessible way, increasing the profile of the art community in San Francisco
- Hundreds of firms and industry representatives attending
- 500 student exhibitors, selected by faculty
- Exhibition and juried competition showcasing student portfolios, showing skill developed
- Popular, powerful, public venue, and evaluative mechanism for faculty and administration
- Art auction to support scholarships and artists

School of Advertising Events

- Annual awards show - Winners chosen by industry jurors

School of Fashion Events

- Annual Fashion Show (in conjunction with the Spring Show)
- Fall/Spring Show at New York Fashion Week on Broadway, the only school invited

School of Industrial Design Events

- Industrial Design Open House - Professionals provide real-world feedback

School of Graphic Design Events

- Winter Show
- Reception for industry professionals - critique the showcased work

School of Animation and Visual Effects

- Festival of Animation - highlighting student work
- Public event gives students the opportunity to enter work in a competitive festival, win awards

School of Motion Pictures and Television Events

- Film Festival in the Castro neighborhood at the historic Castro Theater

Nonprofit Galleries Maintained by the University

- Open to the public
- Street-level galleries are located in academic buildings and next door to a student residence
- Artists promote and sell artwork, network with the industry

Compostmodern in Conjunction with AIGA

- Conference bringing together designers, business people, environmental activists, faculty, and students to share ideas, solutions and inspiration regarding design's role in a sustainable future

National Academy Days

- Industry events in various cities showcasing emerging artists, bringing together representatives from the art and entertainment industry

OPENCALL

- Offers University alumni and current student designers and artists the opportunity to sell to the public in the University's retail store

The Lily Project

- Brings together students from the University and students from the Lily Bunka Academy of Art in Mito, Japan for a unique cross-cultural event featuring a design competition

Industry on Campus Events

- Over 2,800 students in attendance
- 70 portfolio reviews
- 26 industry presenters
- Recent presentations from Lucasfilm, Adidas Group, T3 (the think tank), PDI/DreamWorks, Nickelodeon, Blizzard Entertainment, CBS/Paramount Network TV, American Greeting, Imagi Animation Studios



AAU Spending Provides an Economic and Fiscal Boost to the Local & Regional Economy

Direct Versus Indirect Impacts

The economic analysis utilizes some specific and defined economic terms and principals in order to determine the true economic effect of the operations of AAU. One of those economic principals is related to the direct versus indirect impacts and how they are quantified.

The total direct spending associated with the University and students is referred to as “direct economic impact”.



As this spending takes place in the local and regional economy it represents revenue to area establishments. These entities, in turn, spend this revenue for various goods and services both inside and outside the local and state economies. Further, the employees who work for these businesses spend a portion of their income in the local and state economies. As this additional spending occurs, referred to as “second-round spending,” it becomes income to other entities which in turn re-spend that

money. In each round of spending, some money stays in the local economy and some “leaks” outside the economy. The sum of these secondary rounds of spending is collectively referred to as “indirect economic impact” and the process is referred to as the “multiplier effect”.

Input/output models estimate the total effect of the activity of an entity. These models are based on the assumption that industries within a region are interrelated, and that each entity’s activity affects other firms, so that the effect of an entity’s activity is greater than its own output. These modeling systems rely on government data sources that describe trade flows and regional purchase patterns.

Economic Multipliers

There are a variety of modeling techniques available that can be used to estimate the economic benefit and jobs created based on the total ongoing operational expenditures from a particular entity on the local and regional economy. These models produce only estimates and are subject to the accuracy of the underlying assumptions.

Models rely on multipliers that represent the relationship between the activity of an entity in one sector of the local economy and the affect of that activity on other local industries. Economic impacts are generally classified as direct, indirect, and induced, with the total of the three categories representing overall economic impact. Direct effects represent activity of the entity being evaluated. Indirect effects represent business transactions that supply the direct activity. Induced effects measure increased spending in the local economy by businesses and employees of businesses affected by the activity of the entity being evaluated. Multipliers are further used to estimate the level of direct, indirect, and induced jobs that are created by the studied entity.

The multipliers used in this report are based on a model developed for the University of California at San Francisco by Bay Area Economics, which was based on the IMPLAN input/output model. IMPLAN is among the industry standard models. Because UCSF is in the same industry and the same neighborhoods of San Francisco as the Academy, and the model was developed based on private university data, these multipliers are deemed to represent accurate estimates of the economic effects of AAU's activities.

Basis for Expenditures

Expenditures for AAU operations were provided by the Academy based on 2008 data. Using financial records and surveys of students and employees, AAU calculated direct expenditures resulting from its presence in San Francisco in 2007 at \$225 million.

The baseline of \$225 million used for this report was calculated by AAU for the 2008 Institutional Master Plan based on 2007 data. This included all expenditures by the University, and local student expenditures. The 2007 regional impact calculation included \$114 million of student spending, \$111 million of University spending. In addition, the University estimated that its presence in San Francisco generated \$8.6 million of visitor spending in 2008. Based on Academy records, local vendor expenditures increased by \$6 million in 2008 from 2007, and regional vendor expenditures increased by \$15 million. Therefore, regional output was estimated to have increased from \$111 million in 2007 to \$126 million in 2008. The data evaluated in this report is derived from this 2008 data. Note that this estimate does not include increased University spending that resulted from the increased number of payroll positions.

Student spending was estimated by the University as \$114 million for 2007-08 and \$126.7 million for 2008-09 based on NCES data, internal records, and student surveys. Total student expenditures are considered direct impacts for the purposes of this report.

Visitor spending was estimated by AAU based on the number of annual visitors from outside the region, average length of stay, type of lodging, and average daily spending based on 2008 data. The Department of Admissions/Marketing and Special Events approximated that AAU generates

about 20,000 visitors a year to University events. This includes prospective students. According to AAU records, approximately 34% of students visited AAU before enrolling. Approximately one-third of visitors stay in San Francisco hotels for a minimum of 3 nights. Average hotel cost was obtained by AAU from the San Francisco Convention & Visitors Bureau.

Based on a study of UCSF, universities in San Francisco are estimated to generate about 18 jobs per \$1 million in output.

Academy Employment

AAU employs 2,269 faculty and staff and added 194 jobs to the San Francisco economy from 2007 to 2009, equating to a 9.3 percent increase in payroll positions, and projects continued job growth. This is a vital boost to the local economy in light of the overall loss of 3.7% of payroll jobs, or 20,800 positions, in the City of San Francisco over the same time period. Further, due to multiplier effect of the 2,269 AAU positions, AAU supports approximately 2,400 additional jobs in San Francisco and 3,500 in the Bay Area (IMPLAN data).

	Positions		Increase	% Change
	2007	2009		
Full-Time	722	904	182	25.2%
Part-Time	1,353	1,365	12	0.9%
Total	2,075	2,269	194	9.3%

	2009 Faculty	2009 Staff	Total
	Positions	Positions	
Full-Time	196	708	904
Part-Time	1,105	260	1,365
Total	1,301	968	2,269

School Operations

While the economy and the regional job market have contracted, AAU's economic impact is growing. University operations continue to grow, including purchases from vendors, total payroll, tax payments, and through the activity of over 11,000 onsite students. AAU's operations, employees, and students support local businesses, whose activity further impacts the local economy. Through this process, the University's presence has a larger impact than its activity alone would provide.

The school operates in several neighborhoods including in the Financial District, South Beach, Nob Hill, and South of Market.

The Academy made operational expenditures of approximately \$85 million in the City and \$126 million in the nine-county Bay Area. As this spending circulates through the economy, it generates an additional approximate \$30 million in indirect spending in the City and an additional approximate \$33 million in induced spending in the City for a total of \$148 million in the local economy. Furthermore, the \$126 million in regional Bay Area spending results in a total of \$244 million in economic impacts on the nine-county Bay Area.

	San Francisco		Bay Area	
	Expenditure ^a	Multiplier ^b	Expenditure ^a	Multiplier ^b
Direct	85,000,000	1.00	126,000,000	1.00
Indirect	30,000,000	0.36	49,000,000	0.39
Induced	33,000,000	0.40	69,000,000	0.55
Total	148,000,000	1.75	244,000,000	1.94

^a Reflects spending in the specified area only, derived from AAU data

^b Based on economic impact analysis of UCSF conducted by Bay Area Economics

The economic impact of AAU's operations was based on expenditure data from the Academy's records. Using economic multipliers from Bay Area Economics' UCSF study, for every \$1 million of output by a private University in San Francisco, approximately 18 jobs are created. The results from this calculation are summarized for San Francisco and for the nine-county Bay Area.

San Francisco		Bay Area	
Output	Jobs ^a	Expenditure	Jobs ^a
85,000,000	1,530	126,000,000	2,268

^a Based on 18 jobs supported per \$1 million of University output in the City of San Francisco, derived from BAE UCSF study

Student Expenditures

The economic impact of student spending was analyzed based on enrollment data, and the costs of attendance, housing, supplies, and other living expenses, according to NCES, and also based on each student's place of residence.

AAU's 10,138 onsite students in 2009 spent an estimated \$93 million in the City and \$148 million in the greater nine-county Bay Area on common living expenses, including housing,

transportation, art supplies, food, clothing, and entertainment. Many small businesses and franchises in the campus neighborhoods thrive due to the student and University presence.

Students live throughout the City and the Bay Area. Based on data from the Academy, approximately 59.6 percent of students attending onsite classes live in the City, 34.6 percent live in the nine-county area, and 5.8 percent commute from outside of the Bay Area.

Including multiplier effects, student spending generates an impact on the San Francisco economy of approximately \$143 million, and \$268 million on the regional economy.

	San Francisco		Bay Area	
	Expenditure ^a	Multiplier ^b	Expenditure ^a	Multiplier ^b
Direct	93,000,000	1.00	148,000,000	1.00
Indirect	27,000,000	0.30	58,000,000	0.39
Induced	23,000,000	0.25	62,000,000	0.42
Total	143,000,000	1.55	268,000,000	1.81

a Reflects spending in the specified area, based on NCES data and student residence data from AAU

b Based on economic impact analysis of UCSF conducted by Bay Area Economics

Furthermore, jobs generated from student spending equate to approximately 846 in the City and approximately 1,217 in the nine-county Bay Area.

	San Francisco		Bay Area	
	Jobs ^a	Multiplier ^b	Jobs ^a	Multiplier ^b
Direct	558	1.00	850	1.00
Indirect	167	0.30	175	0.31
Induced	121	0.22	192	0.34
Total	846	1.52	1,217	1.65

a Based on 6 jobs supported per \$1 million of student spending in the City of San Francisco, derived from BAE UCSF study

b Based on economic impact analysis of UCSF conducted by Bay Area Economics

c Based on 5.74 jobs supported per \$1 million of student spending in the Bay Area, derived from BAE UCSF study

For purposes of local and regional student expenditures, it is estimated that 40 percent of spending on books, supplies, and other expenses by non-resident students living in the nine-county Bay Area takes place in San Francisco, based on BLS data. The remaining 60 percent is

assumed to be spent in the Bay Area economy. For students residing outside of the Bay Area, it is estimated that 40 percent of spending on books, supplies, and other expenses takes place in the City, with the remaining 60 percent outside of the Bay Area.

Economic Impacts Summary

AAU boosts the local and regional economy through direct spending. Its presence in San Francisco also leads to student and visitor spending. In addition, this spending supports further indirect and induced spending and job creation.

The University's Knight Kash card program, a debit card program through AAU used by students, generated \$436,000 of revenue at over 30 small businesses and franchises on and adjacent to campus, not including cash expenditures. This is just a small example of the over \$140 million spent regionally by students on living expenses.

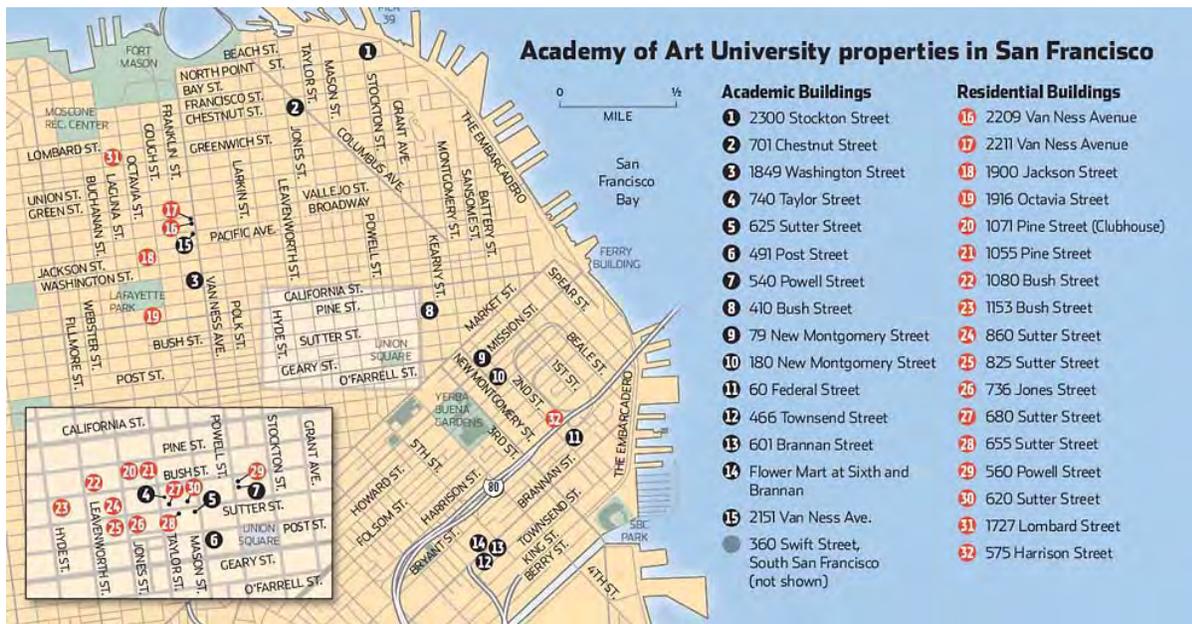
The events hosted by the school draw over 20,000 visitors to the city annually, resulting in an estimated \$8.6 million of visitor spending.

In total, AAU generates approximately \$291 million in economic benefits in the City and approximately \$512 million in economic benefits in the nine-county Bay Area. In addition to the 2,269 University employees, AAU's operational spending generates approximately 1,530 jobs in the City, with student spending generating approximately 846 jobs, for a total of 4,645 jobs in the City. In the regional nine-county Bay Area, AAU's operations and student spending generate approximately 3,485 jobs in addition to the Academy's direct employment.

With the enrollment growth experienced from 2009-10 to 2010-11, an additional approximately \$13 million in student spending is expected, which will generate additional indirect and induces spending in the local and regional economy.

AAU Operates Facilities Throughout the City

AAU aligns its resources with its mission and educational objectives, maintaining numerous facilities to meet the specialized needs of the diverse Academy curriculum. The University makes a significant contribution to neighborhoods on and around the campus, with a particular impact due to its adaptive use of previously underutilized sites. This aids in the revitalization of communities throughout San Francisco.



AAU operates 15 academic and administrative buildings, containing 342,000 square feet of instructional and administrative space. The Academy also provides 17 residential buildings with a capacity to house nearly 2,000 on-campus residents.

No building acquired by the Academy has ever been torn down or sold. The school has acquired 32 buildings since 1929, all existing structures that have been preserved and/or restored in a manner that maintains their aesthetic integrity. This benefits all stakeholders in campus neighborhoods, as otherwise underused or abandoned buildings become hubs of local activity. The increased retail activity of students and Academy employees around campus also generates sales tax revenue for the City.

Further, AAU does not benefit from the tax-advantaged status of non-profit universities, and as a result the Academy paid \$2.4 million to the City of San Francisco for property taxes in 2008. Surrounding property values increase as neighborhoods are improved, which generates additional property tax revenue for the City.

The school donates use of facilities to community groups, including:

- Larkin Street Youth Services
- Filipina Women's Network
- California Water Color Association Annual Exhibition (CWA)
- Innerconnect

Additionally, AAU owns and operates over 30 shuttle vehicles that are maintained by local vendors. In its dedication to have a positive impact on the environment while meeting student needs, AAU is continually incorporating bio-diesel buses into its courtesy transportation fleet. The University provides transportation services to non-profit organizations to attend their events, including:

- The San Francisco Lesbian, Gay, Bisexual Transgender Community Center
- AIDS Walk
- Good Tidings
- San Francisco State University Family Resource Center
- Filipina Women's Network

AAU is a Contributing Member of the Bay Area Community

AAU values its role as a member of the vibrant Bay Area community, and makes a major cultural and financial impact through varied and widespread involvement in community initiatives. In line with its overall educational goals, the Academy actively seeks opportunities to put the power of art and design to work and to engage students in their community.

The Academy has working relationships with and offers on-going support to the following public agencies:

- San Francisco Mayor's Office
- Department of Public Works
- Department of Environment
- The Department of the Environment
- San Francisco Unified School District
- San Francisco Police Department
- San Francisco Fire Department

Helping San Francisco Students Complete High School

Difficult economic times have caused many public institutions to struggle to meet the needs of their constituents. In summer 2010, a budget crisis at San Francisco Unified School District led to cancellation of summer classes needed by students to graduate. A partnership between SFUSD and the Academy allowed 85 students to attend full-credit summer art classes on scholarships worth up to \$9,600 each. AAU also arranged with Utrecht to donate all necessary art supplies. The Academy stepped in to offer this unique public-private solution to allow these students to complete high school and earn college credits.

Environmental Initiatives

The Academy partners with City agencies and non-profits to improve quality of life by keeping the City clean, green, and beautiful. The Academy consistently participates on the Community Clean Team, while students plant trees, clean streets, and remove graffiti.

Kappa Sigma Fraternity removes graffiti biweekly in a 16-block area, improving the environment for all stakeholders. A 2001 Civil Grand Jury report estimated the annual public cost of graffiti damage at \$22M.

The Academy works with the City on the Graffiti Advisory Board (Chairing the Educational Sub-Committee), the Graffiti Watch Program, the Community Clean Team, and the Urban Forest Program. In 2009, students and staff produced a video on the challenge of keeping the City graffiti-free. Community leaders suggested it be used by government and local television, to educate youth, and for training enforcement agencies.

The Urban Forest Project is a public awareness campaign focused on urban tree planting, and is a joint project of the Academy, the City, and Worldstudio. The Academy assumed a major role in website development and designing street banners.

The Academy partners with the City's and Sunset Scavenger to support the City's annual Anti Junk Mail Campaign. Students have exhibited artwork made from junk mail which was showcased in City Hall, the City of Oakland, and on campus. The School of Advertising and Motion Pictures & Television partnered with the City and Sunset Scavenger to create a documentary and three commercials on the Zero Waste Campaign.

The Academy is a leader in establishing environmentally conscious practices, with a goal of reducing electrical usage by 20%, equivalent to taking 300 cars of the road.

The Academy partners with City agencies, non-profits, and local businesses to help effect change in social behavior to reduce carbon footprint, including: Sunset Scavenger Company, Design Ignites Change, Worldstudio, Inc., Project H, Urban Forest, De Loach Winery, St. Vincent de Paul, Inneract Project.

Emergency Preparedness – The Big Shake Out

The Academy works with the City to provide official disaster sites. On the day of the Great Shake Out 2009, the Academy was the official site for performing the earthquake drill and hosted the Mayor's representatives. The Academy provided public awareness materials and moderated a panel discussion on earthquake preparedness.

Non-Profit Organizations

The Discarded to Divine Fashion Show was created in 2005 by Sally Rosen on behalf of St. Vincent de Paul Society. AAU students and other local designers create new fashions out of discarded items. The University provided the venue and technical production for a fashion show and auction. The Academy partnered with the Fashion Institute of Design and Merchandising,

City College of San Francisco, de Young Museum, Macy's West, and Wilkes Bashford. The event has grown to include Bay Area designers and AAU alumni.

The Academy provides pro-bono design work to non-profits for awareness and re-branding efforts, fundraising outreach, and neighborhood improvement campaigns, including:

- AIGA
- Tenderloin Housing Clinic (re-branding of the Tenderloin)
- North of Market Tenderloin Community Benefit District
- Chinese Historical Society (re-branding of Chinatown)
- Union Street Association
- Ronald McDonald House
- Susan Komen (Breast Cancer Awareness)
- Avant Grande – Starbucks (benefited "Kid Serve Youth Murals")
- Bethany Center for Senior Housing
- San Jose Almaden Community Center & Library
- Fine Art Museums of San Francisco
- Pierre Deux (benefited "An Arts Program for Homeless Children")
- Bethany Center
- COPIA – Cure for Hunger (benefited food banks, shelters, soup kitchens, elderly & day care centers)
- Hamilton Family Center
- ING – Art of Giving Grant (donated painted benches to the "Every Child Can Learn Foundation")
- Making A Difference Educators Initiative
- XGames – Jimmy V. Foundation (benefits injured and challenged athletes who have cancer; raised \$10,000)
- Larkin Street Youth Center
- Lexicon Branding
- St. Vincent de Paul
- Children of Shelters
- San Francisco Women Against Rape

- San Francisco Salvation Army
- San Francisco Glide Memorial
- San Francisco Fire Department's Toys for Tots
- San Francisco Food Bank
- San Francisco Arts Commission
- Bayview Opera House
- Inneract Project

High School Student Assistance

Thousands of high school students have benefited from the Pre-College Summer Art, Saturday Art, & 4-year undergraduate Program, which offers full and partial tuition scholarships to high school students nationally, and allows participants to earn credit toward the Academy's BFA program.

The Academy partners with school districts throughout the Bay Area, providing annual scholarships to students from under-served communities, offering free tuition, fee waivers, and art supplies. The Academy awarded four-year undergraduate degree programs to several organizations.

- John O'Connell High School, SFUSD
- School of the Art High School, SFUSD
- KIPP: San Jose Collegiate
- KIPP: San Lorenzo Collegiate
- City of Richmond Redevelopment Agency: Kennedy & Hercules High Schools
- San Francisco Fire Department family members
- San Francisco Police Department family members
- San Mateo County Fair
- Elks Lodge
- Oakland Fund for the Arts (Oakland USD)
- Fashion Arts & Youth Enterprises (SFUSD and Daly City USD)
- San Francisco Baptist Ministers Conference (SFUSD)
- Telegraph Hill Neighborhood Center (SFUSD)
- San Francisco District Attorney's Back on Track Program (SFUSD)

- Immaculate Conception Academy
- The Teacher Grant is a full-tuition scholarship provided to secondary school and community college art teachers nationwide. Scholarships worth over \$50,000 are provided annually for educators to practice and improve their artistic and design skills.

The University offers on-going partnerships and long-term support to:

- o Larkin Street Youth Services
- o Bethany House
- o Glide Memorial's Janice Mirikitani Family Youth Services
- o Glide YouthBuild Scholars Program
- o Urban Solutions Youth
- o Hamilton Family Center

AAU Students Showing at Fashion Week in New York

Academy of Art University's School of Fashion is the only school showing at Mercedes-Benz Fashion Week in New York. This season 7 students will be showcasing their work.



Appendix A:

Where AAU Alumni are Working (Partial List)

- 7x7 Magazine
- A&E
- ABC
- Abercrombie & Fitch
- ABS CBN International TV
- Adbusters Magazine
- Adeeni Design Group
- Adidas
- Adobe
- Adteractive, Inc.
- AKQA
- Alamosa Design
- Alexander McQueen
- Alison Wright Photography
- Amber Design Group
- Ambrosi
- American Greetings
- American Idol
- Amy Kuschel Bridal
- Anderson DDB
- Anna Kondolf Lighting Design
- Anshen + Allen
- Apple
- Arami Designs
- Architecture International
- Architecture Planning Interiors
- Arlington Independent Media
- Artic Advertising (Indonesia)
- Artist International
- Ashton Abeck
- ASUC Art Studio
- Attik
- Auctiva Corporation
- Avenue 304
- Ayebiz, Inc.
- Azzedine Alaïa
- Babey Moulton Jue & Booth
- Backen Gillam Architects
- Banana Republic
- Bandai Namco
- Basement Media
- BCBG Max Azria
- Bebe
- BEST OF, LLC
- Bill Graham Presents / LiveNation
- Black & Decker
- Blanc de Chine
- Blue Mars
- Blue Sky Studios
- BMW Designworks
- Boom! Studios
- Boxcar Theatre Company
- Brand Engine
- Brayton Hughes Design Studios
- BreatheCast
- Btrax, Inc.
- Burberry
- Butler, Shine, Stern & Partners
- Byer California
- Calvin Klein
- Camelbak
- Canon Inc.
- Carla Sozzani's Corso Como 10
- Carnal Comics
- Carol H Williams Advertising
- Carter Dow Photography
- Catherine Karnow
- CBS
- CBS 5
- Cheil Communication
- Chicago Tribune
- Chiodo Arts Development
- Chloe
- Christine S. Suzuki & Associates

- Cinematico
- Cisco
- Clorox
- CNET Networks
- CNN
- Code and Theory
- Colby & Partners
- Contra, Integrated Creative Services
- Coppola Companies
- Cornyn & Partners
- Crate & Barrel
- Crescent Jewelers
- Crispin Porter + Bogusky
- Cryptic Studios
- Crystal Dynamics
- C-Span
- Current TV, LLC
- Curve Magazine
- Cutwater
- Dae Advertising
- Danskin
- Dark Horse
- David Maisel Studio
- DC
- Deeper Shades of Soul
- Dentsu/Thailand
- Design Reactor
- Deutsch Design SF
- deYoung Museum Store
- Dial House
- Diane von Furstenberg
- Dieste Harmel & Partners
- Digital Domain
- Digitrove, Inc.
- Discovery
- Disney
- DIY Network
- Donna Karan
- Draft FCB
- Dreamworks
- E!
- Electronic Arts
- Ellerbe Becket, Inc.
- Email Labs
- Engine Company 1
- Epoch Hometex, Inc.
- Erik Almas Photography
- Erik Powell Arts
- Erin Fetherston
- Escada
- ESPN
- Estée Lauder
- EVB
- EVE (Olive Tree)
- Evil Eye Pictures LLC
- Factor 5
- Factor Design
- Fantasy Flight Games
- Fast Search & Transfer
- Filipino American Coalition for Environmental Solidarity
- Film Hanza Co., Ltd
- Fluid Inc.
- FME Architecture + Design
- Food Network
- Foote Cone & Belding
- FOX News
- Fox Racing
- Frog Design
- Gamespot/CNET Networks
- GAP Inc.
- Geffen Records
- General Motors
- Gensler
- Georgiou
- Giant Killer Robots
- Gimme Shoes, Inc.
- Ginkgo Design, Inc.
- Giorgio Armani
- GM
- Goldenbleu
- Goodby, Silverstein & Partners
- Google
- gr.dano
- Gray Worldwide
- Grey SF
- GSD&M (Austin, TX)
- HandHeld Entertainment Inc.
- Hang Art Gallery
- Harper Collins Publishing
- Hart Howerton
- Hasbro
- Healthy Pets
- Heat Advertising
- HGTV
- High Moon Studios

- Hill Holliday
- Hirsch Bedner Associates
- History Channel
- Hunter Freeman Photography
- Hyde Park Entertainment
- IDEO
- IISLI
- ILM
- Image Comics
- ImageMovers Digital
- Industrial Light & Magic
- Interbrand SF and NY
- Intralink Film
- IOTA Design
- iWin
- J. Walter Thompson Specialized Communications
- Jade King Productions
- Jason Madara Photography
- Jeremy Scott
- Jessica McClintock, Inc.
- JLR Arts
- Johnson & Johnson
- justtherightshoe.com
- Kaboom Productions
- Kai Kuhne LLC
- Kaiser Permanente
- Kari Feinstein PR
- Kate Spade
- KBCW-TV
- KBFD TV (Honolulu, HI)
- KBWB TV 20
- KGO
- Kishimoto Gordon Dalaya PC
- KITON
- KNBC
- Kodak Gallery
- Koei Entertainment Singapore
- KPIX
- KOED
- KRON
- KTSF
- KTVU
- KWID
- L.A.M.B.
- L.inc
- Lahaina Corporation
- Landor Associates
- Lawrence - Berkeley Lab
- Lexicon Branding
- LG Electronics
- Light Rhythm Visuals/ North America
- Linden Lab
- Liz Claiborne
- LK Media Group
- Lockheed Martin Corporation
- Loomis Group
- Los Angeles Times
- Louis Vuitton
- LT Collaborative, Inc.
- Lucas Arts
- Lucasfilm
- M&C Saatchi (London)
- MAC (Modern Appealing Company)
- Macy's
- Makani Power
- Marc Jacobs
- Margaret O'Leary, Inc.
- Martha Stewart Living
- Martin Margiela
- Martine Sitbon
- Marvel Comics
- Masco Contractor Services
- Massive Black
- Mattel / Tyco
- Mavericks Surf Ventures, LLC
- Mazda
- MBH Architects
- McCann Worldgroup
- McCann-Erickson
- Media Zone
- Method SF and NY
- Michael Kors U.S.A., Inc.
- Michael Osborne Design
- Microsoft
- MINE
- Missoni
- MOD/Michael Osborne Design
- Momentum Cinema
- Monaco Digital Film Labs
- Mortar Agency
- Movado Group, Inc.
- MTV Networks
- mudpoet

- Museum of Children's Art
- Namco Bandai Games
- National Capital Institute of Telecommunications (Canada)
- National Geographic
- National Geographic Television & Film
- NBC
- Neri & Hu Design and Research Office (China)
- New Deal Design
- New York Times
- Nice Collective
- Nickelodeon Animation Studios
- Nike
- Nippon Design Center
- NIRO JAPAN
- Nissan Global
- Nordstrom
- Northface
- Notre Dame University
- NVIDIA
- NY1 News - Time Warner
- Oakland Tribune
- OC Weekly
- Ogilvy One Worldwide
- Ogilvy West
- Old Navy / Gap / Banana Republic
- Organic
- Oscar de la Renta
- Page 44 Studios LLC
- Palm Inc.
- Pamela Dennis
- Papercity Magazine
- Paul Jones Architects Ltd.
- Paypal
- PBS/Discovery Channel
- PDI / DreamWorks
- Pentagram Design
- Pereira & O'Dell
- Peter Samuels, photographer
- Peters & Associates
- Pfeiffer Price
- Phillippe Becker Design Associates
- Pinwheel Design Corp
- Pixar Animation Studios
- PlayStation / Sony Computer Entertainment Inc.
- Polygon Magic
- Popgun Anthology
- Pottery Barn
- Primo Angeli
- Prompt Technologies
- Propane Studio
- Publicis & Hal Riney
- PUMA North America
- Radium
- Raison Pure US
- Ralph Lauren
- Ralph Rucci
- Razorfish
- Rebuilding Together
- Red Brick Media
- Red Envelope
- Red Interactive Agency
- Reebok
- Regency Virtual Studio
- Restoration Hardware
- RG/A
- Rhythm & Hues Studios
- RJ Muna Pictures
- Robert Koch Gallery
- Robin Brouillette
- ROCKSTAR Games
- Rodale
- Rolling Stone
- RotoFactory, Inc.
- Ruby Bird Productions
- Saatchi & Saatchi
- Saida + Sullivan Design Partners
- Saks Fifth Avenue
- Samsung
- San Francisco Bay Guardian
- San Francisco Chronicle
- San Francisco Cinematheque
- San Francisco Museum of Modern Art
- Scott Donahue
- ScreamStream Interactive
- Sct Cards and Publishing Co., Ltd.
- Sequence
- SF Art Guild
- SF Camerawork
- Shaba Games
- Sharpe & Associates

- Shine
- Shipman Associates
- Simon and Schuster
- SINA.com
- Single Bound Creative
- Sketchers
- Soft Air USA, Inc.
- Sole Graphics & Marketing, Inc.
- Sony
- Sony Picture Imageworks
- Sony Pictures Entertainment
- Spark Unlimited, Inc.
- Speerion, Inc.
- Spin
- Spreckels Performing Arts Center
- St. John
- Starting Arts
- Sterling Brands
- Stern & Partners
- Stone Yamashita Partners
- Stormfront Studios
- Streamline Films
- Sullivan and Company
- Swirl
- Tangan Kiri Productions (Indonesia)
- Target
- TBWA\Chiat\Day
- TBWA\Hakuhodo
- Tea Collection
- Technicolor
- Telemundo
- TellTales
- The American Pavilion at the Cannes Film Festival
- The Arnell Group
- The Artime Group
- The Balm
- The Barbarian Group
- The CW
- The Hive Advertising
- The New Yorker
- The North Face
- The Orphanage
- The Weinstein Company
- Thomas Marsh - Sculptor
- Three As Four
- Three Dots
- Threshold Corporation
- Timbuk2 Designs
- Tippett Studio
- Tocca
- Tokyo Pop
- Tolleson
- Totally Games
- Toyota
- Toys for Bob
- Travel Channel
- Twentieth Century Fox Film Corp.
- Twenty Two Shoes
- United Airlines
- Univision
- US Postal Service
- Vagadu
- Valve
- Venables Bell & Partners
- Viktor & Rolf
- Visual Affects Productions
- Vivian Weisman Productions
- VSA Partners Chicago and NY
- Wall Street Journal
- Wallace Church
- Walt Disney Animation Studio
- Walter E. Smithe Custom Furniture
- Warner Bros. Studios
- Washington Post
- Water Buffalo Films
- Wells Fargo
- Wendy Lynn & Co.
- Weta Digital Ltd.
- White Walls Gallery
- Wieden + Kennedy
- Wild Brain Animation Studios
- Williams-Sonoma, Inc.
- Wired Magazine
- World Speed Motorsports
- XLR8
- Yahoo
- Young & Rubicam
- Your Space Interiors
- Zac Posen
- Zandra Rhodes
- Zephyr Films
- Zoom Systems, Inc.
- Zynga

Appendix B: AAU Faculty Employers (Partial List)

- Adobe
- Alexander McQueen
- Ammunition
- Anna Sui
- Anthem
- Apple
- Assouline
- BCBG
- bebe
- BIGI
- Blizzard Entertainment
- Bloomingdales
- Blue Sky Studios
- Brooks Brothers
- Burberry
- California Art Club
- Calvin Klein
- Chanel
- City Hall SF
- Digital Domain
- Disney
- Donna Karan
- DreamWorks
- Electronic Arts
- Eley Kishimoto
- Emmanuel Ungaro
- Esprit de Corp
- Fine Art Collector Magazine
- Ford Motor Company
- Garden Gallery
- Gensler Associates
- Givenchy
- Harper Collins Publishing
- Helmut Lang
- IBM
- IDEO
- Industrial Light and Magic
- Interbrand
- Itokin
- Jones Apparel Group
- Laika Entertainment
- Landor Associates
- Life Magazine
- Liz Claiborne
- London Fog
- Louis Vuitton
- Macy's
- Marc Jacobs
- Martha Stewart Omnicom
- Michael Osborne Design
- Muni
- Muralworks
- Neiman Marcus
- New York Times
- Nike
- Nordstrom
- Norma Kamali
- Paul Smith
- Pentagram
- Phaidon Press
- Phillippe Becker Associates
- Pixar
- Pollini
- Polo
- Ralph Lauren
- Rhythm & Hues
- Saks Fifth Avenue
- Sequence
- Sony
- Steven Alen
- Stone Yamashita Partners
- Sybilla Sorondo
- The Limited
- Tippet Studios
- Versace
- Visionaire Group LA
- Vivienne Westwood
- VSA Partners
- Waterhouse Gallery
- Wendt Gallery
- WETA Digital
- Wilkes Bashford

Appendix F

Draft Transportation Study

**ACADEMY OF ART UNIVERSITY
DRAFT INSTITUTIONAL MASTER PLAN 2011**

Prepared for:
Academy of Art University
San Francisco, California

Submitted by:



**CHS Consulting
Group**

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October 19, 2011

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Appendix F

DRAFT TRANSPORTATION STUDY

This Appendix documents the draft procedures and findings of the assessment of existing transportation characteristics and systems that serve the Academy of Art University (AAU) and potential impacts associated with the implementation of the Draft Institutional Master Plan 2011 (IMP) on those systems (The Marchese Company, October 4, 2011). The transportation assessment was conducted by CHS Consulting Group under contract with AAU.

AAU is Unique

AAU is unique with respect to its spatial orientation – it occupies 40 individual buildings in the eastern half of San Francisco – and its reliance, by policy, on transit, including its own bus shuttle system, and other non-automobile modes to move its on-site students, faculty and staff between “campus” buildings. AAU operates 23 Institutional buildings and 17 residential facilities, and all but two are located in five general areas: South of Market, Financial District, North of Market – Union Square, Van Ness Avenue Transit Corridor, and Fisherman’s Wharf – North Beach. Two other facility support buildings are located in other areas of the City. Also, approximately 90% of all existing daily trips by AAU on-site students, faculty and staff are made by modes other than personal vehicle, with transit leading the way with 55% and walking following with 25%. Table F.1 shows the building locations by area; they are illustrated in Figure F.1.

Existing Transportation Conditions

This section provides a description of the existing transportation conditions in the vicinity of AAU facilities, including the existing street network, transit network, pedestrian and bicycle facilities, parking supply and demand, and truck loading conditions.

Street Network

This section describes and characterizes the existing regional and local roadways in the vicinity of AAU buildings. The existing roadways are grouped by relative building location within the city: South of Market, Financial District, North of Market – Union Square, Fisherman’s Wharf – North Beach, Van Ness Avenue Transit Corridor. The relative traffic conditions during PM peak hour are also discussed and are based on observation and experience. Detailed analyses of existing conditions and potential impacts of the AAU IMP will be included in the environmental document prepared by others.

Regional Access

I-80 and U.S. 101 provide regional access to and from AAU. U.S. 101 serves San Francisco and the Peninsula/South Bay and extends north via the Golden Gate Bridge to the North Bay. Van Ness Avenue and Lombard Street are arterials which connect U.S.



Table F.1 – Existing Academy of Art University Sites

Area	Land Use	Site	Location
South of Market	Institutional	2	601 Brannan Street
		6	58-60 Federal Street
		33	460 Townsend Street
		34	466 Townsend Street
	Residential	1	168 Bluxome Street
		7	575 Harrison Street
Financial District	Institutional	3	410 Bush Street
		8	631 Howard Street
		14	700 Montgomery Street
		15	79 New Montgomery Street
		16	180 New Montgomery Street
North of Market – Union Square	Institutional	19	1069 Pine Street
		21	491 Post Street
		22	540 Powell Street
		26	625-29 Sutter Street
		31	740 Taylor Street
	Residential	4	1080 Bush Street
		5	1153 Bush Street
		11	736 Jones Street
		18	1055 Pine Street
		23	560 Powell Street
		25	620 Sutter Street
		27	655 Sutter Street
		28	680-688 Sutter Street
		29	817-831 Sutter Street
30	860 Sutter Street		
Van Ness Avenue Transit Corridor	Institutional	20	625 Polk Street
		36	1849 Van Ness Avenue
		37	2151 Van Ness Avenue
		35	950 Van Ness Avenue /963 O'Farrell
	Residential	9	1900 Jackson Street
		13	1727 Lombard Street
		17	1916 Octavia Street
		38	2209 Van Ness Avenue
		39	2211 Van Ness Avenue
Fisherman's Wharf – North Beach	Institutional	12	2801 Leavenworth - The Cannery
		24	2340 Stockton Street
		32	2295 Taylor (aka 701 Chestnut)
Others	Institutional	40	121 Wisconsin Street
		10	2225 Jerrold Avenue

Source: Academy of Art University; CHS Consulting Group, 2011



101 through San Francisco to the Golden Gate Bridge. I-80 connects San Francisco to the East Bay via the San Francisco-Oakland Bay Bridge. U.S. 101 merges with I-80 at an elevated structure in the vicinity of Division and Tenth Streets. South of Market is adjacent to I-80 with access to and from provided via on- and off-ramps at Bryant, Third, Fourth, Fifth, Sixth, Seventh, and Eighth Streets. Freeway ramps to and from U.S. 101 are provided at Bryant, César Chávez, Harrison, Mission, Ninth, and Tenth Streets, and Jerrold Avenue. U.S. 101 traverses South of Market and Van Ness Avenue Transit Corridor, and provides direct access to the North and South Bay.

I-280 provides regional access to AAU from eastern San Francisco and the South Bay/Peninsula. I-280 and U.S. 101 have an interchange to the south of 2225 Jerrold Avenue. Nearby access to and from I-280 is provided via ramps at Brannan, César Chávez, King, Mariposa, Sixth, 18th, and 25th Streets.

South of Market

Figure F.2 shows the roadway, transit and pedestrian network classification in South of Market area.

North-South

2nd Street runs between Market and Berry Streets. It is a two-way street, generally has two travel lanes in each direction and traffic signals located at all intersections with other major streets. There are 10-foot sidewalks and on-street parking on both sides of the street. The *San Francisco General Plan* identifies Second Street as a Neighborhood Pedestrian Street and a Citywide Bicycle Route. The section of 2nd Street between Howard and Harrison Streets is classified as a Secondary Transit Street. One AAU institutional building and one residential hall are located less than one block away from 2nd Street in this area.

3rd Street runs between US-101/Bayshore Boulevard and Market Street. It forms a one-way couplet with 4th Street. Both 3rd and 4th Streets serve as major links between north and south of Market areas with 3rd Street operate in northbound direction. 3rd Street generally has four travel lanes and traffic signals located at all intersections with other major streets. Within the vicinity of AAU facilities, 3rd Street has five travel lanes south of Folsom Street. There are 10-foot sidewalks and on-street parking on both sides of the street. However, no parking is allowed along this corridor from 7:00 a.m. to 9:00 a.m. and 3:00 p.m. to 6:00 p.m. The *San Francisco General Plan* identifies 3rd Street as a Major Arterial, a Transit Important Street, a Neighborhood Pedestrian Street, and Freight Truck Route. It is also part of the citywide Congestion Management Program (CMP) and regional Metropolitan Transportation System (MTS).

5th Street runs between Market and Berry Streets. Fifth Street is a two-way roadway with two travel lanes in each direction. There are 10-foot sidewalks and on-street parking on both sides of the street. The *San Francisco General Plan* identifies Fifth Street as a Major Arterial and Freight Truck Route between Market and Brannan Streets and a Citywide Bicycle Route between Market and Townsend Streets. Intersections with most major streets are controlled by traffic signals, except at Townsend Street. There are three AAU institutional buildings and one residential hall located west of 5th Street.



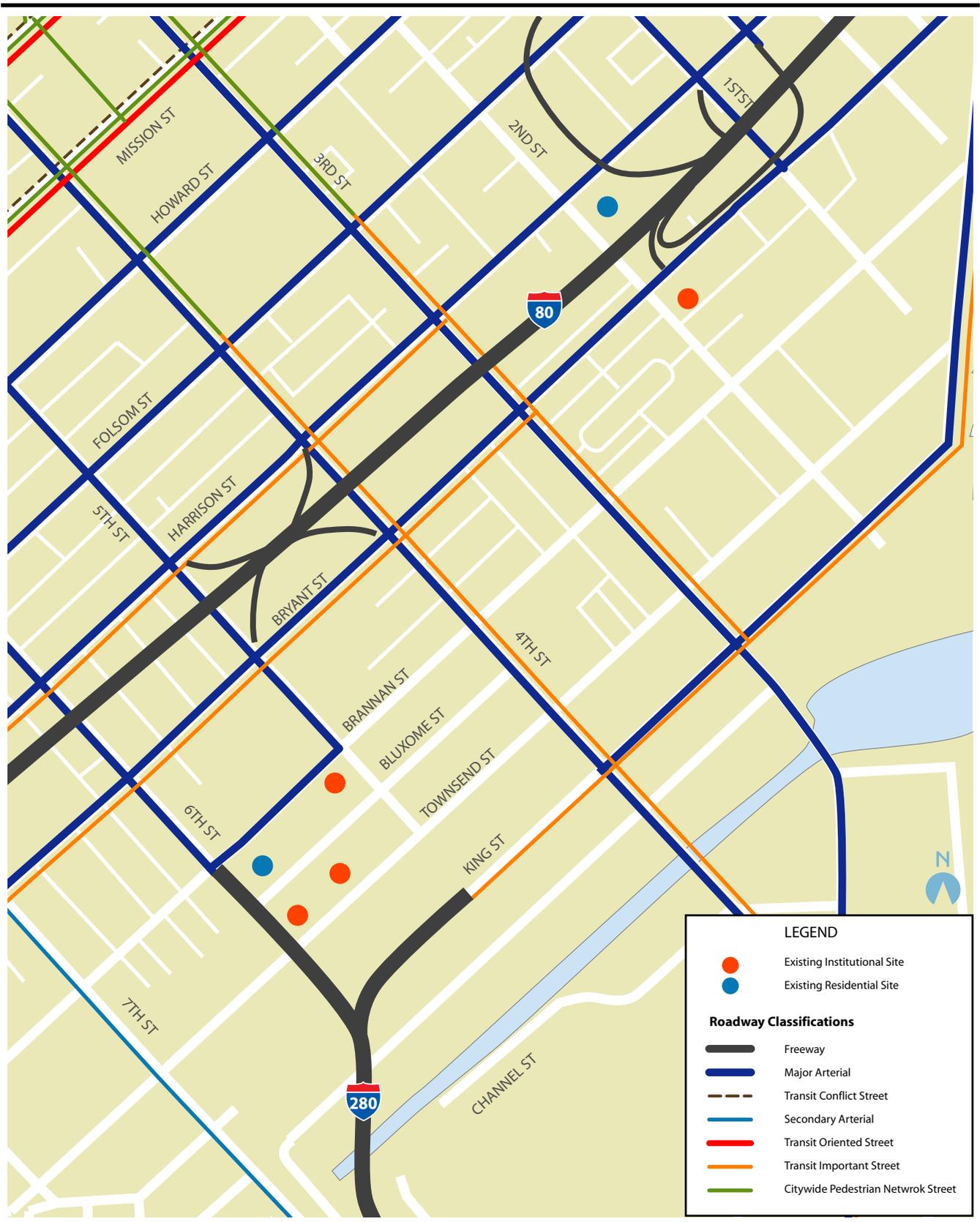


Figure F.2
Roadway Classifications - South of Market

6th Street runs between Market and 16th Streets. The section of 6th Street between Brannan and Channel Streets is discontinued because of the I-280 alignment and China Basin Channel. 6th Street is a two-way roadway with two lanes in each direction. There are 10-foot sidewalks and on-street parking on both sides of the street. The *San Francisco General Plan* identifies 6th Street, as a Major Arterial and Freight Traffic Route between Market and Brannan Streets. The section of 6th Street between Market and Folsom Street is identified as a Neighborhood Pedestrian Street. No left turns are permitted at the north, south, or west approaches of the intersection of 6th and Brannan Streets. No left turns are permitted in the northbound direction from 6th Street onto Harrison, Howard, and Mission Streets. Peak period tow-away zones exist along the east curb from 7:00 a.m. to 9:00 a.m. between Market and Bryant Streets, from 4:00 p.m. to 6:00 p.m. between Market and Howard Streets, and from 4:00 p.m. to 7:00 p.m. between Howard and Bryant Streets; on the west side between Howard and Bryant is a tow away zone from 7:00 a.m. to 9:00 a.m. and from 3:00 p.m. to 7:00 p.m. All intersections with major streets are controlled by traffic signals. There are three AAU institutional buildings and one residential hall located east of 6th Street.

East-West

Bluxome Street is a two-way minor street with unrestricted, perpendicular street parking in the vicinity of AAU facility. Only one lane is provided for each direction and this street extends only two blocks between 4th and 6th Streets. There is an AAU residential hall located on Bluxome Street.

Brannan Street is a two-way street with two travel lanes in each direction and on-street parking on both sides. Intersections with all major streets are controlled by traffic signals. Within the vicinity of AAU facility are 10-foot sidewalks on both sides of the street. The *San Francisco General Plan* identifies Brannan Street between Fifth and Sixth Streets and between Ninth and Tenth Streets as a Major Arterial and Freight Traffic Route. These two sections of Brannan Streets are also part of the citywide Congestion Management Network and the regional Metropolitan Transportation System. There is an AAU institutional building located on Brannan Street.

Bryant Street is a one-way, eastbound arterial with four travel lanes with parking on both sides. Intersections with all major streets are controlled by traffic signals. Within the vicinity of AAU facilities are 8-foot sidewalks and on-street parking on both sides of the street. The *San Francisco General Plan* identifies Bryant Street as a Major Arterial between The Embarcadero and 11th Street and a Transit Important Street between 3rd Street and 12th Street.

Federal Street is a two-way, one-block alley way providing access to 60 Federal St. institutional location in the vicinity of AAU facility. Reserved parking is available to adjacent business on the north side of Federal Street. There is an AAU institutional building located on Brannan Street.

Folsom Street runs between The Embarcadero and Ripley Street (Bernal Heights neighborhood). It is primarily a four-lane, eastbound, one-way arterial. Intersections with all major streets are controlled by traffic signals. Folsom Street forms a couplet with Howard Street. The *San Francisco General Plan* identifies Folsom Street as a Major Arterial from The Embarcadero to 13th Street, and a Citywide Bicycle Route from The Embarcadero to South Van Ness Avenue. Within the vicinity of AAU facilities, there is a



bicycle lane on the south side of the street, approximately 10-foot sidewalks, and on-street parking on both sides of the street. There is an AAU residential hall one block south of Folsom Street.

Harrison Street begins at The Embarcadero and ends at Norwich Street, south of Cesar Chavez Street. Within the vicinity of AAU facilities, it is two-way, five-lane roadway with metered curb parking on each curb face. It provides a direct access to I-80 westbound/U.S. 101 southbound on-ramp at 4th and 7th Streets, and to the I-80 eastbound (Bay Bridge) on-ramp at Essex and 1st Streets. It also provides a direct connection from the I-80 westbound off-ramps at 5th and 8th Streets. East of 2nd Street, the southern curb metered parking is replaced with a receiving lane from northbound 2nd Street to provide additional capacity approaching the Bay Bridge on-ramps. Harrison Street forms a couplet with Bryant Street. Within the vicinity of AAU facilities, there are approximately eight-foot sidewalks. The *San Francisco General Plan* identifies Harrison Street as a Major Arterial between The Embarcadero and 13th Street and a Transit Important Street between 4th and 12th Streets.

Townsend Street within the vicinity of AAU facilities is a two-way, two to three-lane roadway. Prior to the intersection with 5th Street, the eastbound direction of Townsend increases from one to two lanes. Both parallel and angled unrestricted parking is available in each direction of Townsend Street. In addition, dedicated bike lanes are designated between the travel lanes and parking. The *San Francisco General Plan* identifies Townsend Street as a Neighborhood Pedestrian Network Connection Street. The section of Townsend Street between 3rd and 4th Streets is classified as a Transit Oriented Street and the section of Townsend Street between 3rd and Division Streets is classified as part of the Citywide Bicycle Route.

Relative Traffic Conditions

Based on experience and observation, intersections in the vicinity of the freeway currently operate at or below the acceptable Level of Service (LOS) standard of “D” during the PM peak hour. In general, though, traffic conditions in this area are acceptable during the PM peak hour.

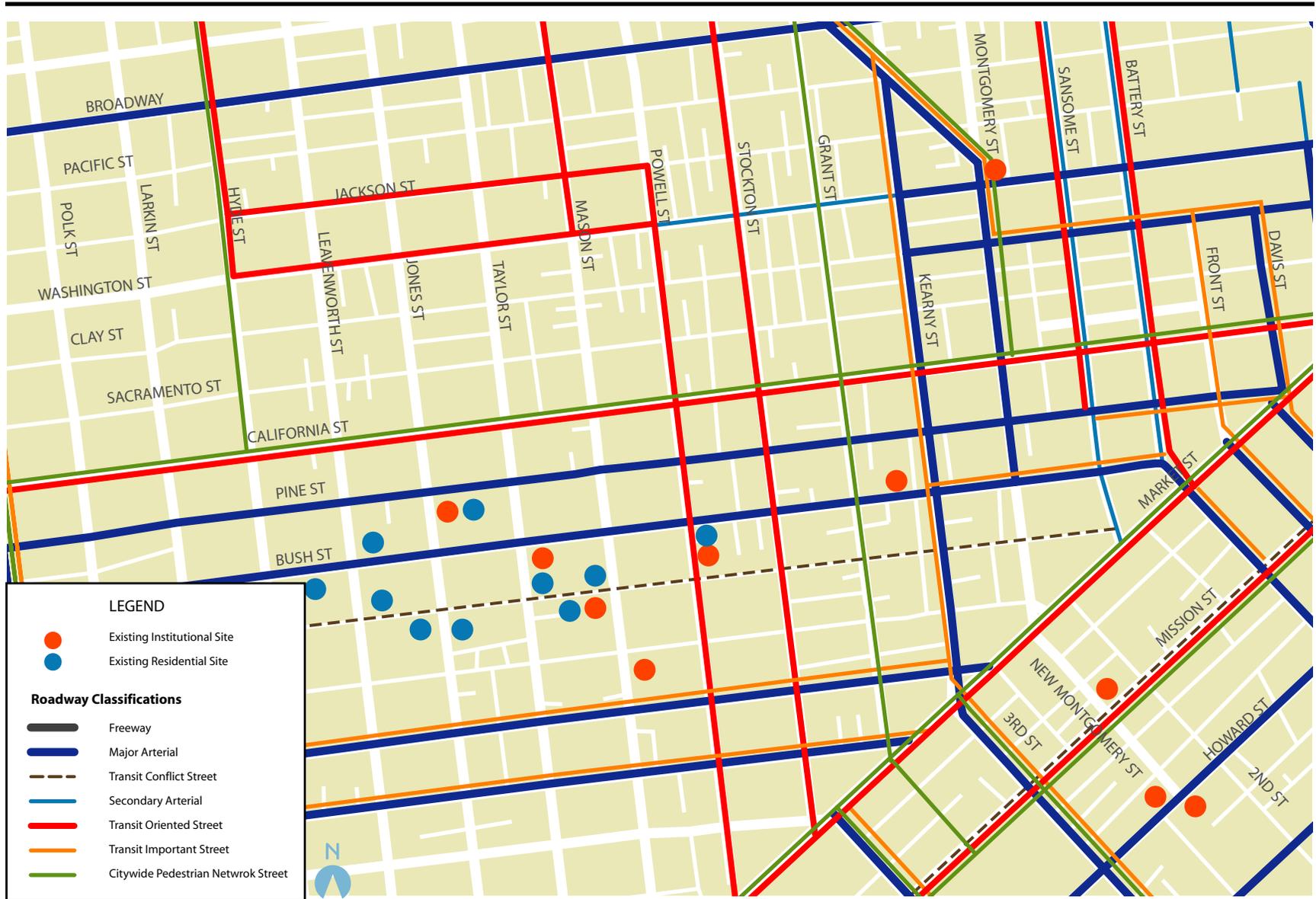
Financial District

Figure F.3 shows the roadway, transit and pedestrian network classification in Financial District.

North-South

3rd Street runs between US-101/Bayshore Boulevard and Market Street. It forms a one-way couplet with 4th Street. Both 3rd and 4th Streets serve as major links between north and south of Market areas with 3rd Street operate in northbound direction. 3rd Street generally has four travel lanes and traffic signals located at all intersections with other major streets. Within the vicinity of AAU facilities, 3rd Street has five travel lanes south of Folsom Street. There are 10-foot sidewalks and on-street parking on both sides of the street. However, no parking is allowed along this corridor from 7:00 a.m. to 9:00 a.m. and 3:00 p.m. to 6:00 p.m. The *San Francisco General Plan* identifies 3rd Street as a Major Arterial, a Transit Important Street, a Neighborhood Pedestrian Street, and Freight Truck Route. It is also part of the citywide CMP and regional MTS.





Appendix F: Draft Transportation Study, AAU DRAFT IMP 2011

Figure F.3
Roadway Classifications - Financial District and North of Market-Union Square

Columbus Avenue is a major arterial connecting Fisherman's Wharf with Russian Hill, North Beach and Chinatown. It runs diagonally in the northwest to the southeast direction from North Point Street to Washington Street. Columbus Avenue has two travel lanes in each direction and parking on both sides of the street. Where Columbus Avenue terminates at Washington Street, the southbound travel lanes are reduced to one lane and the other lane becomes a left turn pocket. Within the vicinity of AAU facilities are 10-foot sidewalks on both sides of the street. Columbus Avenue is a transit-important street in the Transit Preferential Streets system. It is part of the MTS, the CMP, and the Citywide Pedestrian Network. It is designated as a Citywide Bicycle Route (Route 11) and also a Neighborhood Pedestrian Street.

Kearny Street runs north-south between The Embarcadero (near Pier 39) and Market Street. Within the vicinity of AAU facility, Kearny Street is a one-way street with four northbound travel lanes, no parking on the east side of the street, and 14-foot-wide sidewalks. The *San Francisco General Plan* identifies Kearny Street south of Columbus Avenue as a major arterial and a Transit Preferential Street. There is an AAU institutional building located one block west of Kearny Street.

Montgomery Street runs north-south between Francisco Street and Market Street. Within the vicinity of AAU facility, Montgomery Street is a two-way street with one travel lane in each direction and 12-15 feet wide sidewalks. It has on-street parking on both sides of the street in the vicinity of AAU facility. South of Washington Street, Montgomery Street is a one-way street with three southbound travel lanes and 14-foot-wide sidewalks. Parking on Montgomery Street is restricted to the west side of the street. In the vicinity of AAU facilities, parking is prohibited during the peak hour of 3:00 p.m. to 7:00 p.m., increasing the travel lanes from three to four. The *San Francisco General Plan* designates Montgomery Street as a major arterial; as a Transit Preferential Street between Washington and Bush Streets; and as a Citywide Pedestrian Network Street between Washington and California Streets. There is an AAU institutional building located on Montgomery Street.

New Montgomery Street within the vicinity of AAU facilities is a three to four-lane southbound only roadway with loading, restricted and un-restricted metered parking on both curb faces. A bus only lane is designated on the southernmost travel lane. During the PM peak hour from 3 to 7 p.m., respectively, an additional tow-away lane on east side curb face is made available for commuter traffic volumes between Howard and Mission Streets. There are 15-foot sidewalks on both sides of the street. There are three institutional buildings located on or near New Montgomery Street. The principal AAU administrative office is located in 79 New Montgomery Street.

East-West

Bush Street is a four-lane eastbound arterial that provides access between Masonic Avenue and Market Street. Bush Street is the eastbound leg of a one-way couplet with Pine Street. Bush has 10-foot-wide sidewalks in the vicinity of this area. Metered parking is provided but is prohibited on the north side of the street, between Franklin Street and Van Ness Avenue from 4:00 p.m. to 6:00 p.m. The *San Francisco General Plan* identifies Bush Street, between Masonic and Market Streets, as a Major Arterial Street, and is also part of the CMP network. Bush Street is also identified as a component of the MTS network. There is an AAU institutional building located on Bush Street.



Howard Street runs between The Embarcadero and South Van Ness Avenue. It is a two-way arterial with two travel lanes in each direction between The Embarcadero and Fremont Street, and a one-way arterial west of Fremont Street with four travel lanes in the westbound direction. Intersections with all major streets are controlled by traffic signals. Howard Street is one of the primary routes from downtown to the I-80 westbound on-ramp at 4th Street/Harrison Street. Howard Street forms a couplet with Folsom Street. The *San Francisco General Plan* identifies Howard Street as a Major Arterial and a Citywide Bicycle Route. Within the vicinity of AAU facilities, there are approximately 12-foot sidewalks and on-street parking on both sides of the street. However, on-street parking is prohibited along the north curb during the P.M. peak period (4:00 p.m. to 6:00 p.m.) to provide a fifth, peak-period traffic lane. Two AAU institutional building located on or nearby Howard Street.

Mission Street is a four-lane arterial that runs in an east-west direction between The Embarcadero and South Van Ness Avenue, and continues in a north-south direction west of South Van Ness Avenue. Mission Street connects the South of Market area to the Mission District and northern San Mateo County. Left turns from Mission Street are restricted between South Van Ness Avenue and Main Street eastbound, and between 10th and Beale Streets westbound. In the eastbound direction, Mission Street has a diamond lane between 5th and Beale Streets between 7:00 a.m. to 6:00 p.m. In the westbound direction, Mission Street has a diamond lane between Main and 4th Streets between 7:00 a.m. and 6:00 p.m. Within the vicinity of AAU facility are 12-foot sidewalks on both sides of the street. In the *San Francisco General Plan*, Mission Street is designated as a Neighborhood Pedestrian Street, a Transit Preferential Street, and as part of the Citywide Pedestrian Network. On-street, metered parking is provided along the north curb (between 4th and 5th Streets), but is prohibited during the PM peak period (3:00 p.m. to 6:00 p.m.). The peak period parking prohibition allows for additional capacity for right turning vehicles. There is an AAU institutional building less than one block north of Mission Street.

Washington Street is an east-west direction street between Arguello Boulevard and The Embarcadero. Within the vicinity of AAU facilities, Washington Street is one-way with one westbound travel lane to Powell Street, on-street parking on both sides of the street, and 10-foot-wide sidewalks. West of Powell Street, Washington Street is one-way with one eastbound travel lane to Powell Street, on-street parking on both sides of the street, and 10-foot-wide sidewalks. The *San Francisco General Plan* identifies Washington Street as a major arterial between Kearny Street and The Embarcadero; a Transit Preferential Street between Hyde and Mason Streets; and a Neighborhood Pedestrian Street between Fillmore and Mason Streets.

Relative Traffic Conditions

In general, area intersections operate at acceptable LOS during the PM peak hour.

North of Market – Union Square

Figure F.3 (previously referenced) shows the roadway, transit and pedestrian network classification in the North of Market – Union Square area.



North-South

Jones Street runs from Market Street to Jefferson Street. It is a one-way southbound street from California Street to Market Street with three traffic lanes and parking on both sides except for the sections from California Street to Pine Street and Eddy Street to Turk Street, which have two travel lanes. North of California Street it is a two-way street with one lane in each direction. Jones Street has 15-foot sidewalks between Market Street and Golden Gate Avenue, and 12-foot sidewalks north of Golden Gate Avenue. The *San Francisco General Plan* identifies Jones Street as a Secondary Arterial Street between Bush Street and Golden Gate Avenue. There are one AAU institutional building and five residential halls located less than one block away from Jones Street.

Leavenworth Street runs from McAllister Street to Jefferson Street. It is a one-way street with two northbound lanes between Post and California Streets. In general, Leavenworth Street has 12-foot sidewalks on both sides of the street. The *San Francisco General Plan* identifies Leavenworth Street between McAllister Street and Pine Street as a Secondary Arterial. United Nations Plaza is located south of Leavenworth between McAllister and Market. There are four residential halls located less than one block away from Leavenworth Street.

Mason Street runs north-south connecting Jefferson and Market Streets. It is identified as a local street in the *San Francisco General Plan*. Mason Street is one-way with two northbound travel lanes and 10-foot sidewalks in the vicinity of AAU facilities. There is a cable car track operating along Mason Street between Washington Street and Columbus Avenue. There is metered parking on both sides of the street. There are two AAU institutional buildings and three residential halls located west of Mason Street and one institutional building located east of Mason Street.

Powell Street within the vicinity of AAU facilities is two-way roadway with one through lane in each direction. Metered parking is available on each curb face with the exception of the northbound right-turn lane at Post Street adjacent to Union Square. The historical cable car system occupies each of the travel lanes along this street. It has 12-15 feet wide sidewalks on both sides of the street in the vicinity of AAU facilities. Two institutional building and one residential hall located on or less than one block away from Powell Street.

Taylor Street within the vicinity of AAU facilities is a two-lane northbound only roadway with metered parking on both curb faces. A third left-turn only lane is located between Sutter and Post Streets. It runs from Market Street to The Embarcadero at Fisherman's Wharf with an interruption between Bay Street and Francisco Street. It is a one-way northbound street from Market Street to California Street with three traffic lanes and parking on both sides between Market and Sutter Streets and two traffic lanes between Sutter and California Streets. North of California street it is a two-way street with one traffic lane in either direction. In the vicinity of AAU facilities, Taylor Street has 10-foot sidewalks. The *San Francisco General Plan* identifies Taylor Street as a Citywide Bicycle Route between California Street and Pacific Avenue.



East-West

Bush Street is a four-lane eastbound arterial that provides access between Masonic Avenue and Market Street. Bush Street is the eastbound leg of a one-way couplet with Pine Street. Bush has 10-foot-wide sidewalks in the vicinity of AAU facilities. Metered parking is provided but is prohibited on the north side of the street, between Franklin and Van Ness from 4:00 p.m. to 6:00 p.m. The *San Francisco General Plan* identifies Bush Street, between Masonic and Market, as a Major Arterial Street, and is also part of the CMP network. Bush Street is also identified as a component of the MTS network. Three institutional buildings and seven residential halls are located nearby Bush Street.

Pine Street within the vicinity of AAU facilities is a three to five-lane westbound only roadway with metered parking on both curb faces. During the PM peak hour from 3 to 6 p.m., an additional tow-away lane on south side curb face is made available for commuter traffic volumes. The north side curb face is also an extended tow-away lane between the hours of 3 p.m. to 7 p.m. In the vicinity of AAU facilities, Pine has 10-foot-wide sidewalks. The *San Francisco General Plan* identifies Pine Street between Masonic and Market as a Major Arterial Street. Pine Street is also identified as a component of the CMP network and MTS network. Two AAU residential halls and one institutional building are located on or less than one block away from Pine Street.

Post Street within the vicinity of AAU facility is a two to three-lane eastbound only roadway with metered parking on both curb faces, although restricted on the north side during the PM peak period (4:00 p.m. to 6:00 p.m.). A bus only lane is designated on the southernmost travel lane. During the AM and PM peak hour from 7 a.m. to 9 a.m. and 3 p.m. to 6 p.m., respectively, an additional tow-away lane on north side curb face is made available up to two lanes for commuter traffic volumes. Sidewalk widths within the vicinity of AAU facilities are generally 10 to 15 feet wide. The *San Francisco General Plan* identifies Post Street as a Secondary Transit Street and a Citywide Bicycle Route. One AAU institutional building is located along Post Street.

Sutter Street within AAU facility is a three-lane westbound only roadway with metered parking on both curb faces, although restricted on the north side during the PM peak period (4:00 to 6:00 p.m.). A bus only lane occupies one of the three travel lanes. During the PM peak hour from 3 p.m. to 6 p.m., an additional tow-away lane on north side curb face adjacent to the bus-only lane is made available to increase transit speeds by reducing conflicts with parking and right-turning vehicles. Sidewalk widths within the vicinity of AAU facilities are generally 12 feet wide. The *San Francisco General Plan* identifies Sutter Street as a Secondary Transit Street and a Citywide Bicycle Route. One AAU institutional building and five residential halls are located along Sutter Street.

Relative Traffic Conditions

In general, based on experience and observations, intersections in this area operate at acceptable levels of service during PM peak period.

Van Ness Avenue Transit Corridor

Figure F.4 shows the roadway, transit and pedestrian network classification in Van Ness Avenue Transit Corridor



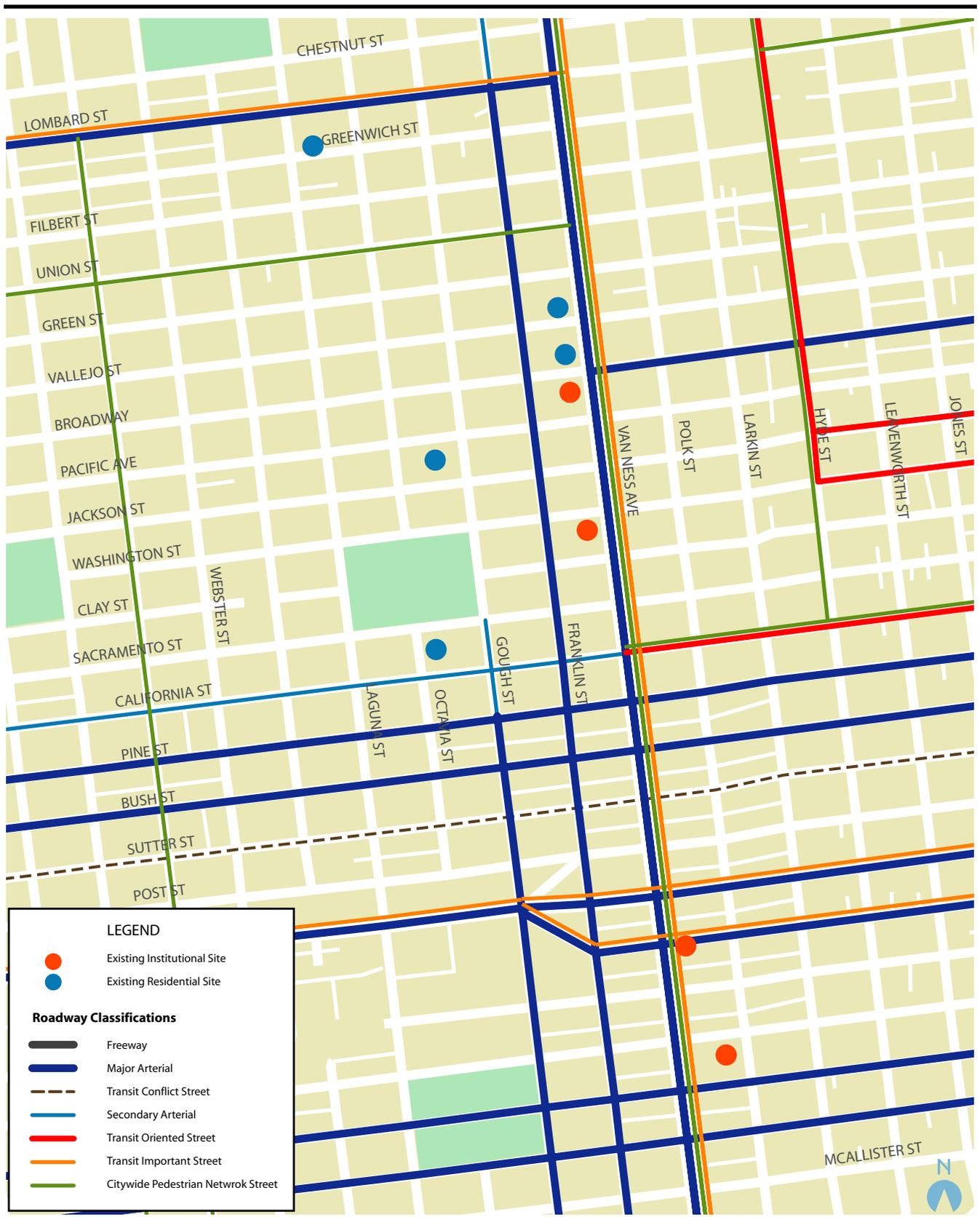


Figure F.4
Roadway Classifications - Van Ness Avenue Transit Corridor

North-South

Franklin Street is a north-south roadway, which provides access between Market Street and Fort Mason. It is a one-way northbound street from Market to Lombard Streets and a two-way street north of Lombard Street. It has 10 feet wide sidewalks between Turk and McAllister Streets. On-street parking is prohibited on the west side of the street from 7:00 a.m. to 9:00 a.m. between Market and Fulton Streets, and on the east side of the street at all times between Oak and Fell Streets. The *San Francisco General Plan* identifies Franklin Street, between Market and Lombard Streets, as a major arterial.

Polk Street is a north-south arterial that runs between Market Street and Beach Street. South of Market Street, Polk Street becomes Tenth Street. Polk Street operates in both directions north of Grove Street, and operates one-way southbound south of Grove Street. In the vicinity of AAU facility, Polk Street has one travel lanes in each direction, and 10-foot sidewalks and on-street metered parking on the both sides of the street. Polk Street is part of Citywide Bicycle Route 25. An AAU institutional building is located along Polk Street.

Van Ness Avenue within vicinity of AAU facilities is an arterial roadway which is six-lanes wide (three lanes in each direction) with loading, metered parking, and bus stops adjacent to the curb lane. The roadway is part of U.S. 101 between Lombard Street and the Central Freeway (via South Van Ness Avenue). It has 16-foot sidewalks on both sides of street. In the *San Francisco General Plan*, Van Ness Avenue is classified as a Major Arterial in the CMP Network; it is also part of the MTS Network, a Transit Preferential Street (Primary Transit Street—transit important), part of the Citywide Pedestrian Network, and a Neighborhood Pedestrian Street (neighborhood commercial street). There are two AAU institutional buildings and two residential halls located along Van Ness Avenue.

Octavia Street is a north-south direction roadway with one-lane in each direction in the vicinity of AAU facility. There are 15 to 19 feet wide sidewalk and on-street parking on both sides of the street. In the *San Francisco General Plan*, Octavia Street from Market to Fell Streets is classified as a Major Arterial in the CMP Network. One AAU residential hall is located along Octavia Street.

East-West

Broadway is a two-way, east-west direction street with two travel lanes in each direction. It begins at Lyon Street, near the Presidio, and ends at The Embarcadero. The Robert Levy Tunnel runs along Broadway between Hyde and Mason Streets. Within the vicinity of AAU facilities, Broadway has 12-foot-wide sidewalks with parking on both sides of the street. The *San Francisco General Plan* identifies the segment of Broadway between Franklin Street and The Embarcadero as a major arterial and the segment between Webster Street and The Embarcadero as a Citywide Bicycle Route.

Jackson Street is an east-west direction roadway. It begins at Arguello Boulevard and ends at Drumm Street. It is a one-way, eastbound roadway from Powell Street to The Embarcadero and from Gough Street to Hyde Street, while it is a one-way westbound roadway from Powell Street to Hyde Street. In the vicinity of AAU facility, Jackson Street has one travel lane in each direction with on-street parking on both sides of the



roadway and 10-foot-wide sidewalks. The *San Francisco General Plan* identifies the segment of Jackson Street between Hyde and Mason Streets as a Transit Preferential Street and the segments between Polk and Taylor Streets and Powell Street and Columbus Avenue as Neighborhood Pedestrian Streets. There is a residential hall located on Jackson Street.

Lombard Street within vicinity of AAU facility is a six-lane roadway (three travel lanes in each direction) and metered and non-metered parking and loading zones are on both sides of the street. It has approximately 12-foot sidewalks on both sides of the street. In the *San Francisco General Plan*, Lombard Street is classified as a Major Arterial in the Congestion Management Program (CMP) Network; it is also part of the Metropolitan Transportation System (MTS) Network, a Transit Preferential Street (Primary Transit Street – transit important), and part of the Neighborhood Pedestrian Streets. One AAU residential hall is located along Lombard Street.

O'Farrell Street, west of Powell Street, it has two eastbound travel lanes plus a diamond lane for buses and right-turns (during the PM peak period). O'Farrell Street, east of Powell Street has on-street parking on the north side of the street, but parking is prohibited during the PM peak period (tow-away zone). In the vicinity of AAU facilities, O'Farrell Street has 15-foot sidewalks. The *San Francisco General Plan* identifies O'Farrell Street as a Transit Preferential Street.

Relative Traffic Conditions

In general, there is no major congestion in this area during PM peak period, although two intersections on Van Ness, at Lombard and Geary, exhibit routine vehicle delays and therefore are likely approaching unacceptable conditions.

Fisherman's Wharf – North Beach

Figure F.5 shows the roadway, transit and pedestrian network classification in Fisherman's Wharf – North Beach.

North-South

Columbus Avenue within the vicinity of the AAU operates as two-way with two travel lanes in each direction. The outer travel lanes are also used permanently by cable cars between Chestnut and Greenwich Streets. The outer lanes are also adjacent to metered parking. Within the vicinity of AAU facility are 10-foot sidewalks on both sides of the street. There is an AAU institutional building located along Columbus Avenue.

Leavenworth Street runs from McAllister Street to Jefferson Street. North of California Street it is a two-way street with one lane in each direction. In general, Leavenworth Street has 12-foot sidewalks on both sides of the street. The *San Francisco General Plan* identifies Leavenworth Street between McAllister Street and Pine Street as a Secondary Arterial. United Nations Plaza is located south of Leavenworth Street between McAllister and Market. An AAU institutional building is located on Leavenworth Street.





Appendix F: Draft Transportation Study, AAU DRAFT IMP 2011

Figure F.5
Roadway Classifications - Fisherman's Wharf-North Beach

Stockton Street runs north-south between Market and Beach Streets. In the vicinity of AAU facility, Stockton Street is a two-way street with one lane in each direction between Vallejo and Beach Streets with 15-foot-wide sidewalks on both sides of the street. There are metered parking spaces on both sides of the street in the vicinity of AAU facility. The *San Francisco General Plan* identifies Stockton Street as a Transit Preferential Street from Market Street to Columbus Avenue; a Neighborhood Pedestrian Street from Market to California Streets; a Citywide Bicycle Route from Post Street to Broadway (Route 17); and a Freight Traffic Route from Market to O'Farrell Streets. There is an AAU institutional building located along Stockton Street.

Taylor Street within the vicinity of AAU is a two-lane northbound only roadway with metered parking on both curb faces. A third left-turn only lane is located between Sutter and Post Streets. It runs from Market Street to The Embarcadero at Fisherman's Wharf with an interruption between Bay Street and Francisco Street. It is a one-way northbound street from Market Street to California Street with three traffic lanes and parking on both sides between Market and Sutter Streets and two traffic lanes between Sutter and California Streets. North of California street it is a two-way street with one traffic lane in either direction. In the vicinity of AAU facility, Taylor Street has 10-foot sidewalks. The *San Francisco General Plan* identifies Taylor Street as a Citywide Bicycle Route between California Street and Pacific Avenue.

East-West

Beach Street is a two-way road with one lane in each direction and parking on both sides of the street. It has 8 to 12 feet sidewalk on both sides of the street. The section between Jones Street and The Embarcadero is identifies as Transit Oriented Street in *San Francisco General Plan*.

Chestnut Street operates as a two-way road with one lane in each direction and non-metered parking on both sides of the street. It has 12-foot sidewalk on both sides of the street. The *San Francisco General Plan* identifies Chestnut Street as Neighborhood Network Connection Street between Fillmore Street and Richardson Avenue, and as a Secondary Transit Street between Van Ness and Richardson Avenue.

North Point Street is a two-way road with one lane in each direction and parking on both sides of the street. It has 10-foot sidewalk on both sides of the street. The *San Francisco General Plan* identifies North Point Street as Major Arterial, Transit Important Street. There are bicycle lanes on both side of the roadway.

Relative Traffic Conditions

Based on observations, PM peak period traffic conditions on Beach, North Point, and Columbus are in the acceptable range.

Transit Network

This section discusses the public transit network serving the existing AAU facilities including regional transit connections and local transit services. Five major regional transit operators – BART, AC Transit, Golden Gate Transit, SamTrans, and Caltrain –

provide regional transit services with connections throughout the San Francisco Bay Area. The primary local transit service in San Francisco is provided by Muni.

Public Transit

Regional Transit Connections

The following regional transit services operate within San Francisco and are accessible from the AAU facilities directly or with local transit connections by Muni or the AAU shuttle buses. The regional transit connections are presented in Figure F.6.

Bay Area Rapid Transit (BART)

BART provides regional commuter rail service between the East Bay (from Pittsburg/Bay Point, Richmond, Dublin/Pleasanton, and Fremont) and San Francisco, and between northern San Mateo County (Daly City and Colma) and San Francisco. BART lines operate between hours of 4:00 a.m. and midnight, with headways between trains approximately 5 to 15 minutes for each line during the PM peak period. Within downtown San Francisco, BART operates underground below Market Street and proceeds south through the Mission District towards Daly City after Civic Center Station. The closest BART stations serving AAU facilities are Montgomery, Powell, and Civic Center Stations located along Market Street. Access from the BART stations is provided by walking to some AAU facilities or with local transit connections on Muni or AAU shuttle buses to the majority of AAU facilities.

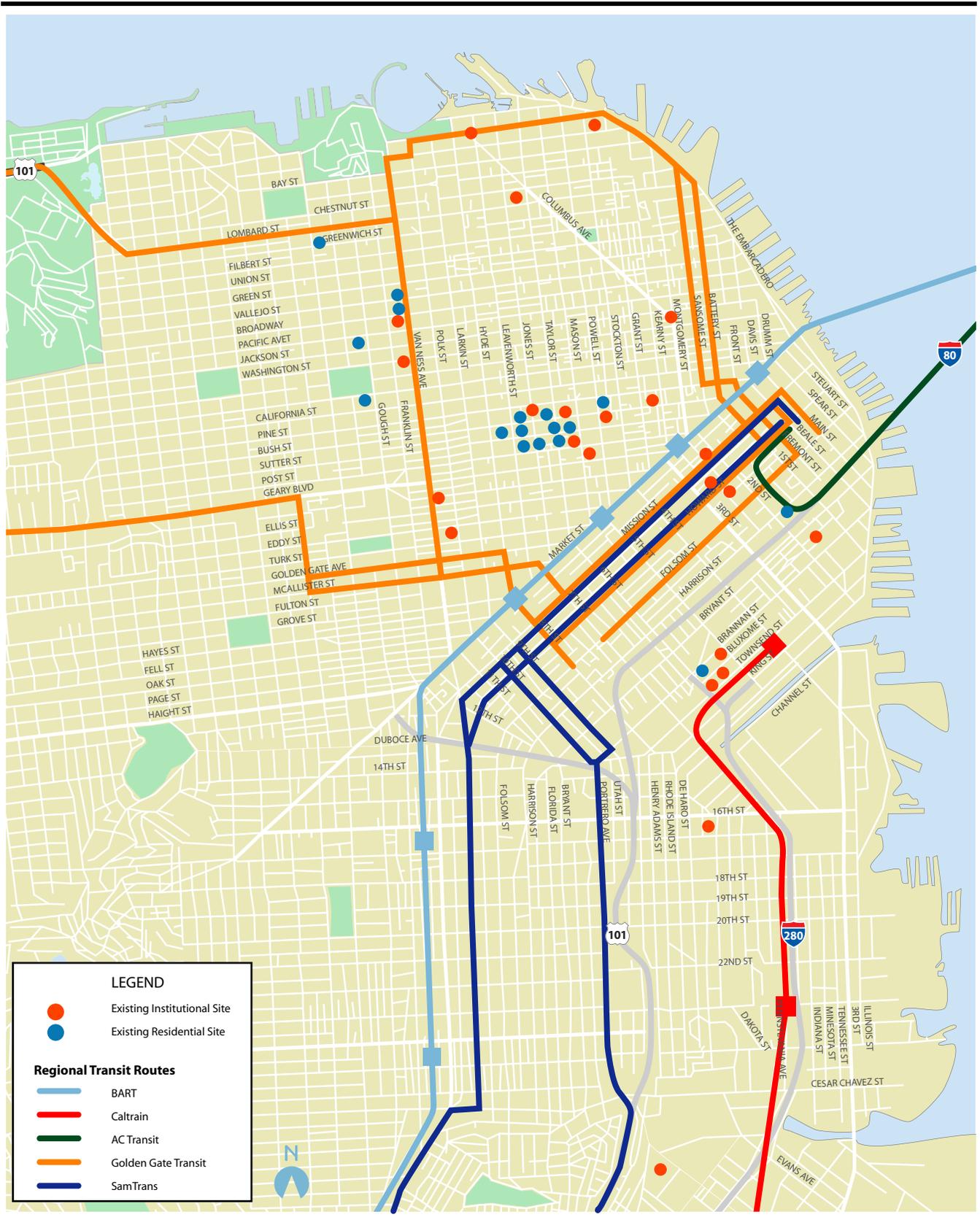
Alameda-Contra Costa County Transit District (AC Transit)

AC Transit operates bus service in the East Bay (Alameda and Contra Costa Counties), as well as with routes to the City of San Francisco and San Mateo County. AC Transit operates 27 “Transbay” bus routes between the East Bay and the Transbay Terminal, located at First Street and Mission Street in San Francisco. Most Transbay services are provided only during commute periods, with headways between buses of approximately 15 to 20 minutes. Access from the Transbay Terminal is provided by walking to some AAU facilities or with local transit connections on Muni or AAU shuttle buses to the majority of AAU facilities.

Golden Gate Transit (GGT)

The Golden Gate Bridge, Highway, and Transportation District provides regional transit services between the City of San Francisco and the North Bay (Marin and Sonoma Counties). It operates both Golden Gate Transit buses and Golden Gate ferries. There are 22 Golden Gate Transit (GGT) bus routes serving San Francisco including three basic bus routes and 19 commuter bus routes. Basic routes run throughout the day with 60-minute headways, while commuter bus routes operate during the peak periods in the peak direction only with more frequent service. In general, GGT bus routes to downtown San Francisco operates along Van Ness Avenue and Mission Street to the Transbay Terminal at First Street and Mission Street. Access from GGT stops is provided by walking to some AAU facilities or with local transit connections on Muni or AAU shuttle buses to the majority of AAU facilities.





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CHS Consulting Group

Figure F.6
Regional Transit Map

San Mateo County Transit District (SamTrans)

SamTrans provides bus service within San Mateo County, as well as between San Mateo County and parts of San Francisco and Palo Alto. There are nine SamTrans bus routes serving San Francisco with destinations from San Mateo County. In general, SamTrans service to downtown San Francisco operates along Mission Street to the Transbay Terminal at First Street and Mission Street. Access from the Transbay Terminal is provided by walking to some AAU facilities or with local transit connections on Muni or AAU shuttle buses to the majority of AAU facilities.

Caltrain

Caltrain provides rail passenger service on the Peninsula between Gilroy and San Francisco. The Peninsula Corridor Joint Powers Board (PCJPB), a joint powers agency consisting of San Francisco, San Mateo, and Santa Clara Counties, operates the service. Within San Francisco, Caltrain stops at the 22nd Street Station in Potrero Hill and terminates at 4th/King Station in the South of Market neighborhood. Both stations are accessible from AAU facilities via Muni routes or AAU shuttle buses. Caltrain service headways during the AM and PM peak periods are between 5 and 20 minutes, depending on the type of train (e.g., local, limited or express).

Regional Screenline Analysis

Three screenlines (East Bay, North Bay, and South Bay) have been established to evaluate regional transit operations into and out of San Francisco. The East Bay screenline is traversed by BART, AC Transit and ferries (i.e., Alameda/Oakland ferry, Harbor Bay ferry, Vallejo Baylink), the North Bay screenline is traversed by Golden Gate Transit Bus and ferries (i.e., Golden Gate ferry, Tiburon ferry), and the South Bay screenline is traversed by BART, Caltrain, and SamTrans. The resulting regional peak hour screenline conditions are summarized in Table F.2. It shows that regional transit service between San Francisco and East Bay currently operates above 100% of its seated capacity. This would be under the BART's one-hour capacity utilization standard of 135% and above the utilization standard of 100% for the rest of transit operators serving the East Bay.

Table F.2 – Regional Screenline Capacity Utilization: Existing Weekday AM and PM Peak-hours

Screenline (Transit Operator)	Ridership		Capacity		Utilization	
	AM	PM	AM	PM	AM	PM
East Bay (BART, AC Transit, Ferries)	20,401	20,204	18,944	19,852	108%	102%
North Bay (Golden Gate Transit Bus, Ferries)	2,459	2,303	4,355	3,905	56%	59%
South Bay (BART, Caltrain, SamTrans)	13,999	12,106	14,950	14,550	94%	83%

Source: Screenline Capacity Utilization Study, SFMTA, 2008 and 2009

Local Transit Service

San Francisco Municipal Railway (Muni)

Muni operates buses, cable cars, and light rail services within the City of San Francisco. There are approximately 40 Muni bus routes, five light rail services, three cable car services, and one street car service in the vicinity of the existing AAU facilities throughout San Francisco. Of which, two Muni bus routes (10 Townsend and 30 Stockton) connect all AAU areas and approximately ten Muni routes (Routes 12, 19, 27, 45, 47, 76, 8X, K/T, N, and PH) link three AAU areas. Muni transit services are discussed in detail for each of the five subareas.

South of Market

As shown in Table F.3 and Figure F.7, there are 16 Muni bus routes and two light rail routes in the vicinity of the existing AAU facilities in the South of Market area.

Table F.3 – Muni Lines Serving South of Market

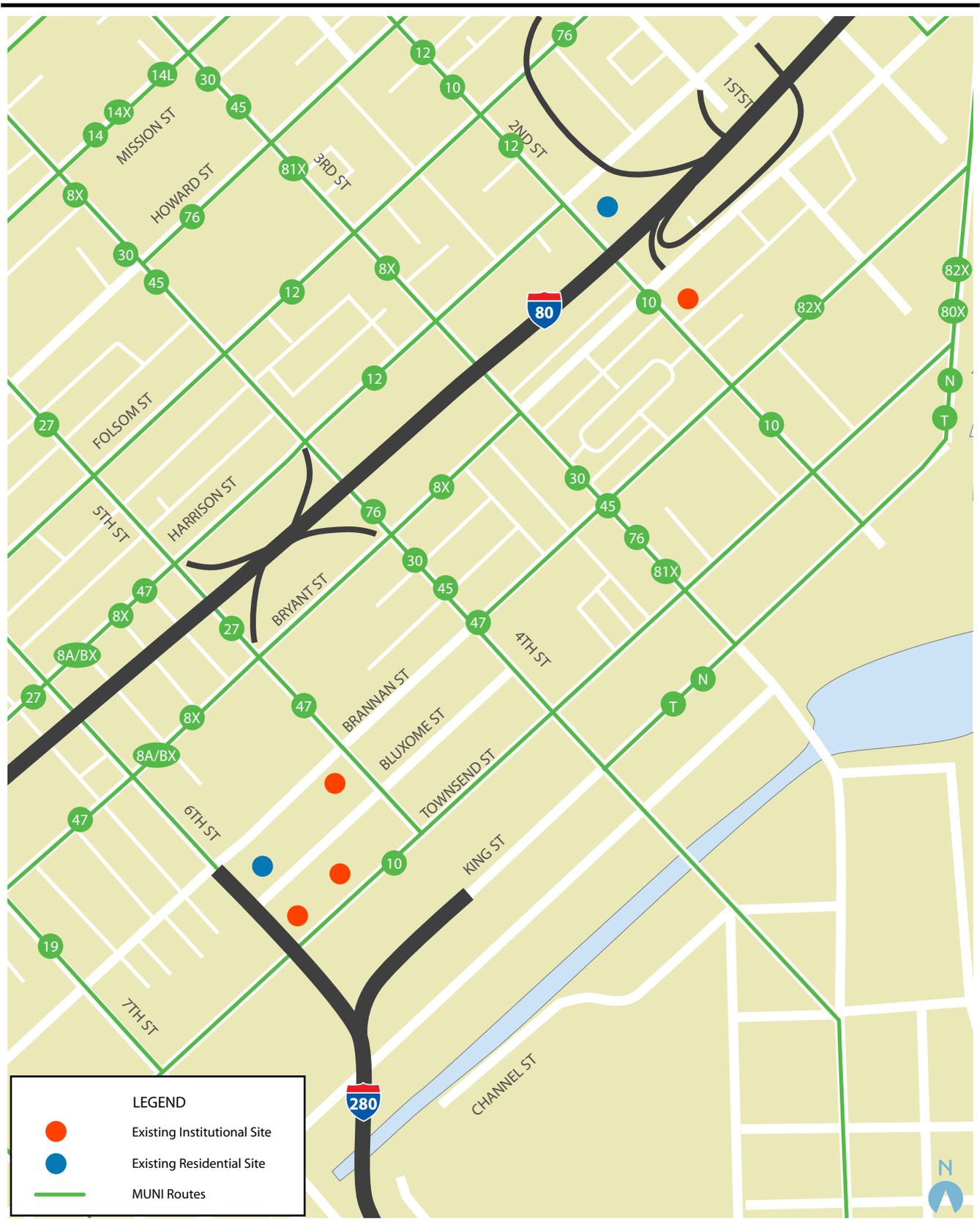
Route	Headway			Daily Ridership
	AM Peak	Midday	PM Peak	
8A/BX Bayshore Express	8	-	8	NA
8X Bayshore Express	8	9	8	NA
10 Townsend	20	20	20	4,131
12 Folsom-Pacific	20	20	20	6,928
14 Mission	8	9	8	32,849
14 Limited	9	9	9	4,940
14X Mission Express	8	-	8	2,711
19 Polk	15	15	15	9,232
27 Fillmore	15	15	15	7,415
30 Stockton	8	12	12	22,124
45 Union-Stockton	8	12	12	12,086
47 Van Ness	10	9	10	12,792
76 Marin Headlands	Only on Weekends and Holidays			NA
80X Gateway Express	Service scheduled to meet Caltrain			132
81X Caltrain Express	Service scheduled to meet Caltrain			125
82X Caltrain Presidio Express	15	-	15	268
K/T Ingleside/Third	10	10	9	32,746
N Judah	7	10	7	45,252

Source: TEP, SF Muni, 2010

Financial District and North of Market-Union Square

As shown in Figure F.8 and Table F.4, there are 31 Muni bus routes, five light rail routes, three cable car routes and one street car service in the vicinity of the existing AAU facilities in the Financial District and North of Market-Union Square areas.





Appendix F: Draft Transportation Study, AAU DRAFT IMP 2011



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Figure F.7
Muni Routes - South of Market



Figure F.8
Muni Routes - Financial District and North of Market-Union Square

Table F.4 – Muni Lines Serving Financial District and North of Market-Union Square

Route	Headway			Daily Ridership
	AM Peak	Midday	PM Peak	
1 California	4	5	4	23,600
2 Clement	12	20	12	7,113
3 Jackson	12	20	12	4,216
5 Fulton	4	8	5	14,039
6 Parnassus	10	12	10	7,158
8A/BX Bayshore Express	8	-	8	NA
8X Bayshore Express	8	9	8	NA
9 San Bruno	12	12	12	12,183
9L San Bruno Limited	12	12	12	NA
10 Townsend	20	20	20	4,131
12 Folsom-Pacific	20	20	20	6,928
14 Mission	8	9	8	32,849
14 Limited	9	9	9	4,940
14X Mission Express	8	-	8	2,711
19 Polk	15	15	15	9,232
21 Hayes	9	12	10	8,759
27 Fillmore	15	15	15	7,415
30 Stockton	8	12	12	22,124
30X Marina Express	5	-	8	2,419
31 Balboa	12	15	15	9,036
38 Geary	6	8	7	33,003
38AX Geary Express	10	-	12	986
38BX Geary Express	10	-	12	1,180
38L Geary Limited	6	6	6	21,304
41 Union	7	-	8	3,005
45 Union-Stockton	8	12	12	12,086
71 Haight-Noriega	10	12	10	10,345
71L Haight-Noriega Limited	10	12	10	2,074
76 Marin Headlands	Only on Weekends and Holidays			NA
81X Caltrain Express	Service scheduled to meet Caltrain.			125
82X Caltrain Presidio Express	15	-	15	268
C California	6	8	8	6,596
F Market & Wharves	6	7	6	18,520
J Church	9	10	9	16,695
K/T Ingleside/Third	10	10	9	32,746
L Taraval	8	10	7	29,842
M Ocean View	9	10	9	28,671
N Judah	7	10	7	45,252
PM Powell-Mason	10	8	8	6,578
PH Powell-Hyde	10	8	8	10,905

Source: TEP, SF Muni, 2010



Van Ness/Lombard Area

As shown in Table F.5 and Figure F.9, there are 24 Muni bus routes and two cable car routes in the vicinity of the existing AAU facilities in the Van Ness Avenue Transit Corridor.

Table F.5 – Muni Lines Serving Van Ness Avenue Transit Corridor

Route	Headway			Daily Ridership
	AM Peak	Midday	PM Peak	
1 California	4	5	4	23,600
2 Clement	12	20	12	7,113
3 Jackson	12	20	12	4,216
5 Fulton	4	8	5	14,039
10 Townsend	20	20	20	4,131
12 Folsom-Pacific	20	20	20	6,928
16X Noreiga Express	9	-	9	912
19 Polk	15	15	15	9,232
22 Fillmore	9	10	8	18,892
27 Fillmore	15	15	15	7,415
28 19th Avenue	12	12	10	9,689
30 Stockton	8	12	12	22,124
30X Marina Express	5	-	8	2,419
31 Balboa	12	15	15	9,036
38 Geary	6	8	7	33,003
38AX Geary Express	10	-	12	986
38BX Geary Express	10	-	12	1,180
38L Geary Limited	6	6	6	21,304
41 Union	7	-	8	3,005
43 Masonic	10	12	12	12,765
45 Union-Stockton	8	12	12	12,086
47 Van Ness	10	9	10	12,792
49 Van Ness-Mission	8	9	8	25,266
76 Marin Headlands	Only on Weekends and Holidays			NA
C California	6	8	8	6,596
PH Powell-Hyde	10	8	8	10,905

Source: TEP, SF Muni, 2010

Fisherman's Wharf – North Beach

As shown in Figure F.10 and Table F.6, there are six Muni bus routes, five light rail routes, two cable car routes and one street car service in the vicinity of the existing AAU facilities in the Fisherman's Wharf – North Beach area.



Appendix F: Draft Transportation Study, AAU DRAFT IMP 2011



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Figure F.10
Muni Routes - Fisherman's Wharf-North Beach

Table F.6 – Muni Lines Serving Fisherman’s Wharf – North Beach

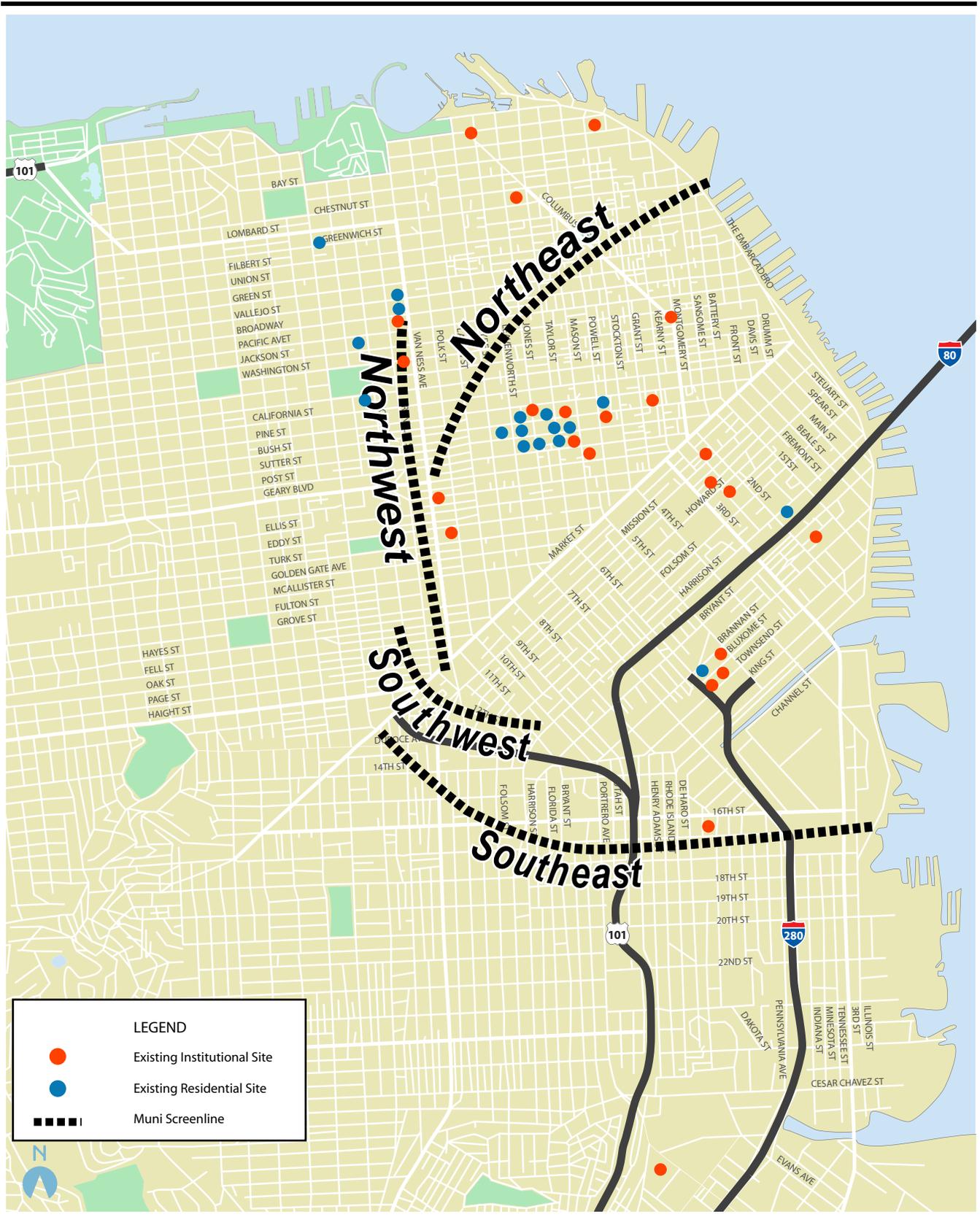
Route	Headway			Daily Ridership
	AM Peak	Midday	PM Peak	
8BX Bayshore Express	8	-	8	NA
8X Bayshore Express	8	9	8	NA
10 Townsend	20	20	20	4,131
30 Stockton	8	12	12	22,124
39 Coit	-	20	20	390
47 Van Ness	10	9	10	12,792
F Market & Wharves	6	7	6	18,520
J Church	9	10	9	16,695
K/T Ingleside/Third	10	10	9	32,746
L Taraval	8	10	7	29,842
M Ocean View	9	10	9	28,671
N Judah	7	10	7	45,252
PM Powell-Mason	10	8	8	6,578
PH Powell-Hyde	10	8	8	10,905

Source: TEP, SF Muni, 2010

In addition, the AAU facility at 121 Wisconsin Street is served by three Muni bus routes including Routes 10 Townsend, 19 Polk, and 22 Fillmore. These routes operate approximately 8- to 22-minute frequencies during the PM peak-hour. The AAU facility at 2225 Jerrold Avenue is served by three Muni bus routes including Routes 9 San Bruno, 19 Polk, and 23 Monterey with approximate frequencies of 9- to 20-minutes during the PM peak-hour.

Muni Capacity Utilization Analysis

Transit riders typically have multiple transit options to reach AAU buildings and will choose a route based on several factors including reliability, headways, and travel time, type of transit, comfort and convenience. Based on this understanding, four screenlines (i.e., Northeast, Northwest, Southeast, and Southwest) have been established to evaluate Muni operations into and out of the greater Downtown area, roughly corresponding to Superdistricts 1, 2, 3, and 4, respectively. Figure F.11 presents the location of each downtown screenline. The existing capacity utilization for each screenline is summarized in Table F.7. All screenlines currently operate below Muni’s 85% standard during the weekday AM and PM peak hours, with the southwest screenline being the most crowded.



Appendix F: Draft Transportation Study, AAU DRAFT IMP 2011



Figure F.11
Muni Screenlines

Table F.7 – Muni Screenline Capacity Utilization: Existing Weekday AM and PM Peak-hours

Screenline	Ridership		Capacity		Utilization	
	AM	PM	AM	PM	AM	PM
Northeast	1,882	1,886	3,781	3,599	50%	52%
Northwest	7,434	6,621	11,437	10,123	65%	65%
Southeast	4,248	4,688	6,301	7,028	67%	66%
Southwest	6,627	7,434	8,699	9,623	76%	77%
Total	20,191	20,609	30,218	30,373	67%	68%

Source: Muni Screenline Capacity Analysis, SFMTA, 2008.

AAU Shuttle Service

Shuttle Operations

AAU provides free shuttle bus service for on-site students, faculty and staff between the hours of 7:30 a.m. and midnight. The shuttles connect AAU's residential and institutional buildings located throughout San Francisco. There is currently no shuttle service provided to AAU facilities on Jerrold and Wisconsin.

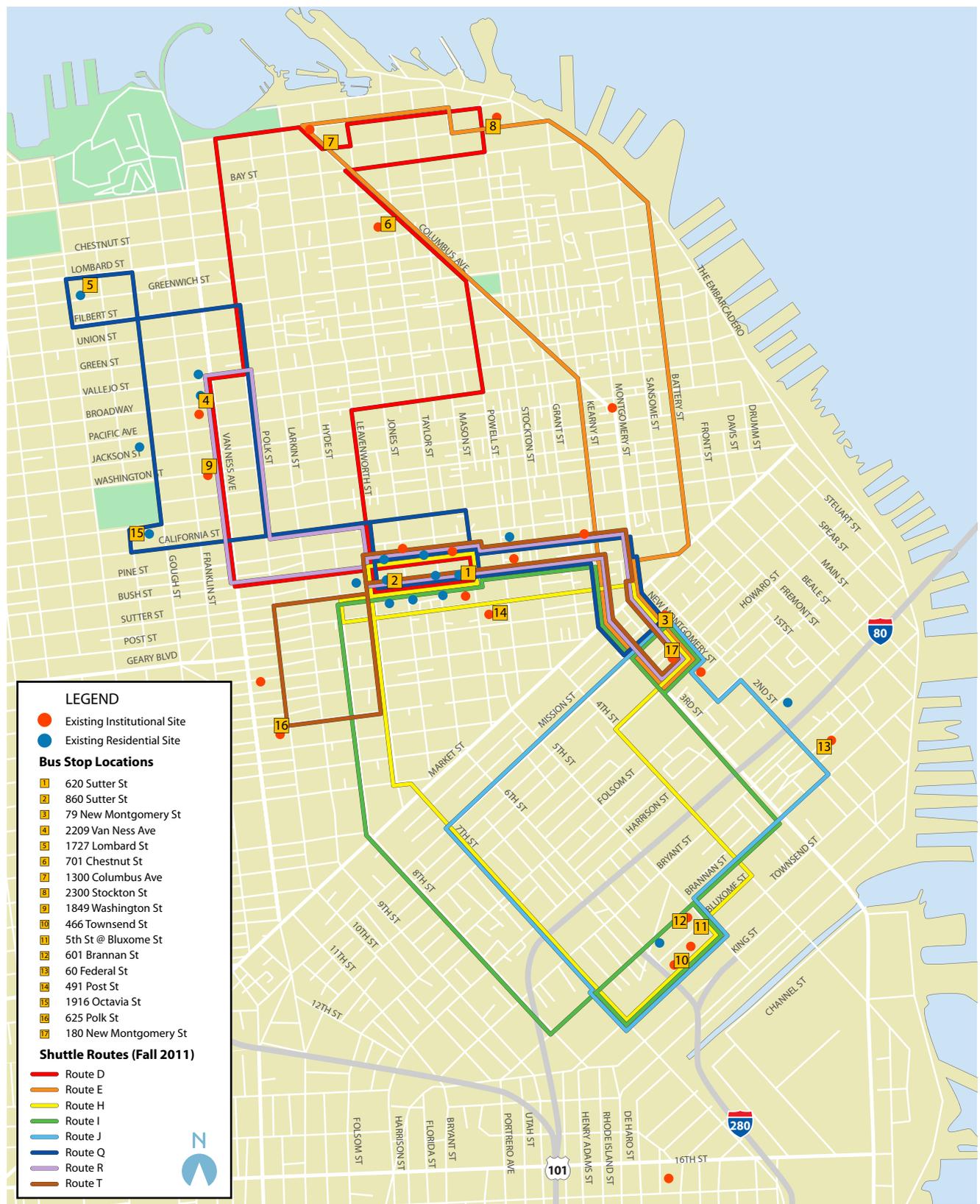
As of September 2011, there are 8 fixed shuttle routes with stops in 17 different locations, as shown in Figure F.12. Shuttles run every 12 to 45 minutes throughout the day depending on the route. The shuttles carry an average of approximately 8,600 riders on a daily basis on typical weekdays (average for Tuesday through Thursday shown). There are approximately 2,160 shuttle riders on Saturdays (25% of weekday ridership) and 810 shuttle riders on Sundays (10% of weekday ridership). Table F.8 summarizes the weekday shuttle routes and schedule.

A total of 17 vehicles constitute the shuttle vehicle fleet as summarized below:

- Mid-size coach (33-37 seats): 3
- Low floor transit bus (31-42 seats): 9
- Carpenter school bus (27 seats): 4
- Cutaway bus (24 seats): 1.

In addition to fixed routes, AAU provides shuttle services for athletic teams, business operations, and on-site student activities per request. These trips amount to approximately 30 to 40 additional shuttle trips on a daily basis. The majority of destinations of these trips are within the San Francisco Bay Area.

Transportation services for AAU on-site students, faculty and staff with disabilities are provided by the AAU Classroom Services Department using special accessible vehicles.



Appendix F: Draft Transportation Study, AAU DRAFT IMP 2011



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Figure F.12
Existing Shuttle Routes and Shuttle Stops

Table F.8 – AAU Shuttle Routes and Schedule¹

No	Route	Service Area	Service Hours	Frequency (min)	Average Ridership
1	D	Downtown Area, North Beach/Fisherman's Wharf Area, Van Ness Avenue	7:30 AM to Midnight	20	702
2	E	North Beach/Fisherman's Wharf Area, SOMA Area	7:30 AM to Midnight	15 to 20	422
3	H	Downtown Area, SOMA Area	7:30 AM to 11:30 PM	15	2,404
4	I	Downtown Area, SOMA Area	7:10 AM to Midnight	18	1,882
5	J	SOMA Area	7:30 AM to Midnight	12	1,052
6	Q	Downtown Area, Van Ness/Lombard Area, 79 New Montgomery Street	7:30 AM to Midnight	25 ²	388
7	R	Downtown Area, Van Ness Avenue, 79 New Montgomery Street	7:10 AM to Midnight	45	357
8	T	Downtown Area, Van Ness Avenue, 180 New Montgomery Street	7:30 AM to Midnight	15 to 25	1,398
Total					8,605

Source: AAU, Shuttle Ridership Data from September 1, 2011 through September 16, 2011.

Notes:

1. As of September 19, 2011 AAU replaced Routes Q and R with Route M and added a new route G
2. Service is provided every hour after 6:00 p.m.

Shuttle Capacity Utilization

The latest survey of shuttle load factors was done in the spring of 2010. The data showed that the average load factors over the course of an entire day ranged between 10 and 33%, while the load factors on buses leading up to the start of class times (8:30 a.m., 12:00 p.m., 3:30 p.m., and 7:00 p.m.) showed a significantly higher utilization ranging between 51 and 138% depending on the route. Two of eight routes – Routes H and I, which traverse the North of Market-Union Square, Financial District, and South of Market areas – operated above 100% of seated capacity but below the maximum capacity with standees. This empirical data combined with current observations indicate the current system has substantial capacity to absorb some growth in ridership.

Conditions at Shuttle Stop Locations

Standard operating procedure requires that shuttle buses stop out of traffic lanes at designated stop locations that are signed and marked with white curbs indicating passenger loading and unloading only. According to the AAU Transportation staff, this practice works well in general, although certain high-demand locations were noted where there are notable challenges involving conflicts between maneuvering and parking buses and other vehicles. For example, the stop location at 180 New Montgomery Street exhibits shuttle buses occupying traffic lanes at times while waiting for a bus ahead to load and clear the stop zone. Similarly, the stop location at 625 Polk is insufficient for the high demand there, and shuttle buses typically double-park on Turk Street to access the stop location. The configuration at 701 Chestnut also requires

buses to double-park at times. Also, some locations, like Federal Street, lack sufficient white curb space for buses to fully leave the traffic lane. Other locations exhibit illegal parking by non-AAU vehicles, which preclude shuttle buses from using the bus stops effectively.

Transportation staff also indicated that some bus stop locations are adjacent to Muni stops and shuttle drivers at times use the Muni stops to get clear of traffic lanes. This practice causes conflicts with Muni buses and Muni at times has issued traffic citations to AAU for such incidents.

Pedestrian Network

Primary pedestrian access for AAU on-site students, staff, and faculty members is provided on public sidewalks fronting AAU buildings. As would be expected, the dimensions and elements that make up public sidewalks vary by location. Pedestrian volumes peak between classes and this is most noticeable at high-activity areas, which also are typically locations with nearby AAU shuttle bus or Muni bus stops near facility entrances, like at 180 New Montgomery, 466 Townsend, 620 Sutter, 860 Sutter, and 625 Polk, among others.

Pedestrians are controlled by standard traffic control devices at intersections. Pedestrians must contend for space with bicyclists and other wheeled-vehicle users. There are conflicts between AAU pedestrians and vehicles at alley crosswalks like the one at the Jessie Street intersection with New Montgomery Street.

Bicycle Network

The San Francisco Bicycle Network provides extensive bicycle facilities that traverse the City. In 2008, there were about 200 miles of City streets with bicycle facilities in San Francisco.

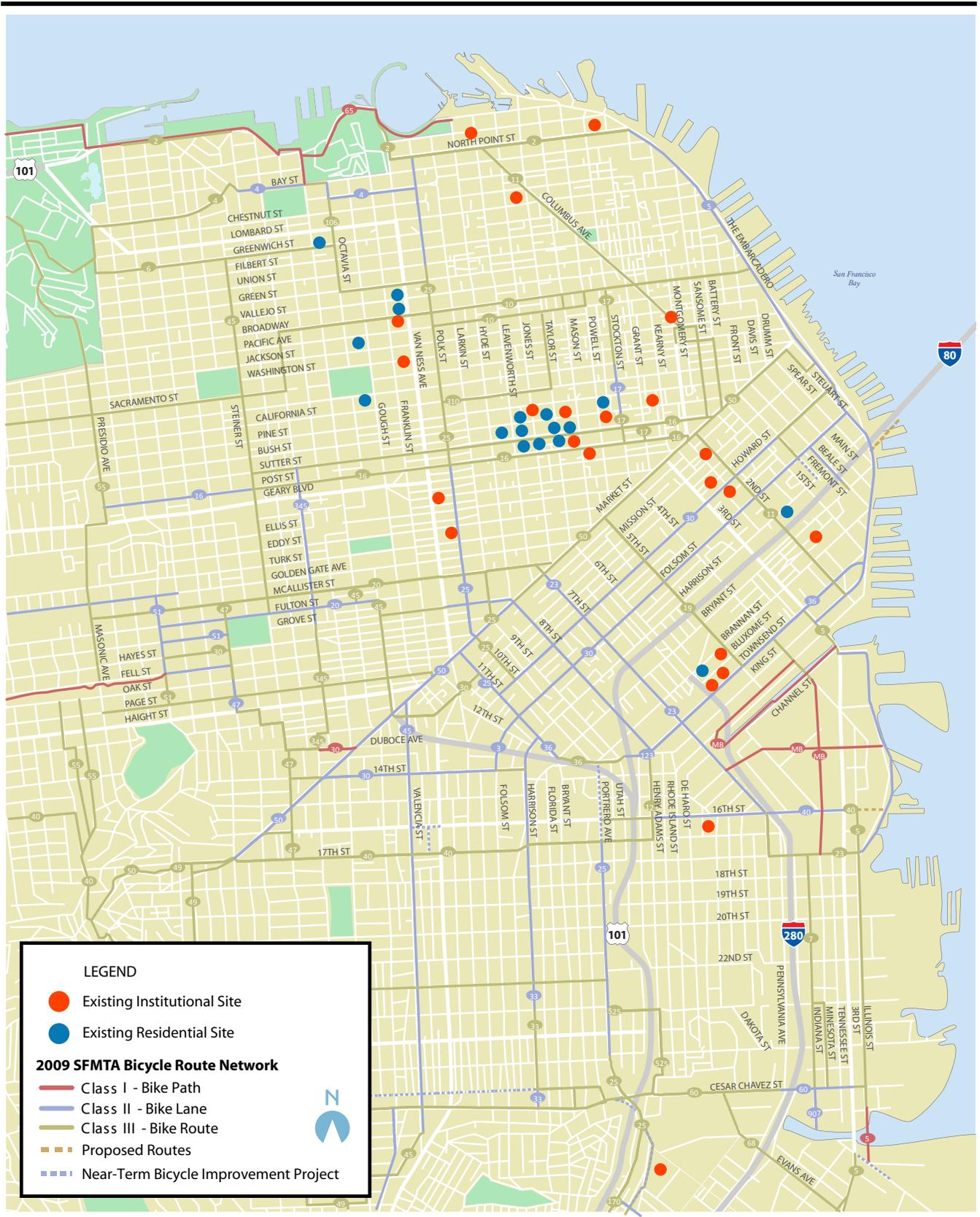
Bicycle Routes

The following classifications describe the three types of bikeways that are found in San Francisco:

- Class I - Bike Path - A bike path is a dedicated off-street thoroughfare that is usually paved and open to pedestrians, strollers, and wheelchairs.
- Class II - Bike Lane - A bike lane provides a striped lane for one-way bicycle use on a street or highway.
- Class III - Bike Route or Wide Curb Lane - A bike route is typically narrower than a wide curb lane bike route; both require that bicycles and cars share the same roadway. Class III bicycle facilities may consist of a variety of treatments including streets with wide curb lanes (travel lane width closest to the curb is at least 14 feet wide), sharrows, traffic calming measures or simply streets signed as bicycle routes.

Figure F.13 shows the existing and planned bicycle facilities along within six areas.





Appendix F: Draft Transportation Study, AAU DRAFT IMP 2011



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Figure F.13
Bicycle Route Network

South of Market

AAU facilities in the South of Market area are served by five primary bicycle routes including Routes 11, 19, 23, 30 and 36. Route 11, a Class III bike route, travels north-south on Second Street. Route 19, a Class III bike route, travels north-south on Fifth Street. Route 23 has Class II bike lane traveling south from Market Street on Eighth Street and north to Market Street on Seventh Street. Route 30 includes a westbound bike lane on Howard Street, which becomes a westbound Class III bike route on Mission Street west of Eleventh Street. The eastbound leg of Route 30 is a Class II bike lane along Folsom Street. Route 36 has Class II bike lanes traveling east-west on Townsend Street. East of Second Street, Route 36 is a Class III bike route with sharrows.

Financial District

AAU facilities in the Financial District are served by five primary bicycle routes including Routes 11, 16, 17, 30 and 50. Route 11, a Class III bike route, travels north-south on Second Street. Route 16, a Class III bike route, travels in an eastern direction on Post Street. Route 17 is a Class III bike route on Stockton Street between Broadway and Geary Boulevard except for three-block-long Class II bike lane on northbound Stockton Street between Bush and Sacramento Streets. Route 30 includes a westbound bike lane on Howard Street, which becomes a westbound Class III bike route on Mission Street west of Eleventh Street. The eastbound leg of Route 30 is a Class II bike lane along Folsom Street. Route 50, a Class III bike route east of Eighth Street, travels east-west on Market Street and has Class II bike lanes west of Eighth Street.

North of Market – Union Square

AAU facilities in the North of Market and Union Square area are served by four primary bicycle routes including Routes 16, 17, 25 and 310. Route 16, a Class III bike route, travels in an eastern direction on Post Street. Route 17 is a Class III bike route on Stockton Street between Broadway and Geary Boulevard except for three-block-long Class II bike lane on the northbound Stockton Street between Bush and Sacramento Streets. Route 25, a Class II bike lane, travels in a north-south direction on Polk Street. Route 310, Class III bike route, travels north east on Taylor Street between Pacific Avenue and California Street and travels on California Street between Polk and Taylor Streets.

Van Ness Avenue Transit Corridor

AAU facilities in the Van Ness Avenue Transit Corridor are served by six primary bicycle routes including Routes 6, 10, 16, 20, 25, and 106. Route 6 travels east-west on Greenwich Street one block south and parallel to Lombard Street. Route 10, Class III bike route, travels westbound on Broadway between Webster Street and the Embarcadero. The eastbound leg of Route 10, Class III bike route travels in an east-west direction along Pacific Avenue between Polk and Powell Streets. Route 16, a Class III bike route, travels in an eastern direction on Post Street. Route 20, Class III bike route, travels in an east-west direction on McAllister Street between Masonic and Market Streets. Route 25, a Class II bike lane, travels in a north-south direction on Polk Street. Route 106, a Class III bike route, travels a north-south route one block west and parallel to Gough Street.



Fisherman's Wharf – North Beach

AAU facilities in the Fisherman's Wharf – North Beach area are served by two primary bicycle routes including Routes 2 and 16. Route 2, Class III bike route, travels in an east-west direction on North Point Avenue between Van Ness Avenue and the Embarcadero. Route 11, a Class III bike route, travels north-south on Second Street. Route 16, a Class III bike route, travels in an eastern direction on Post Street.

Bicycle Parking

AAU provides bicycle parking spaces inside or at the entrance to its buildings. Table F.9 summarizes the AAU facilities with on-site bicycle parking spaces. Out of the 40 existing AAU facilities, ten buildings currently provide bicycle parking spaces on-site for a total of 237 bicycle parking spaces. Twelve bicycle spaces are located indoors (all at 79 New Montgomery) and the remainder are outdoors. Approximately half of these bicycle parking spaces are in the South of Market area, another 30% are located in the Van Ness Avenue Transit Corridor, and the remaining are in Financial District, North of Market – Union Square and Fisherman's Wharf – North Beach.

Table F.9 – Bicycle Parking Supply

Area	AAU Facility¹	Bicycle Parking Spaces
South of Market	60 Federal Street (I)	59
	601 Brannan Street (I)	42
<i>Subtotal</i>		<i>101</i>
Financial District	79 New Montgomery St (I)	16
	180 New Montgomery St (I)	10
<i>Subtotal</i>		<i>26</i>
North of Market – Union Square	1153 Bush St (R)	1
	1055 Pine St (R)	2
<i>Subtotal</i>		<i>3</i>
Van Ness Avenue Transit Corridor	1835 Van Ness Ave (I)	84
	2209 Van Ness Ave (R)	1
	1916 Octavia St (R)	2
<i>Subtotal</i>		<i>87</i>
Fisherman's Wharf – North Beach	2300 Stockton St (I)	20
TOTAL		237

Note: 1. I = Institutional; R = Residential.

Source: Academy of Art University, 2011

Parking

AAU has access to a limited number of off-street parking spaces at selected building locations. All parking is restricted to specific uses or assigned by AAU officials to specific faculty or staff members. None of the parking spaces is available for use by the general on-site student population.

Table F.10 summarizes the parking supply by area and building. A total of 121 parking spaces are assigned to faculty and staff for personal vehicle parking. No other spaces available to AAU are used for personal vehicle parking.

Table F.10 – Off-Street Parking at Existing Academy of Art University Sites

Area	Land Use	Site	Location	Off-Street Parking				
				Total Spaces	Spaces Assigned to AAU		Spaces Leased to Others (Not available for use by AAU)	
					Faculty/Staff	Other		Comment
South of Market	Institutional	2	601 Brannan Street	9	9	0		0
		6	58-60 Federal Street	41	9	0		32
		33	460 Townsend Street	3	3	0		0
		34	466 Townsend Street	0	0	0		0
	Residential	1	168 Bluxome Street	45	0	0		45
		7	575 Harrison Street	33	5	28	Storage	0
Financial District	Institutional	3	410 Bush Street	10	10	0		0
		8	631 Howard Street	0	0	0		0
		14	700 Montgomery Street	0	0	0		0
		15	79 New Montgomery Street	0	0	0		0
		16	180 New Montgomery Street	5	5	0		0
North of Market – Union Square	Institutional	19	1069 Pine Street	0	0	0		0
		21	491 Post Street	0	0	0		0
		22	540 Powell Street	0	0	0		0
		26	625-629 Sutter Street	0	0	0		0
		31	740 Taylor Street	0	0	0		0
	Residential	4	1080 Bush Street	0	0	0		0
		5	1153 Bush Street	1	0	1	Limousine	0
		11	736 Jones Street	0	0	0		0
		18	1055 Pine Street	4	4	0		0
		23	560 Powell Street	0	0	0		0
		25	620 Sutter Street	0	0	0		0
		27	655 Sutter Street	0	0	0		0
		28	680-688 Sutter Street	0	0	0		0
		29	817-831 Sutter Street	0	0	0		0
30	860 Sutter Street	0	0	0		0		
Fisherman's Wharf – North Beach	Institutional	12	2801 Leavenworth - The Cannery	0	0	0		0
		24	2340 Stockton Street	90	10	0		80
		32	2295 Taylor (aka 701 Chestnut)	0	0	0		0
Van Ness Avenue Transit Corridor	Institutional	20	625 Polk Street	0	0	0		0
		36	1849 Van Ness Avenue	30	0	30	10 classic cars, 20 vacant	0
		37	2151 Van Ness Avenue	0	0	0		0
		35	950 Van Ness Avenue /963 O'Farrell	78	0	78	classic cars	0
	Residential	9	1900 Jackson Street	9	7	0		2
		13	1727 Lombard Street	46	43	3	Accessible	0
		17	1916 Octavia Street	1	1	0		0
		38	2209 Van Ness Avenue	0	0	0		0
39	2211 Van Ness Avenue	0	0	0		0		
Others	Institutional	40	121 Wisconsin Street	22	0	22	Shuttle parking	0
		10	2225 Jerrold Avenue	52	15	37	shuttle parking	0
TOTAL				479	121	199		159

Source: Academy of Art University, 2011

Loading Facilities and Truck Traffic

AAU has a centralized receiving area at 79 New Montgomery Street building. This building has a loading dock along Jessie Street between 2nd and New Montgomery Street. All deliveries except food items are delivered to this location and then distributed to the other buildings owned/operated by AAU. There are approximately 8 to 9 daily deliveries to this location.

Deliveries to AAU consist of the following four types:

- Mail delivery from USPS, UPS, FedEx, DHL, etc.
- Goods delivery, such as office supply
- Bulk printed materials
- Food services.

There are approximately three mail deliveries on a typical day to the 79 New Montgomery Street building, one each from USPS delivery and pickups, and up to one per day from FedEx and DHL (two to five times per week). Once the mail and packages from the mail carriers are sorted, they are placed on mailroom runs to the other buildings. Mail to 79 New Montgomery, 180 New Montgomery, and 631 Howard Street buildings are delivered by hand once a day. Deliveries to the other buildings are made by car twice per day. The mailroom uses a Ford Transit Connect van for deliveries.

Goods delivery – All supplies, such as paper, ink, computers, and other specially order items are delivered to 79 New Montgomery Street, averaging 4-5 deliveries per day.

Bulk printed materials – Bulk printed materials are received by a 3rd party vendor (Admail) in Sacramento and shipped to 79 New Montgomery Street usually at the beginning of each semester.

Food Services –AAU contracts with Sodexo to provide full-time food services to its community members. This section summarizes the services provided in the context of delivery of goods and services.

Sodexo provides all food services to AAU and a five-person team manages the operation from the AAU building at 1055 Pine Street. Three service types are provided: cafeteria-style dining, retail sales, and catering. The following points summarize these activities.

- Dining Halls, serving cafeteria style all-you-can-eat choices, are located at 1055 Pine, 620 Sutter, and 860 Sutter.
 - On-site students are the primary patrons, and meal plans provide the payment means
 - Open seven days a week
 - Anyone with an AAU badge can enter and dine at the dining halls; cash, credit card, and Knight Kash are accepted for persons not on meal plans
- Retail cafes are located at 1849 Washington, 655 Sutter, 180 New Montgomery, and 625 Polk.
 - Anyone with an AAU badge can enter and dine at retail cafes



- The cafes are open Monday through Friday, some have extended hours based on class schedules
- Cash, credit card, and Knight Kash are accepted
- Catering of all kinds at any time at AAU facilities and off-campus locations. This service varies widely in scope and frequency.

Sysco is the primary large-volume vendor that delivers food and supplies to all dining halls and two cafes (655 Sutter and 625 Polk). The following points summarize its delivery characteristics.

- One truck (large panel truck or small semi-trailer combination, depending on order volume) serves all facilities on Sutter, with deliveries made weekly on Mondays and Thursdays, typically between 11:00 a.m. and 2:00 p.m.
- Other smaller trucks serve the remaining facilities (of the ones listed in the two bullets above) not located on Sutter, with deliveries made on the same schedule as above.
- Sysco drivers are subject to the Sysco's policies regarding adhering to driving, parking and loading laws. Sodexo does not have any control over Sysco's drivers.

Sodexo delivers food and supplies, essentially commissary-style, to smaller cafes called "kiosks" at 1849 Washington and 180 New Montgomery. One driver is dedicated to this service; he operates out of 1055 Pine Street using three freight vans. He also serves as a cash collection agent and order receiver. The Sodexo driver is subject to his company's policies regarding driving, parking and loading laws.

Most AAU buildings do not have off-street loading facilities. Yellow loading zones are available at most building locations. All vans have commercial license plate and they are legally parked at the yellow zone if the space is available. Drivers are also provided with meter card. When a loading space is unavailable, drivers can use meter space for delivery. Typical delivery takes approximately 3-10 minutes. Drivers are encouraged to make deliveries quickly and no longer than 10 minutes. Each building has a Campus Host desk and the person at the desk is responsible for receiving deliveries.

As is typical with any use requiring deliveries that does not have off-street loading facilities, AAU experiences illegal parking and loading activities such as occasional double parking and occupancy of restricted curb zones by delivery services. It, like others, does not have control over drivers' activities but does attempt to manage its deliveries effectively, as evidenced by the stationing of a host at each respective building entry.

Table F.11 presents the addresses of these 40 buildings and the number of off-street and on-street loading facilities for each building.

Table F.11 – Academy of Art University Truck Loading Facilities

Area	Site	Address	Off-Street Loading	On-Street Loading
South of Market	1	168 Bluxome Street	None	Yes
	2	601 Brannan Street	1 (24 feet)	Yes
	6	58-60 Federal Street	2 Loading spaces off 2 nd Street and in garage	None
	7	575 Harrison Street	Yes	None
	33	460 Townsend	Yes	None
	34	466 Townsend Street	None	White zone on Townsend St
Financial District	3	401 Bush Street	None	None
	8	631 Howard	None	None
	14	700 Montgomery Street		
	15	79 New Montgomery Street	Loading dock (Jessie Street)	0
	16	180 New Montgomery Street	Loading dock (Natoma Street)	None
North of Market – Union Square	4	1080 Bush Street	None	None
	5	1153 Bush Street	Yes	None
	11	736 Jones Street	None	None
	18	1055 Pine Street	None	White zone on Pine St
	19	1069 Pine Street	None	None
	21	491 Post Street	None	None
	22	540 Powell Street	None	None
	23	560 Powell Street	None	None
	25	620 Sutter Street	None	White zone on Sutter St
	26	625-629 Sutter Street	None	None
	27	655 Sutter Street	None	None
	28	680-688 (680) Sutter Street	None	Small white zone on Sutter St
	29	817-831 (825) Sutter Street	None	White zone on Sutter St
	30	860 Sutter Street	None	White zone on Sutter St
Fisherman's Wharf and North Beach	12	2801 Leavenworth Street (The Cannery)		
	24	2340 (2300) Stockton Street	Surface parking lot	None
	32	2295 Taylor Street (aka 701 Chestnut Street)	None	None

Area	Site	Address	Off-Street Loading	On-Street Loading
Van Ness Avenue Transit Corridor	9	1900 Jackson Street	Yes	None
	13	1727 Lombard Street	Surface parking area at entrance	None
	17	1916 Octavia Street	None	Driveway
	20	625 Polk Street		
	35	950 Van Ness	NA	Driveway via Olive St
	36	1849 Van Ness Avenue	None	2
	37	2151 Van Ness Avenue	None	None
	38	2209 Van Ness Avenue	None	None
	39	2211 Van Ness Avenue	None	None
Other	10	2225 Jerrold Avenue	None	None
	40	121 Wisconsin Street	None	None

Source: Academy of Art University, 2011

Travel Demand

This section presents the population, programs and land use characteristics of AAU. The estimated person-trips, general trip distribution and mode split are discussed in this section as well.

Population

Table F.12 presents a summary of the number of faculty, staff and on-site students of AAU. The majority of the population is on-site students (15% are residents in AAU residential halls, and 85% are commuters). Approximately 10% of the population is faculty and 7% is staff.

Table F.12 – Number of Faculty, Staff and On-site Students

	Population	Percentage
Faculty	1,294	9.6%
Staff	997	7.4%
On-site Students	11,182	83.0%
Residential Students	1,688	
Commuter Students	9,494	
TOTAL	13,473	100%

Source: Academy of Art University, 2010/2011 school year



Table F.13 summarizes faculty and staff members by area.

Table F.13 – Number of Faculty and Staff by Area

Area	No. of Faculty	No. of Staff	TOTAL	Percentage
South of Market	340	147	487	21%
Financial District	588	399	987	43%
North of Market-Union Square	293	51	344	15%
Van Ness Avenue Transit Corridor	39	32	71	3%
Fisherman's Wharf-North Beach	34	368	402	18%
TOTAL	1,294	997	2,291	100%

Note: The number was estimated by the proportion calculated from Table 7.7, IMP, Marchese Company
Source: Academy of Art University, 2011

As shown on Table F.14, approximately 65% of the residential students live in North of Market – Union Square, 24% live in South of Market, and 11% in Van Ness Avenue Transit Corridor. There are no residential halls located in the Financial District and Fisherman's Wharf – North Beach areas.

Table F.14 – Number of Residential Students by Area

Area	No. of Residential Students	Percentage
South of Market	398	24%
North of Market-Union Square	1,104	65%
Van Ness Avenue Transit Corridor	186	11%
TOTAL	1,688	100%

Note: The number was estimated by the proportion calculated from Table 7.10, IMP, Marchese Company
Source: Academy of Art University, 2010/2011 school year

Table F.15 summarizes average weekday class attendance by area (average of Tuesday, Wednesday, and Thursday). The percentage of class attendance in each area is similar to the percentage of faculty and staff in each area. There are 31% in South of Market, 39% in Financial District, 18% in North of Market – Union Square, 5% in Van Ness Avenue Transit Corridor, and 7% in Fisherman's Wharf – North Beach.

Table F.15 – Class Attendance by Area (Average of Tuesday, Wednesday, and Thursday, Spring 2010)

Area	Average Students per Day	Percentage
South of Market	3,552	31%
Financial District	4,573	39%
North of Market-Union Square	2,107	18%
Van Ness Avenue Transit Corridor	608	5%
Fisherman's Wharf-North Beach	782	7%
TOTAL	11,622	100%

Source: Academy of Art University, 2010/2011 school year

Travel Demand by Mode

This section provides an estimate of travel demand generated by the existing AAU facilities. Travel demand analysis includes estimation of PM peak hour person-trips generated from academic and administrative buildings, and residential halls. An on-site students, faculty, and employee travel behavior survey, and selected video-based person- trip generation counts, were conducted in 2010 by AAU. The trip generation rates and trip distribution patterns resulting from this effort were used to develop the travel demand assessment presented herein.

Building Land Use

AAU utilizes approximately 1,291,006 square feet of academic and administrative space in San Francisco. Table F.16 shows the square footage of academic and administrative buildings in each area, and the bed capacity of residential halls.

Table F.16 – Land Use by Area

Area	Institutional		Residential		
	Bldg sqft	Percentage	Bldg sqft	Bed Capacity	Percentage
SoMA	312,544	24%	123,236	425	23%
Financial District	420,837	33%			
North of Market-Union Square	105,927	8%	319,077	1,213	65%
Van Ness Avenue Transit Corridor	269,801	21%	57,313	230	12%
Fisherman's Wharf-North Beach	90,530	7%			
Other	91,367	7%			
TOTAL	1,291,006	100%	499,626	1,868	100%

Source: Academy of Art University, 2011

Trip Generation

Based on the PM peak hour trip generation rates derived from the travel surveys, the trip generation rate for academic and administrative building was 4.56 PM peak hour person-trips for every 1,000 square feet. The trip generation rate used for residential halls is 0.65 PM peak hour trip per on-site student resident. As shown in Table F.17, the estimates derived for this assessment indicate that AAU generates approximately 6,985 total PM peak hour existing person-trips, distributed in the respective AAU areas.

Table F.17 – Estimated PM Peak Hour Trip Generation (person-trips) by Area

Person-Trips	Institutional		Residential		TOTAL	
	4.56 person-trips per 1,000 sqft		0.65 person-trips per residential student			
Trip Generation Rates						
Area	Person-Trips	%	Person-Trips	%	Person-Trips	%
South of Market	1,425	24%	259	24%	1,684	24%
Financial District	1,920	33%	-	-	1,920	28%
North of Market-Union Square	483	8%	717	65%	1,200	17%
Van Ness Avenue Transit Corridor	1,230	21%	121	11%	1,351	19%
Fisherman's Wharf-North Beach	413	7%	-	-	413	6%
Other	416	7%	-	-	416	6%
TOTAL	5,887	100%	1,097	100%	6,984	100%

Source: CHS Consulting Group, 2011

Trip Distribution

The Origin-Destination Survey results are presented below with respect to trip purpose (Table F.18) and residence location (Table F.19). It is notable that just over half of AAU faculty, staff and on-site students live in San Francisco, and the remainder travel into the City from other parts of the Bay Area.

Table F.18 – Summary of Trip Purposes of On-site Students during PM Peak Period

Trip Purpose	From Academic/Administrative Building
To Another AAU Building	37%
Go Home	30%
Recreation/Entertainment	20%
Dinner	10%
Shopping	3%
TOTAL	100%

Source: Academy of Art University, 2010

Table F.19 – Faculty and Staff, and Commuter Students Residential Location

Location	Faculty and Staff	Commuter Students
San Francisco	52%	66%
North/Center	4%/5%	4%/22%
Northwest	19%	19%
South	11%	10%
Southwest	13%	11%
South Bay	10%	13%
North Bay	7%	2%
East Bay	29%	18%
Out of Region	2%	1%
TOTAL	100%	100%

Source: Academy of Art University, 2010

Mode Split

It was assumed that all the faculty and staff trips are going home during PM peak hour and the distance from academic and administrative buildings to home is more than 5 miles. During the PM peak hour, some on-site student trips would be destined for other AAU facilities and some would be destined for home. When the on-site students travel between AAU facilities, they typically use the shuttle bus or walk as their primary mode. Most commuter students, faculty and staff use transit to go home. The travel survey indicated no on-site student residents use private automobiles, which is expected given the AAU's parking policy that provides no parking for the general on-site student population, and its provision of a robust shuttle system. Table F.20 summarizes the estimated mode split during the PM peak period.

Table F.20 – Mode Split Percentage during PM Peak Period

	Drive Alone	Carpool	Shuttle	Transit	Walk	Bike/Other	TOTAL
Residential Students - between Academic Bldg ¹			38%	17%	43%	2%	100%
Residential Students – between Residential Hall ¹			50%	20%	30%		100%
Commuter Students – between Academic Bldg ¹	4%	1%	33%	17%	43%	2%	100%
Commuter Students – over 5-mi to Destination ²	13%			87%			100%
Faculty and Staff ²	20%	2%		77%		1%	100%

Source: Academy of Art University, 2010

Based on the estimated faculty and staff, residential students, and commuter students patterns, on-site student trip purposes during PM peak hour, and mode split percentages, the estimated person-trip generation by mode was calculated and is presented in Table F.21. Figure F.14 summarizes trip generation by area and mode.

Table F.21 – Estimated Existing Person-trips by Mode during PM Peak Period

	Drive Alone	Carpool	Shuttle	Transit	Walk	Other	TOTAL
South of Market							
Faculty	48	5	0	187	0	2	242
Residential Students	0	0	207	85	150	3	445
Commuter Students	67	7	230	379	300	14	997
Subtotal	115	12	437	651	450	19	1,684
Financial District							
Faculty	65	7	0	251	0	3	326
Residential Students	0	0	104	45	98	3	250
Commuter Students	90	9	310	511	405	19	1,344
Subtotal	155	16	414	807	503	25	1,920
North of Market - Union Square							
Faculty	16	2	0	63	0	1	82
Residential Students	0	0	385	155	240	1	781
Commuter Students	23	2	78	128	102	4	337
Subtotal	39	4	463	346	342	6	1,200
Van Ness Avenue Transit Corridor							
Faculty	14	1	0	54	0	1	70
Residential Students	0	0	22	10	21	1	54
Commuter Students	19	2	67	110	87	4	289
Subtotal	33	3	89	174	108	6	413
Fisherman's Wharf - North Beach							
Faculty	42	4	0	161	0	2	209
Residential Students	0	0	127	53	99	2	281
Commuter Students	58	6	199	327	259	12	861
Subtotal	100	10	326	541	358	16	1,351
TOTAL							
Faculty	185	19	0	716	0	9	929
Residential Students	0	0	845	348	608	10	1,811
Commuter Students	257	26	884	1,455	1,153	53	3,828
Other	83	8	0	321	0	4	416
TOTAL	525	53	1,729	2,840	1,761	76	6,984

Source: CHS Consulting Group, 2011



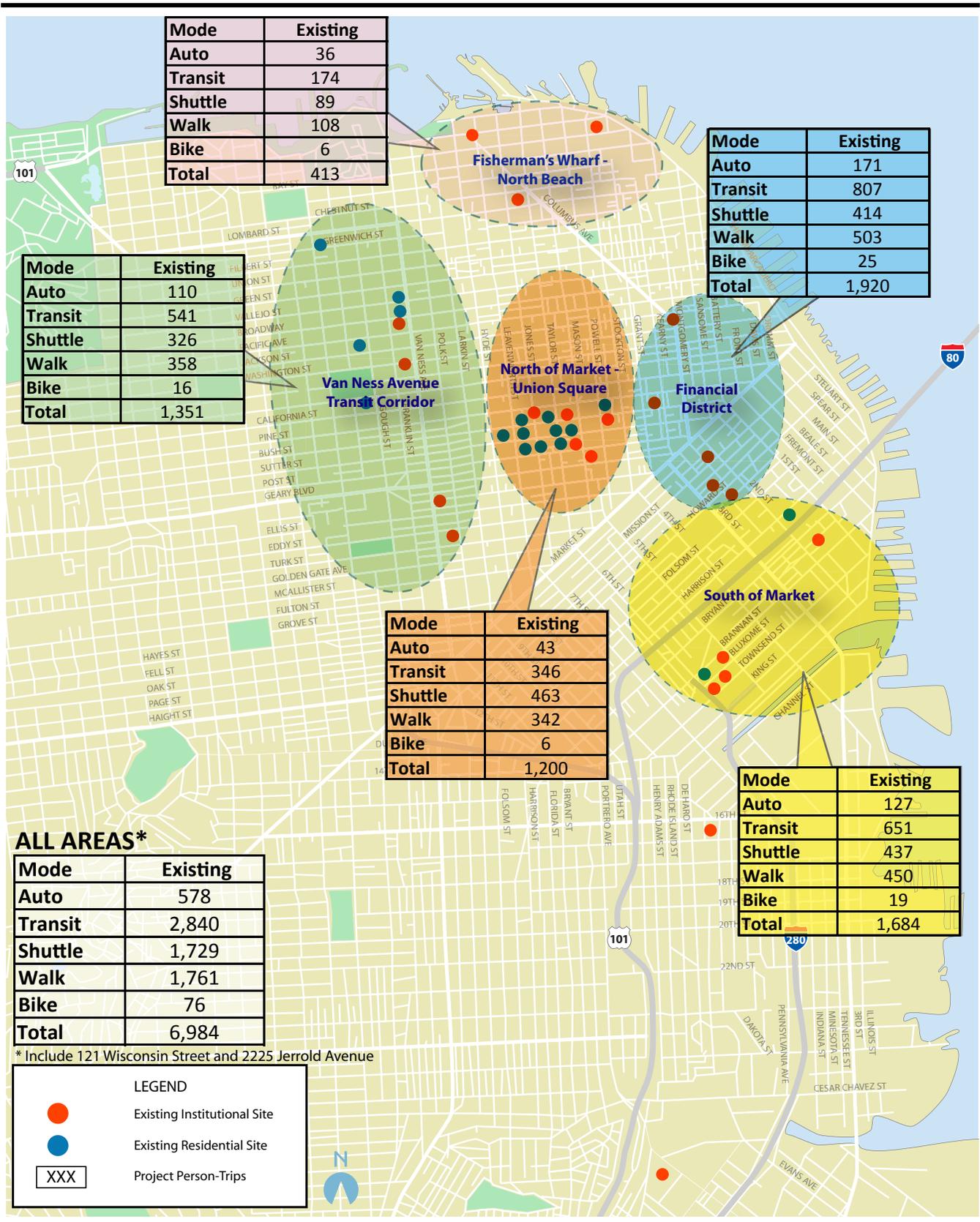


Figure F.14
Estimated AAU Existing Total Trip Generation
PM Peak Hour

Transportation Demand Management

The goal of a Transportation Demand Management (TDM) program is to reduce single occupant driving. There are many elements typically required for a TDM Program to make it effective and successful.

In view of its unique setting as a decentralized campus constituted of 40 buildings in the east/central area of San Francisco, AAU has been managing its transportation demand very effectively by *not providing* on-campus parking and operating a robust shuttle transit system to facilitate safe and efficient transportation of AAU on-site students, faculty and staff.

The elements of the existing TDM program at AAU are summarized below.

- Parking Management – AAU's current parking management policy is perhaps the most progressive and effective one in the City. The Transportation/Logistics Department manages parking at AAU.
- Shuttle Bus Program – AAU's extensive shuttle bus program, described above, provides efficient intercampus transportation for on-site students, faculty, and staff. The Transportation/Logistics Department manages and operates the shuttle bus system.
- Pre-Tax *Commuter Check* Program – AAU offers its employees participation in the Commuter Check program through pre-tax payroll deduction as an incentive to use public transit. Approximately 300 employees are enrolled in this program that is administered by the Human Resources Department.
- Transportation Information – AAU promotes use of the shuttle system in its catalog and, moreover, on its website. The website includes a summary of the system and a very effective interactive, point-to-point schedule tool that provides schedule information by stop by drop-down menu. Also, informational flyers are made available at AAU facilities.
- After Hours Transportation – AAU, through the Security Department, will transport AAU on-site students and personnel that happen to be stranded after the shuttle system closes. This is an occasional, essential service.



Future Transportation Conditions

This section summarizes the assessment of the potential impacts of the IMP with respect to transportation systems serving AAU. It is noted that this assessment is qualitative in nature in that it, in accordance with City policy, discusses relative impacts of the IMP. Detailed evaluations of actual impacts and mitigations of elements of the IMP will be considered in the environmental document to be conducted by others.

Summary

The following points capture highlights of the assessment of future transportation conditions documented in subsequent parts of this section.

- **Travel Demand:** The on-site enrollment at AAU is projected to grow from about 11,000 on-site students to 17,000 on-site students by year 2020. The potential total incremental growth in travel demand over the same period would be approximately 4,000 new PM peak hour person-trips. The large majority of these new trips would be made by non-auto modes, including AAU shuttle, public transit, walk and bike.
- **Street Network:** Growth in automobile traffic due to the IMP is expected to be relatively small (approximately 300 PM peak hour vehicle trips) and will not result in substantial impacts on the street network.
- **Transit Network:** The estimated Ten-Year growth in the AAU PM peak hour transit trips due to the IMP would be concentrated in the South of Market and Mid-Market areas and would result in potentially substantial increases on some Muni routes in these areas. Growth in transit demand in other areas occupied by AAU will be relatively small and would likely be accommodated by existing Muni services. It is expected that AAU would continue to collaborate with the SFMTA to effectively accommodate the AAU-generated transit trips in the City.
- **AAU Shuttle:** AAU shuttle ridership was estimated to grow by approximately 1,000 PM peak hour trips in 10 years, which is substantial (over 50%) compared to estimated existing PM peak hour shuttle trips. All else being equal, AAU will need to substantially increase its shuttle service to accommodate the estimated future incremental shuttle demand. AAU will need to plan its shuttle expansion to best accommodate location and timing of its growth. There appears to be a real opportunity for AAU and SFMTA to work together to define ways for the two bus systems to complement each other in the context of overall system synergy.
- **Pedestrian Network:** It is anticipated that pedestrian facilities serving new growth will generally include the same elements as those at existing buildings. It is also anticipated that AAU will continue to practice pedestrian planning to make the most effective, functional use of public sidewalks serving its buildings.
- **Bicycle Network:** Bicycle usage is expected to grow by approximately 50 PM peak hour person-trips over 10 years, which will be accommodated by existing City bike facilities and AAU bike parking facilities. It is expected that the AAU would continue to provide a sufficient number of bicycle parking spaces on its facility sites to meet future bicycle demand.
- **Parking:** It is expected that AAU will not materially alter its policies and guidance pertinent to parking. Therefore, little or no change in parking is expected in the



- future. AAU will need to plan and manage its parking resources to best accommodate location and timing of its growth.
- **Loading Facilities and Truck Traffic:** AAU is expected to continue to manage its system of sending and receiving goods according to current practices, including maintaining its central receiving and delivery facility at 79 New Montgomery Street and continuing to engage a full-time vendor to provide food services. As AAU grows, it may be necessary to consider enhancements to the existing system, which could include establishing a second receiving facility, engaging vendors to deliver mail, and adding emphasis on leasing properties with off-street loading facilities. AAU will need to plan its loading and delivery functions to best accommodate location and timing of its growth.
 - **Transportation Demand Management:** A draft TDM program addressing AAU's future (Five- and Ten-Year) plans has been developed and is presently being reviewed by AAU.

Travel Demand

As discussed in Section 8 of the IMP, enrollment at AAU is projected to grow from approximately 11,182 on-site students (2010) to approximately 14,200 on-site students by year 2015 and to approximately 17,200 by year 2020, based on trends of enrollment by program (Op. cit., Table 8.1, page 109). Based on these figures, AAU projected potential *additional* space needs of approximately 495,000 net rentable square feet of institutional space and 55,000 square feet of residential space by year 2015. AAU also estimated *additional* space needs (over and above the 2015 figures) of approximately 130,000 net rentable square feet of institutional space and 55,000 net rentable square feet of residential space by year 2020 (Op. cit., Table 8.4, page 112, and Table 8.5, page 114). These figures indicate that approximately 80% of the growth in AAU space would occur in the first five years, by 2015. The estimated incremental travel demand created by this growth was assessed and is presented below.

The IMP discussed generally the AAU's approach to accommodating its future space needs, which involves identifying available, realistically usable, properties, evaluating their potential for adaptive reuse for AAU programs considering market and regulatory matters, and leasing properties that make sense (Op. cit., pp. 113-115). Based on general discussions with the IMP author, CHS assumed that the Ten-Year space needs referenced above would translate into a conceptual requirement of approximately 750,000 gross square feet of institutional building area and approximately 220 apartment style dwelling units. CHS then postulated two alternative scenarios for locating the growth for the purposes of the transportation assessment. One alternative, the "Spread" alternative, assumed the AAU would lease properties in the same general areas it now resides in. The other alternative, the "Transit" alternative, assumed the AAU would attempt, as practicable, to lease and occupy properties in transit corridors.

To be conservative, the transportation assessment assumed values of 800,000 gross square feet of institutional space and 220 dwelling units for the Ten-Year growth plan. CHS then used its professional judgment to develop estimates of additional use *by area* for the Ten-Year projection. Also, it was assumed that the spaces leased by the AAU would be vacant, which in turn means that the total area was assumed to generate new trips. It is important to note that the actual "new" trip generation of a "project" will typically be the difference between the project trip generation and the existing trip generation.



The following assumptions were incorporated in the assessment of future travel demands for the two alternatives.

- Existing trip generation rates derived and presented above would provide reasonable approximations of expected trip generation for the Five- and Ten-Year growth estimates.
- Existing travel characteristics (trip distribution [trip purposes and residence locations by population segment] and mode split) would provide reasonable approximations of expected travel characteristics for the Five- and Ten-Year growth estimates.
- The existing ratio of beds to rooms, 2.4 beds per room, and ratio of on-site students to faculty members in residence halls, 90%, would provide reasonable approximations of residential occupancy for the Five- and Ten-Year residential growth estimates.
- Approximately 80% of the projected growth would occur in the Five-Year plan.
- The distribution of additional AAU building area and rooms was derived by CHS based on judgment and was applied in both growth projections. Table F.22 shows the resulting land use distribution for each alternative. It is important to note that a new area of growth, named “Mid-Market,” would be created under the Transit Corridor alternative.

Table F.22 – Assumed Land Use Distribution for Additional AAU Space

Area	Alternative 1 - Spread		Alternative 2 - Transit	
	Institutional	Residential	Institutional	Residential
South of Market	100%		25%	10%
Van Ness Avenue Transit Corridor		100%		90%
Mid-Market			75%	

Source: CHS Consulting Group, 2011.

As summarized in Table F.23, approximately 3,160 new PM peak hour person-trips would be generated by the Five-Year plan and approximately 830 new PM peak hour person-trips would be generated by the Ten-Year plan (over and above the Five-year total). The total incremental growth in travel demand over the Ten-Year period would be approximately 4,000 new PM peak hour person-trips. Under the Spread alternative, growth would be concentrated South of Market, whereas under the Transit alternative, growth would be concentrated in the Mid-Market Area, where there are currently no AAU facilities and transit services are abundant.

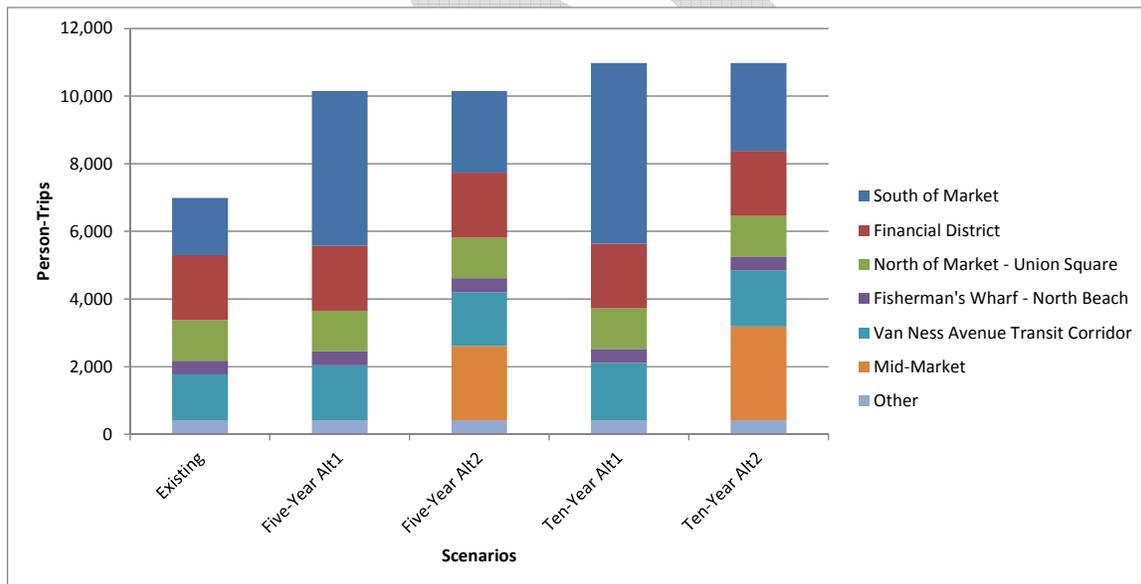
Table F.23 – Incremental PM Peak Hour Person-Trips for Five-Year and Ten-Year Plans

Area	Alternative 1 - Spread			Alternative 2 – Transit		
	Institutional	Residential	TOTAL	Institutional	Residential	TOTAL
Five-Year Plan Incremental (Existing to 2015)						
South of Market	2,889		2,889	723		723
Van Ness Ave Transit Corridor		272	272		243	243
Mid-Market			0	2,166	29	2,195
SUBTOTAL TO FIVE YEARS	2,889	272	3,161	2,889	272	3,161
Ten-Year Plan Incremental (2016 to 2020)						
South of Market	759		759	190		190
Van Ness Ave Transit Corridor		72	72		64	64
Mid-Market			0	569	8	577
SUBTOTAL FIVE TO TEN YEARS	759	72	831	759	72	831
GRAND TOTAL INCREMENT	3,648	344	3,992	3,648	344	3,992

Source: CHS Consulting Group, 2011

The following bar chart provides a good visual summary of estimated trip generation by area for each alternative. Note the “Mid-Market” area in the Alternative 2 bars.

Estimated Total PM Peak Hour Trip Generation by Area by Alternative



Five-Year and Ten-Year Plan

The following tables summarize estimated PM peak hour person-trips by mode and area for the two alternatives.

- Alternative 1 – Spread: Table F.24 summarizes estimated trip generation for Existing, Five-Year Plan, and Ten-Year Plan by mode, and Table F.25 summarizes the existing trip generation by area;
- Alternative 2 – Transit Corridor: Table F.26 summarizes estimated trip generation for Existing, Five-Year Plan, and Ten-Year Plan by mode and Table F.27 summarizes the existing trip generation by area.

As stated above, existing and future mode splits were assumed to be equivalent; they are summarized below for easy reference.

- Drive Alone 8%
- Carpool 1%
- Shuttle 24%
- Transit 41%
- Walk 25%
- Bike/Other 1%



Table F.24 – Total Person-Trips by Mode for Alternative 1 – Spread

Alternative 1	Drive Alone	Carpool	Shuttle	Transit	Walk	Bike/Other	TOTAL
Existing	525	53	1,729	2,840	1,761	76	6,984
Growth in Five-Year Plan (Over Existing)	234	24	760	1,268	837	38	3,161
Five-Year Plan Total	759	77	2,489	4,108	2,598	114	10,145
Growth in Ten-Year Plan (Over Five-Year Plan)	61	6	199	333	221	11	831
Ten-Year Plan TOTAL	820	83	2,688	4,441	2,819	125	10,976

Source: CHS Consulting Group, 2011

Table F.25 – Total Person-Trips by Area for Alternative 1 – Spread

Alternative 1	South of Market	Financial District	North of Market – Union Square	Fisherman's Wharf – North Beach	Van Ness Avenue Transit Corridor	Other	TOTAL
Existing	1,684	1,920	1,200	413	1,351	416	6,984
Percentage	24%	28%	17%	6%	19%	6%	100%
Growth in Five-Year Plan (Over Existing)	2,890	0	0	0	271	0	3,161
Percentage	91%	0%	0%	0%	9%	0%	100%
Five-Year Plan Total	4,574	1,920	1,200	413	1,622	416	10,145
Percentage	45%	19%	12%	4%	16%	4%	100%
Growth in Ten-Year Plan (Over Five-Year Plan)	758	0	0	0	73	0	831
Percentage	91%	0%	0%	0%	9%	0%	100%
Ten-Year Plan TOTAL	5,332	1,920	1,200	413	1,695	416	10,976
Percentage	49%	17%	11%	4%	15%	4%	100%

Source: CHS Consulting Group, 2011

Table F.26 – Total Person-Trips by Mode for Alternative 2 – Transit Corridor

Alternative 2	Drive Alone	Carpool	Shuttle	Transit	Walk	Bike/Other	TOTAL
Existing	525	53	1,729	2,840	1,761	76	6,984
Growth in Five-Year Plan (Over Existing)	235	24	760	1,265	838	39	3,161
Five-Year Plan Total	760	77	2,489	4,105	2,599	115	10,145
Growth in Ten-Year Plan (Over Five-Year Plan)	60	5	199	337	220	10	831
Ten-Year Plan TOTAL	820	82	2,688	4,442	2,819	125	10,976

Source: CHS Consulting Group, 2011

Table F.27 – Total Person-Trips by Area for Alternative 2 – Transit Corridor

Alternative 1	South of Market	Financial District	North of Market – Union Square	Fisherman’s Wharf – North Beach	Van Ness Avenue Transit Corridor	Mid-Market	Other	TOTAL
Existing	1,684	1,920	1,200	413	1,351	-	416	6,984
Percentage	24%	28%	17%	6%	19%	-	6%	100%
Growth in Five-year Plan (Over Existing)	724	0	0	0	243	2,194	0	3,161
Percentage	23%	0%	0%	0%	8%	69%	0%	100%
Five-Year Plan Total	2,408	1,920	1,200	413	1,594	2,194	416	10,145
Percentage	24%	19%	12%	4%	16%	21%	4%	100%
Growth in Ten-Year Plan (Over Five-Year Plan)	189	0	0	0	64	578	0	831
Percentage	23%	0%	0%	0%	8%	69%	0%	100%
Ten-Year Plan TOTAL	2,597	1,920	1,200	413	1,658	2,772	416	10,976
Percentage	24%	17%	11%	4%	15%	25%	4%	100%

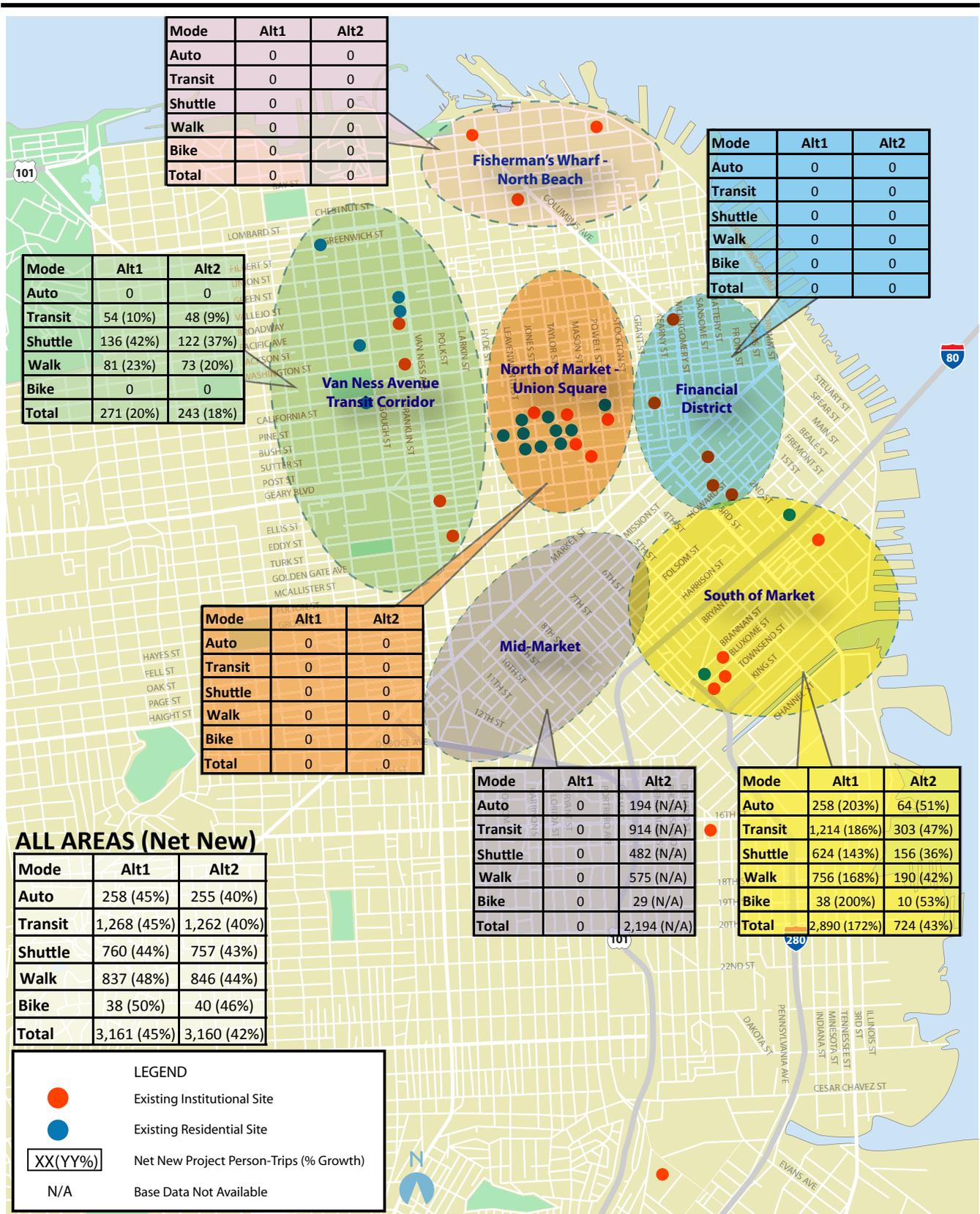
Source: CHS Consulting Group, 2011

With respect to location of growth, the Spread alternative would result in a substantial increase in AAU activities in the South of Market Area. The Transit Corridor alternative would result in a substantial increase in AAU activities in the Mid-Market area, with proportional shares of the other areas remaining similar to existing conditions.

These trip generation estimates are also summarized in map form to illustrate the relative total and incremental trip-making by area for the two future years compared to the existing case. The following figures summarize this information.

- Figure F.15 summarizes growth in trip generation by area for the Five-Year Plan (over Existing), and Figure F-16 summarizes total trip generation by area for the Five-Year Plan (i.e. “Existing plus Five-Year Plan Growth” values). Under the Spread alternative, total trip-making would nearly double in the South of Market area, and increase by approximately 20% in the Van Ness Avenue Transit Corridor. Under the Transit Corridor alternative, substantial new trip-making would occur in the Mid-Market area and South of Market area.





Appendix F: Draft Transportation Study, AAU DRAFT IMP 2011



CHS Consulting Group

Figure F.15
Growth in AAU Trip Generation - Five-Year Plan
PM Peak Hour

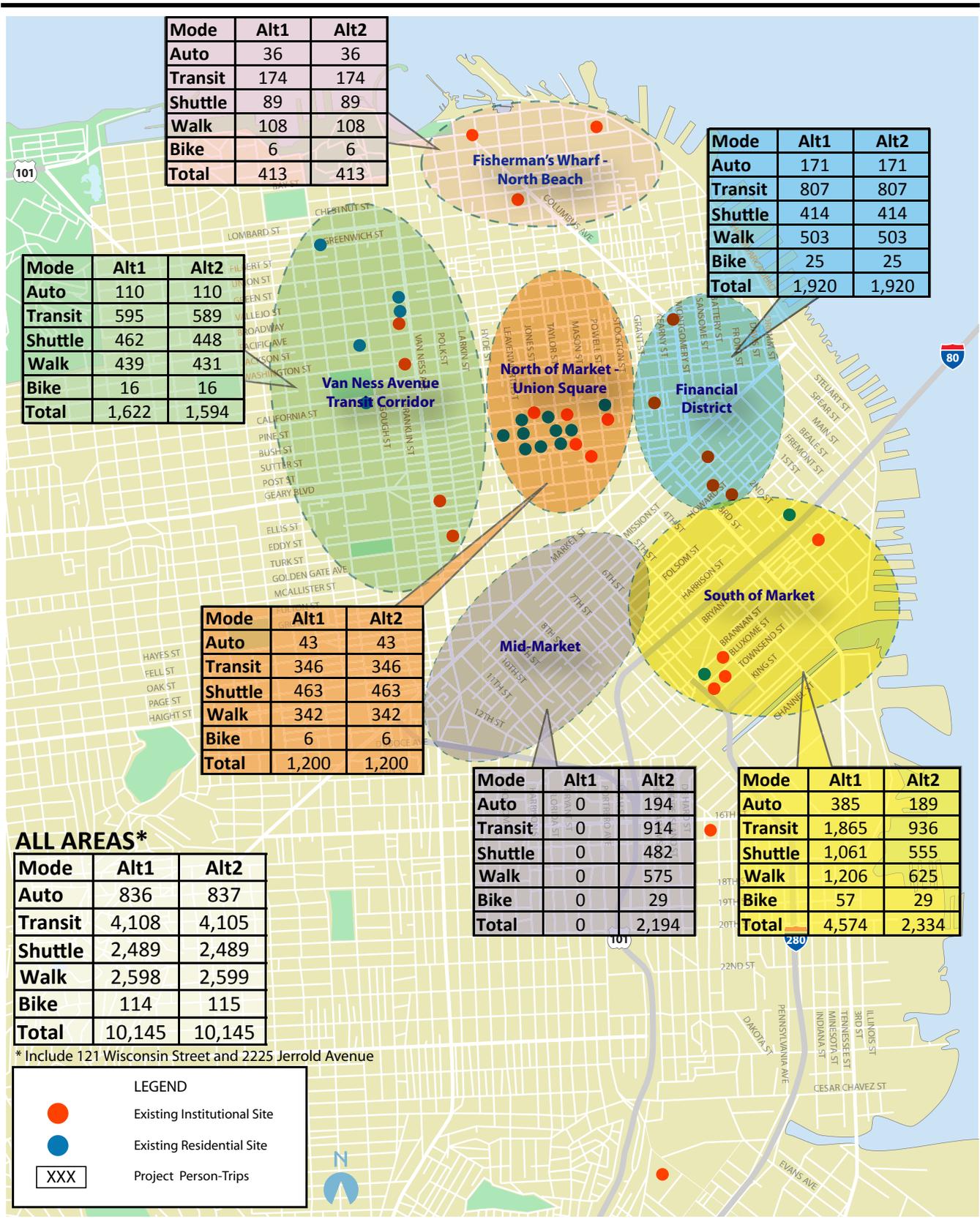


Figure F.16
Estimated AAU Five-Year Plan Total Trip Generation
PM Peak Hour

- Figure F.17 summarizes growth in trip generation by area for the Ten-Year Plan (over Five-Year Plan), and Figure F.18 summarizes total trip generation by area for the Ten-Year Plan (i.e. “Existing plus Five-Year Plan Growth plus Ten-Year Plan Growth” values). The same general patterns of growth discussed above for the Five-Year Plan would occur under the Ten-Year Plan, with fewer total trips.

Qualitative Impacts

The results of the trip generation calculations were used to assess the qualitative relative impacts the projected growth of AAU would potentially have on the transportation system elements described in the existing conditions part of this study. This is customary practice in accordance with the City’s policies and guidelines for an IMP. It is understood that any environmental analysis of the IMP will include the customary level of precision with respect to quantification of impacts and mitigations.

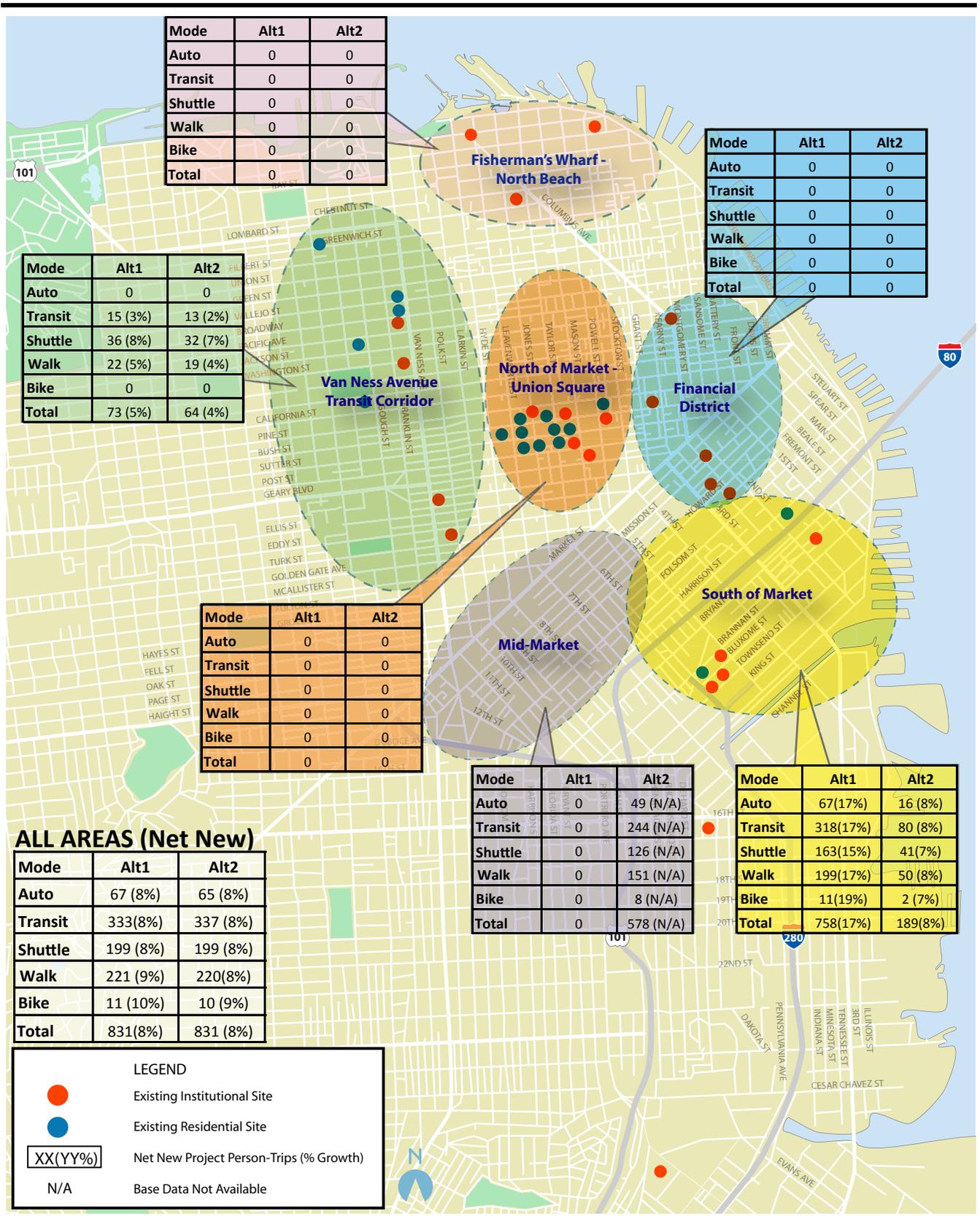
The following discussion provides a preliminary opinion about the qualitative relative impacts and potential measures or strategies that AAU should consider to address them.

Street Network

Growth of AAU will result in approximately 260 new PM peak hour person-trips by auto under the Five-Year Plan and approximately 70 new PM peak hour person-trips under the Ten-Year Plan. These trips would be generated in the different AAU areas as shown in Figures F.15 and F.17 above. After translating the trip values into vehicle trips, it was found that approximately 250 new PM peak hour vehicle trips would be generated under the Five-Year Plan and approximately 65 new PM peak hour person-trips under the Ten-Year Plan.

Alternative 1 – Spread would concentrate these new trips in the South of Market area, while Alternative 2 – Transit Corridor would concentrate these new trips in the Mid-Market area. Under the Spread alternative, the magnitude of new trips under the Five-Year Plan would likely result in added vehicle traffic loads at some currently-congested intersections. This, of course, will depend on the location and current occupancy of the space acquired, among other unknowns. On the other hand, the much-smaller number of new vehicle trips under the Ten-Year plan will likely not result in noticeable traffic increases critical intersections.

Under the Transit Corridor alternative, the magnitude of new trips under the Five-Year Plan would likely result in added vehicle traffic loads at some currently-congested intersections in the Mid-Market area. Impacts of this alternative and horizon would be nominal in the Van Ness Avenue Transit Corridor area. Finally, the relatively small number of new vehicle trips under the Ten-Year Plan will likely not result in noticeable traffic increases at critical intersections in the Mid-Market area.



Appendix F: Draft Transportation Study, AAU DRAFT IMP 2011



Figure F.17
Growth in AAU Trip Generation - Ten-Year Plan
(Over Five-Year Plan) PM Peak Hour

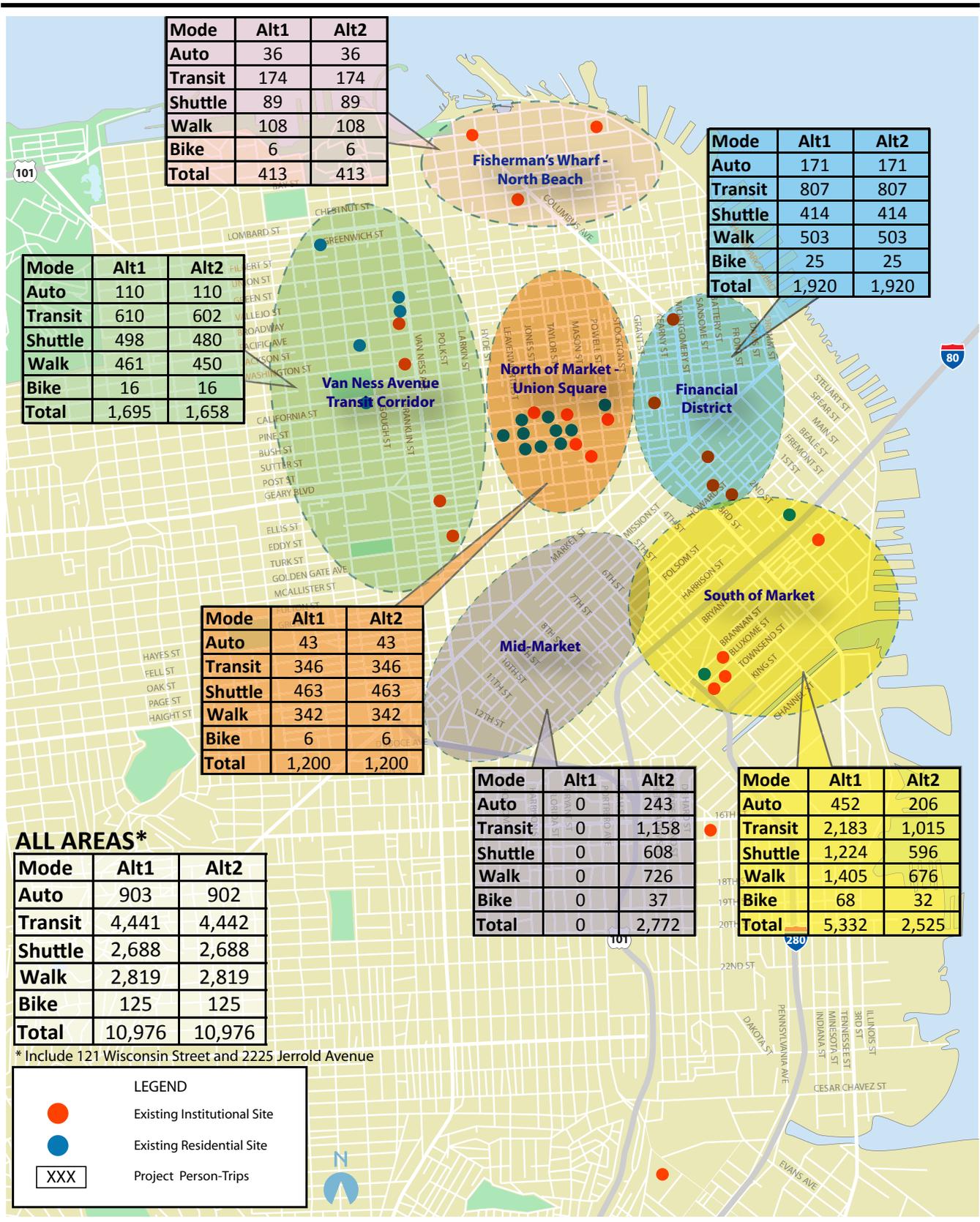


Figure F.18
Estimated AAU Ten-Year Plan Total Trip Generation
PM Peak Hour

Transit Network

Potential Transit Impacts

As discussed above, AAU is expected to add approximately 1,265 new transit riders under the Five-Year Plan. The majority of these new trips (96%) would be concentrated in the South of Market area and the Mid-Market areas, and the remaining trips (4%) would occur along the Van Ness Avenue Transit Corridor. Under the Ten-Year Plan, approximately 335 additional transit trips would be generated over and above the Five-Year Plan increment. Similar to the Five-Year Plan, the majority of these trips would be concentrated in the South of Market and the Mid-Market areas.

These trips would have destinations throughout the Bay Area depending on the residence location of faculty, staff and commuting students. Table F.28 presents the estimated additional transit trip distribution by region.

Table F.28 – Estimated Distribution of New Transit Trip Generation (PM Peak-Hour)

Future Growth	San Francisco	South Bay	North Bay	East Bay	Other	Total
Existing to Five-Year Plan	825	138	42	248	15	1,268
Five-Year Plan to Ten-Year Plan	217	36	11	65	4	333

Source: CHS Consulting Group, 2011

It was estimated that the transit trips generated in San Francisco would increase demand for Muni, and the transit trips generated in the other parts of the Bay Area (i.e., South Bay, North Bay, East Bay, and other) would increase demand for regional transit services. The growth in PM peak hour AAU transit trips in the Five-Year Plan (825 trips) would constitute approximately four percent of the total PM peak hour Muni ridership. The transit trip growth along the Van Ness Corridor (four percent or 33 trips) is expected to be accommodated in the existing Muni system and could be further facilitated by the proposed improvements along the corridor, such as the Van Ness Avenue BRT project and the Geary BRT project. The net increase in transit trips in the South of Market and the Mid-Market areas (96% or 792 trips) would be considered a substantial addition to the Muni ridership. It is expected that AAU would continue to collaborate with the SFMTA to effectively accommodate the AAU-generated transit trips in the City. The AAU's contribution to regional transit trip growth would constitute approximately two percent of the existing ridership across regional transit screenlines.

Potential AAU Shuttle Impacts

As discussed above, the existing shuttle ridership is expected to grow by approximately 760 PM peak hour shuttle trips under the Five-Year Plan. Under the Ten-Year Plan, approximately 200 additional PM peak hour shuttle trips would be generated over and above the Five-Year Plan increment. These PM peak hour values equate to approximate increases of 43% and 12%, respectively, in existing AAU shuttle ridership based on the estimates derived in this study. Assuming these relative PM peak hour increases would be experienced throughout the day, the overall demand for shuttle service would increase by over 50% in 10 years.

The majority of these new trips would be generated by the AAU facilities located in the South of Market area under the Spread alternative and by AAU facilities there and in the

Mid-Market area under the Transit Corridor Alternative. As a result, demand for shuttle routes serving the South of Market area (e.g., Routes H, I, and J) would increase substantially, and route additions or extensions would be required to accommodate the demand generated in the Mid-Market area. Shuttle loading areas that currently experience relatively heavy pedestrian queuing and density associated with shuttle stops, like 180 New Montgomery, 466 Townsend, 620 Sutter, 860 Sutter, and 625 Polk, among others, may experience some changes in pedestrian queuing and density depending on how the shuttle routes are structured to accommodate the actual demands, which are unknown. It is likely that new shuttle stop locations will exhibit pedestrian loading characteristics similar to existing stops, again conditioned upon the actual shuttle services at the stops in question.

All else being equal, AAU will need to substantially increase its shuttle service to accommodate the estimated future incremental shuttle demand. AAU would need to plan its shuttle expansion to best accommodate location and timing of its growth.

Where existing shuttle stop locations exhibit traffic congestion due to conflicts between shuttle buses and other vehicles, as discussed above in the existing shuttle bus section, AAU will need to study specific problems and collaborate with SFMTA to develop pragmatic, functional solutions. Where new shuttle stops are contemplated, AAU also will need to plan shuttle stops carefully in collaboration with SFMTA.

Finally, there appears to be a real opportunity for AAU and SFMTA to work together to define ways for the two bus systems to complement each other in the context of overall system synergy. This would benefit the community at large.

Pedestrian Network

It is anticipated that pedestrian facilities serving new growth will generally include the same elements as those at existing buildings. It is also anticipated that AAU will continue to practice pedestrian planning to make the most effective, functional use of public sidewalks serving its buildings. As high-demand locations are acquired and occupied, it will be imperative for AAU to plan its pedestrian access facilities and waiting areas to best accommodate location and timing of its growth.

Bicycle Network

Bicycle usage is expected to grow by approximately 40 PM peak hour person-trips under the Five-Year Plan and by additional 10 PM peak hour person-trips under the Ten-Year Plan over and above the Five-Year Plan increment. These trips are expected to be accommodated by the existing City bike facilities and AAU bike parking facilities. It is expected that AAU would continue to provide a sufficient number of bicycle parking spaces on its facility sites to meet future bicycle demand.

Parking

It is expected that AAU will not materially alter its policies and guidance pertinent to parking. AAU will continue to use existing off-street parking spaces in the manner they are currently used. That is, as properties that include off-street parking are leased, AAU will maintain use rights to some and lease the rest. It is expected that AAU will maintain



its policy of not providing parking for the general on-site student population. Therefore, little or no change in parking is expected in the future. AAU will need to plan and manage its parking resources to best accommodate location and timing of its growth.

Loading Facilities and Truck Traffic

AAU is expected to continue to manage its system of sending and receiving goods according to current practices, including maintaining its central receiving and delivery facility at 79 New Montgomery Street and continuing to engage a full-time vendor to provide food services.

As AAU grows, it may be necessary to consider enhancements to the existing system, which could include establishing a second receiving facility, engaging vendors to deliver mail, and adding emphasis on leasing properties with off-street loading facilities.

As AAU grows, it will likely experience the same kinds of goods delivery conflicts that it currently does, including dealing with double-parked vehicles or vehicles blocking traffic lanes or driveways, requiring vendors to use loading zones across the street or in other less-convenient areas.

AAU will need to plan its loading and delivery functions to best accommodate location and timing of its growth.

Transportation Demand Management

A draft TDM program addressing AAU's future (Five- and Ten-Year) plans has been developed and is presently being reviewed by AAU.



Transportation Demand Management

As discussed above, AAU is projecting growth of over 50% in enrollment and physical space over the next 10 years, which in turn will generate substantial new person trips. It follows that the Academy's TDM program must be enhanced and expanded to keep pace with the expected increase in travel demand. This section discusses some critical TDM elements relating to policy guidance and management actions that are considered critical to the successful growth of the institution.

Policies

AAU will continue its past and present commitment to minimizing personal vehicle usage through the following policy-level commitments.

- AAU will consider, whenever practicable, locating future campus buildings and student residence halls in or near transit corridors. This will provide students, faculty members, and staff in these buildings a high level of public transit access.
- AAU will maintain and expand its shuttle bus program, the core element of the Academy's TDM program. This will achieve dual objectives of maintaining and increasing transit mode share while and providing convenient, safe, and secure mobility for the Academy community.
- AAU will strive to enhance and optimize its TDM services and programs to meet the Academy's evolving needs.

TDM Elements

The Academy will continue its current TDM program and implement additional elements to meet future demands. The following points highlight elements that AAU has committed to do, and ones that AAU has committed to explore.

TDM Program Elements AAU Has Committed to Do

AAU has committed to implement the following TDM elements.

- AAU will designate a TDM Program Coordinator in charge of the promotion, management, and monitoring of the TDM program. It appears that Allen James, Executive Director of Transportation/Logistics, is providing this function at this time and may be an appropriate candidate for this position.
- AAU will organize and conduct an annual "Transportation Fair." This half-day or day-long activity would include representatives from local and regional transportation agencies, the Bicycle Coalition, 511.org, and carshare companies. The TDM Coordinator would promote attendance of the Fair, such as providing raffle tickets for prizes such as transit passes, bicycles, and food and drink.
- AAU will develop a regular update on transit services and benefits in the AAU newsletter and on the website.



- AAU will work to accommodate and perhaps increase bicycle usage, currently a fairly popular mode of travel, in the following ways.
 - Work with SFMTA to install more bicycle racks on the sidewalks or in the on-street parking spaces in the alleyways.
 - Provide information and referrals for bicycle-related services, including the San Francisco Bicycle Coalition.
- AAU will explore with Muni the establishment of a program that would provide Eco-Passes to AAU students, faculty, and staff to future encourage their use of Muni. This program has been in place in many other Cities for over 10 years.
- AAU is developing its own smart phone application that will allow students to check real time arrival data for all transit services, including AAU shuttle buses.

TDM Program Elements AAU Has Committed to Explore

AAU has agreed to explore the following TDM elements.

- AAU will explore establishing a corporate membership with a car sharing company. This element would benefit staff and faculty members who wish to use car sharing for incidental trips during workdays instead of driving their own vehicles. This is very popular among San Francisco businesses and institutions.
- AAU will explore reimbursement of some out-of-pocket expense incurred by regular AAU carpool/vanpool users.
- Explore the feasibility of providing shower and locker facilities at each campus building for employees/students who bike to work. An alternative is to explore agreements between AAU and local fitness clubs to provide AAU community members access to shower and locker facilities.
- AAU will explore a program aimed at improving pedestrian amenities at or near its buildings, over and above required ADA considerations. For example, it may be very beneficial to consider installing driveway-type crosswalks to enhance crossings of alleys like those at the Jessie and Natoma intersections near 79 New Montgomery Street. The direct benefit would be enhanced pedestrian conditions and safety. This kind of improvement, coordinated with SFMTA, would help enhance AAU's position as a leader in promoting livability in the City.

