AGENDA

COMMITTEE ON CAMPUS PLANNING, BUILDINGS AND GROUNDS

Meeting: **12:45 p.m., Tuesday, July 21, 2020**
Virtually via Teleconference

Jane W. Carney, Chair
Lateefah Simon, Vice Chair
Larry L. Adamson
Rebecca D. Eisen
Jeffrey R. Krinsk
Romey Sabalius
Peter J. Taylor

Consent

1. Approval of Minutes of the Meeting of May 12, 2020, *Action*

Discussion

2. California State University, Long Beach Housing Expansion Phase 1 – Housing Administration and Commons Building Project Supplemental Environmental Impact Report, *Action*
3. California State University, Fullerton Master Plan Update and Enrollment Ceiling Increase, *Action*
4. California State University Enrollment Demand, Capacity Assessment, and Cost Analysis Report for Campus Sites, *Information*
5. Affordable Housing at the California State University, *Information*

MINUTES OF THE MEETING OF THE COMMITTEE ON CAMPUS PLANNING, BUILDINGS AND GROUNDS

Trustees of the California State University
Office of the Chancellor
Glenn S. Dumke Auditorium*
401 Golden Shore
Long Beach, California

May 12, 2020

Members Present

Rebecca D. Eisen, Chair
Romey Sabalius, Vice Chair
Larry L. Adamson
Jane W. Carney
Wenda Fong
Maryana Khames
Jeffrey Krinsk
Jack McGrory
Peter J. Taylor
Adam Day, Chair of the Board
Timothy P. White, Chancellor

Trustee Rebecca D. Eisen called the meeting to order.

Public Comment

Due to the virtual format of the May 12, 2020 meeting, all public comment took place at the beginning of the meeting's open session prior to all committees. Public comment pertaining to the Committee on Campus Planning, Buildings and Grounds was made regarding the California Polytechnic State University, San Luis Obispo Master Plan Revision and Enrollment Ceiling Increase item. One speaker expressed concerns about the timing of the approval of the project given the quarantine and economic uncertainty due to COVID-19. The remaining speakers commented in support of the plan and the positive economic impact in the region, student success, and reduced resource consumption per capita.

***PLEASE NOTE: Due to the Governor's proclamation of a State of Emergency resulting from the threat of COVID-19, and pursuant to the Governor's Executive Orders N-25-20 and N-29-20 issued on March 12, 2020 and March 17, 2020, respectively, all members of the Board of Trustees may participate in meetings remotely, either by telephonic or video conference means. Out of consideration for the health, safety and well-being of the members of the public and the Chancellor's Office staff, the May 12, 2020 meeting of the CSU Board of Trustees was conducted entirely virtually via Zoom teleconference.**

Approval of Minutes

The minutes of the March 24, 2020 meeting of the Committee on Campus Planning, Buildings and Grounds were approved as submitted.

California Polytechnic State University, San Luis Obispo Master Plan Revision and Enrollment Ceiling Increase

Details of the proposed master plan revision for Cal Poly San Luis Obispo were presented for approval.

Following the presentation, the trustees inquired about flexibility to react to the changing environment caused by COVID-19, possibilities of expanding extension courses for upskilling and reskilling in a changing job market, financial obligations associated with the revised master plan, and sustainability features. They also commented on the proposed senior living community as an innovative idea to partner senior citizens and students. The trustees expressed support for the master plan revision and enrollment ceiling increase.

The committee recommended approval of the proposed resolution (RCPBG 05-20-02).

Trustee Eisen adjourned the Committee on Campus Planning, Buildings and Grounds.

COMITTEE ON CAMPUS PLANNING, BUILDINGS AND GROUNDS

California State University, Long Beach Housing Expansion Phase 1 – Housing Administration and Commons Building Project Supplemental Environmental Impact Report

Presentation By

Steve Relyea
Executive Vice Chancellor and
Chief Financial Officer

Elvyra F. San Juan
Assistant Vice Chancellor
Capital Planning, Design, and Construction

Summary

This agenda item requests the certification of the Supplemental Environmental Impact Report (SEIR) by the California State University Board of Trustees for the proposed Housing Expansion Phase 1 – Housing Administration and Commons Building Project at CSU Long Beach. Under the California Environmental Quality Act (CEQA), the Board of Trustees must certify that the SEIR is adequate and complete as a prerequisite to approving the project construction. Because the SEIR has concluded that the proposed project would result in a significant and unavoidable impact on historic (built) resources, as part of SEIR certification the Board of Trustees must also adopt a Statement of Overriding Considerations, which formally affirms that project benefits outweigh this impact and the impact is therefore acceptable.

The SEIR and accompanying documents – the Mitigation Monitoring and Reporting Program (MMRP) summarizing the required actions to lessen or eliminate significant environmental impacts, the Findings of Fact summarizing each environmental impact, describing any associated mitigation measures and/or alternatives, and confirming the feasibility or infeasibility of mitigation and/or alternatives, and the Statement of Overriding Considerations – are available for review by the Board of Trustees and the public at https://www.csulb.edu/beach-building-services/supplemental-eir-2020.

The item provides an overview of the project and the technical scope of the SEIR, a summary of issues identified through public review of the Draft SEIR including public comment received and responses, and project alternatives that were considered in the SEIR.

Background

In May 2008, the Board of Trustees approved the 2008 Campus Master Plan, which proposed the demolition and replacement of the existing administrative offices for the Hillside (#62V[1]) and Parkside (#89) student housing community and siting of new student housing (#101), in addition to other Master Plan projects.

In November 2018, the Board of Trustees approved the Capital Outlay Program that included the $122 million CSU Long Beach Atherton Student Housing project to construct additional student beds and expand the Hillside student housing administrative offices/commons along with resident advisor apartments that are part of the complex. The campus refined the scope of the project compared to that originally envisioned in the 2008 Master Plan as it determined there was no longer a need to include a dining center, convenience store or coffee shop, as such facilities had been accommodated through other expansion or new facility projects elsewhere on campus. Other changes to the project are the inclusion of improvements to the Earl Warren Drive roadway and sustainable design features like the solar power array.

The 2008 Master Plan was a Program EIR and therefore did not evaluate project-level impacts on historic resources, or buildings not yet of the age to be evaluated as historic. However, during SEIR scoping, Hillside College was determined to warrant further study for historic significance due to its age as of 2019. Additionally, since 2008, there have been changes to the CEQA Guidelines Appendix G Checklist to now include greenhouse gas emissions (March 2010) and include questions related to impacts to tribal cultural resources (September 2016). In December 2018, the CEQA Guidelines were modified to include energy as a topic.

Based on the changes in scope and the changes in CEQA Guidelines, the CSU determined that a Supplemental EIR would be the appropriate analysis needed to reflect the latest CEQA Guidelines.

Hence, the campus separated the project into two components: 1) the addition of 476-student beds (renamed the Housing Expansion Phase 1 - Parkside North project) and 2) the demolition and replacement of the Hillside Office/Commons complex (renamed the Housing Expansion Phase 1 – Housing Administration and Commons Building Project).

This separation enabled the Parkside North Housing project ($104.3 million) to proceed. The Board of Trustees approved the schematic plans and project financing in July 2019 and construction is estimated to be completed in May 2021. The CSU has a CEQA challenge related to the Parkside North Housing project related to the disposition of soils moved from the Atherton project site onto the 22-acre archaeological site west of Earl Warren Drive that is one of three contributing properties that form the National Register-listed Puvungna Indian Village Historic District.

[1] The facility number is shown on master plan map and recorded in Space and Facilities Database.

Environmental review for the Hillside Office/Commons complex demolition and replacement was done through the completion of a SEIR that analyzed environmental topics not studied in the 2008 EIR, or not studied at the project-specific level, and included changes in the project scope. The topics analyzed include: cultural (historic and archaeological) resources, tribal cultural resources, as well as energy and greenhouse gas emissions.

Housing Administration and Commons Building Approved Project Scope

The project would demolish the existing 5,700-square-foot (SF) Hillside Office/Commons complex (#62V) and construct two new buildings in its place: 1) a single story, 4,500 SF Housing Residential Life office building (#101A), and 2) a two-story, 8,000 SF commons building (#101B). Additional resident advisor apartments would also be provided as part of the project. Solar photovoltaic (PV) panels would be installed on the roofs of the two buildings and the central courtyard canopy. The Earl Warren Drive median and roadway would be modified to improve access. Attachment A shows the proposed project site location.

California Environmental Quality Act (CEQA) Action

A Supplemental Environmental Impact Report (SEIR) has been prepared by CSU Long Beach to analyze the potential environmental impacts associated with the implementation of the Housing Administration and Commons Building proposed project. The existing Hillside Office/Commons building within the Hillside College Residence Hall Complex was proposed for demolition and replacement in the Campus Master Plan and associated EIR (State Clearinghouse #2007061092), certified by the CSU Board of Trustees in May 2008 (2008 EIR). CSU Long Beach now proposes to implement this project with minor modifications compared to its original description in the 2008 Campus Master Plan. This Draft SEIR has been prepared in conformance with the CEQA statutes (California Public Resources Code Section 2100 et. seq., as amended) and its implementing guidelines (California Code of Regulations, Title 14, Section 15000 et. seq., 2018).

Pursuant to Section 15163 of the CEQA Guidelines, the SEIR need only contain the information necessary to analyze the project modifications, changed circumstances, or new information that triggered the need for additional environmental review. Therefore, the SEIR evaluates environmental resource areas in which the proposed project was determined to have the potential for new or substantially more severe significant direct, indirect, and/or cumulative environmental effects compared with the project analyzed in the 2008 Campus Master Plan Update EIR.

The Board of Trustees is the lead agency for this project and has the responsibility for approving and carrying out the project and for ensuring that the requirements of CEQA have been met. After the SEIR is prepared and the public-review process is complete, the Board of Trustees is the party responsible for certifying that the SEIR adequately evaluates the impacts of the project.

The SEIR is presented to the Board of Trustees for review and certification. The Draft SEIR was distributed for public comment for a 45-day period concluding on June 19, 2020. The final documents are available online at: https://www.csulb.edu/beach-building-services/supplemental-eir-2020.

Issues identified during the public review period are fully discussed in the SEIR and impacts have been analyzed in accordance with CEQA requirements. Where a potentially significant impact is identified, mitigation measures have been proposed to reduce the impact. However, the SEIR concluded that the implementation of the proposed project would result in a significant unavoidable impact to cultural resources (built historical resources). CEQA requires the decision-making Board of Trustees to balance, as applicable, the economic, legal, social, technological, or other benefits of the project against its unavoidable environmental risks when determining whether to approve the proposed project. If the specific benefits of the proposed project outweigh the unavoidable adverse environmental effects, those effects may be considered "acceptable" and the agency is then required to adopt a Statement of Overriding Considerations in order to approve the project. Because the SEIR has determined that the proposed project would result in a significant and unavoidable effect related to the demolition of built cultural resources, a Statement of Overriding Considerations has been prepared for Board of Trustees' consideration.

Summary of Issues Identified Through Public Review of the Draft SEIR

On May 6. 2020, CSU Long Beach released the Housing Expansion Phase 1 – Housing Administration and Commons Building Project Draft SEIR for public review and comment. The Draft SEIR was circulated for a period of 45 days in accordance with the requirements of the California Environmental Quality Act, Public Resources Code section 21000 *et seq*. (CEQA) during which time interested agencies and members of the public were encouraged to provide comments on the analysis set forth in the Draft SEIR. When the public comment period closed on June 19, 2020, six comment letters had been received, including one letter from a state agency (Caltrans), two letters from local/regional agencies (Los Angeles County Sanitation Districts, City of Long Beach), one letter from a Native American tribe (Juaneño Band of Mission Indians, Acjachemen Nation), and two letters from local advocacy organizations (Long Beach Heritage and the Los Angeles Conservancy). No letters were received from individuals. The comments raised are summarized below.

Mitigation for Tribal Cultural Resources

The Juaneño Band of Mission Indians, Acjachemen Nation (JBMIAN) requested an opportunity to review the detailed Cultural Resources Monitoring and Discovery Plan (CRMDP) that is required mitigation to address potential project construction impacts to archaeological and tribal cultural resources. CSU Long Beach will share the CRDMP when it is available. The JBMIAN also asked that the concerns of all area tribes be considered and given equal consideration for Native American construction monitors. The engagement of archaeological and Native American

construction monitors is required mitigation for the project; CSU Long Beach understands the need to consider all interested parties and will continue to engage Native American monitors through an open and competitive public process.

Native American tribes engaged with CSU Long Beach in formal tribal consultation (AB52) during Draft SEIR preparation expressed concern regarding potential impacts on the 22-acre archaeological site west of Earl Warren Drive that is one of three properties that form the Puvungna Indian Village Historic District. This district is listed on the National Register of Historic Places and the California Register of Historical Resources, and is also an important center of religious devotion for the Gabrielino and Juaneño tribes and others. The potential for impacts on these resources was evaluated in the Draft SEIR and mitigation measures were developed that reflect the input of the tribes that participated in AB52 consultation, as well as input from the State Historic Preservation Office (SHPO). CSU Long Beach concluded AB52 tribal consultation in May 2020 and will continue to coordinate with tribes with cultural and traditional affiliations with the 22-acre site and campus during construction, including, as noted above, through the required engagement of a Native American construction monitor.

Impacts on Historic Resources

Long Beach Heritage and the Los Angeles Conservancy, both historic preservation advocacy organizations, expressed opposition to the proposed demolition of the existing Hillside Office/Commons building. Long Beach Heritage requested that the CSU instead consider approval of preservation alternatives including the SEIR's environmentally superior alternative, which would prevent demolition; asked whether the building or Hillside College residence hall complex functioned as part of a larger historic district not considered in the SEIR; and asked about the impact of cumulative projects on campus in light of other potential districts.

The Los Angeles Conservancy similarly asked for consideration for approval of one of the several preservation alternatives evaluated in the Draft SEIR; asked about the potential existence of a larger historic district on the campus; and requested a meeting with CSU Long Beach and Long Beach Heritage to discuss the organizations' shared concerns.

In response, CSU Long Beach convened a meeting with Long Beach Heritage and the Los Angeles Conservancy and reviewed the findings of the Historic Resources Assessment and Draft SEIR. As stated therein, the Hillside College residence hall complex was concluded, through the preparation of a Historic Resource Assessment prepared by a qualified architectural historian, to be a self-contained historic district comprising eight buildings, including the existing Hillside Office/Commons building, and not part of a larger campus district. Between January and June 2020, CSU Long Beach also conducted and concluded formal consultation with the State Office of Historic Preservation (SHPO) regarding the historic significance of the building and the district and the project's effect on those during Draft SEIR preparation, and SHPO concurred with the Draft SEIR findings. Because building demolition would result in significant and unavoidable

impacts on historic resources, CSU Long Beach is required to implement mitigation measures that include formal documentation of the building by a qualified professional in accordance with applicable professional standards, and the resulting materials will be offered to Long Beach Heritage among other repositories.

The three "build" alternatives evaluated in the Draft SEIR proposed combinations of renovation of the existing building and new construction elsewhere on campus. While all three build alternatives would avoid demolition of the Hillside Office/Commons building, the Draft SEIR concluded that one would result in increased construction impacts on archaeological and tribal cultural resources because it would necessitate ground disturbance at an additional construction site, and all three alternatives would result in greater energy usage and GHG emissions than the project. Moreover, none of the three build alternatives would achieve a majority of the project's objectives.

CSU Long Beach prepared formal responses to all comments, which are included as part of the SEIR. A Mitigation Monitoring and Reporting Program and a summary of clarifications, amendments, and revisions to the Draft SEIR as a result of public comments received are also included as part of the SEIR.

Potential Impacts on the State Highway System

Caltrans District 7 confirmed that they anticipated no impacts on State-owned highway facilities under their jurisdiction; advised CSU Long Beach of the need for Caltrans permits for the transport of oversized construction vehicles and materials; and recommended such operations be conducted during off-peak hours. CSULB will comply with these requests.

Potential Impacts on County Sanitation Districts Facilities

The Los Angeles County Sanitation Districts (Districts) commented on the Draft SEIR to advise CSU Long Beach of the proximity to the project site of a sewer line and associated easement, and of the need to obtain approval prior to commencing construction. The Districts also calculated the projected increase in wastewater generation and advised CSU Long Beach of the need for a connection application and fee. The nearest sewer line and easement are located more than 75 feet from the project site, and therefore will not be affected by project construction. CSU Long Beach is obligated to comply with the Districts' connection application and fee requirements per the California Government Code and the 2008 Master Plan Final EIR Mitigation Monitoring & Reporting Program and will comply with the Districts' request accordingly, as it has for other new campus development.

Support for Project Housing Units

The City of Long Beach expressed support for the project in its comment letter, referencing its productive relationship with CSULB and confirming the need for the modest number of housing units proposed as part of the project as well as additional student housing in the future.

Summary of Project Alternatives

The Supplemental EIR considered four alternatives to the proposed project: (1) No Project Alternative; (2) Renovation of Existing Building Alternative; (3) New Building at Corner Site Alternative; and (4) New Building at Beach Drive Site with Renovation of Existing Building.

The three alternatives to renovate or build new would result in comparable impacts to cultural (archaeological) resources and tribal cultural resources during construction activities and operation. The New Building at Corner Site Alternative, and the New Building at Beach Drive Site with Renovation of Existing Building Alternative would require the construction of additional parking facilities, resulting in increased construction impacts when compared to the proposed project.

The Renovation of Existing Building Alternative would result in the fewest new impacts among the three build alternatives and would be considered the environmentally superior alternative. However, the Renovation of Existing Building Alternative would only partially meet three of the project's objectives, and does not meet five of the eight objectives of the proposed project.

Recommendation

The following resolution is presented for approval:

RESOLVED, by the Board of Trustees of the California State University, that:

1. The Board of Trustees finds that the Supplemental Environmental Impact Report (SEIR) to the 208 Campus Master Plan Update EIR has been prepared in accordance with the requirements of the California Environmental Quality Act.
2. The SEIR addresses the proposed project and all the discretionary actions related to the project as identified in the SEIR.
3. The Board of Trustees hereby certifies the SEIR for the California State University, Long Beach Housing Expansion Phase 1 – Housing Administration and Commons Building Project dated July 2020.
4. Prior to the certification of the SEIR, the Board of Trustees reviewed and considered the above SEIR and finds that it reflects the independent judgment of the Board of Trustees. The Board of Trustees hereby certifies the SEIR as complete and adequate and finds that it addresses all potentially significant environmental impacts of the project and fully complies with the requirements of CEQA. For purposes of CEQA, the administrative record includes the following:
    a. The Final SEIR for the California State University, Long Beach Housing Expansion Phase 1 – Housing Administration and Commons Building Project;

b. The Final SEIR, including comments received on the Draft SEIR, responses to comments, and revisions to the Draft SEIR in response to comments received;
c. The previously approved 2008 Master Plan Update EIR;
d. The proceedings before the Board of Trustees relating to the subject proposed project, including testimony and documentary evidence introduced at such proceedings; and
e. All attachments, documents incorporated, and references made in the documents as specified in items (a) through (d) above.

5. This resolution is adopted pursuant to the requirements of Section 21081 of Public Resources Code and Section 15091 of the State CEQA Guidelines which require that the Board of Trustees make findings prior to the approval of a project.
6. The Board of Trustees hereby adopts the CEQA Findings of Fact and Mitigation and Monitoring Reporting Program, including all mitigation measures identified therein, for Agenda Item 2 of the July 21-22, 2020 meeting of the Committee on Campus Planning, Buildings and Grounds, which identifies the specific impacts of the proposed project and related mitigation measures, which are hereby incorporated by reference. The mitigation measures identified in the Mitigation and Monitoring Reporting Program shall be monitored and reported in accordance with the requirements of CEQA.
7. The Board of Trustees hereby adopts the Statement of Overriding Considerations stating that the project benefits to the California State University outweigh the remaining significant and unavoidable cultural (built historical) resource impacts from implementation of the Housing Expansion Phase 1 – Housing Administration and Commons Building Project as disclosed in the SEIR.
8. The Final SEIR has identified potentially significant impacts that may result from implementation of the proposed project. However, the Board of Trustees, by adopting the Findings of Fact, finds that the inclusion of certain mitigation measures as part of the project approval will reduce most, but not all, of those effects to less than significant levels. Those impacts which are not reduced to less than significant levels are identified as significant and unavoidable and are overridden due to specific project benefits to the CSU identified in the Findings of Fact and Statement of Overriding Considerations.
9. The project will benefit the California State University.
10. The chancellor or his designee is requested under Delegation of Authority granted by the Board of Trustees to file the Notice of Determination for the Final Supplemental Environmental Impact Report for the California State University, Long Beach Housing Expansion Phase 1 – Housing Administration and Commons Building Project.

Proposed Project Site and Location on Campus

COMMITTEE ON CAMPUS PLANNING, BUILDINGS AND GROUNDS

California State University, Fullerton Master Plan Update and Enrollment Ceiling Increase

Presentation By

Steve Relyea
Executive Vice Chancellor and
Chief Financial Officer

Framroze Virjee
President
California State University, Fullerton

Elvyra F. San Juan
Assistant Vice Chancellor
Capital Planning, Design and Construction

Summary

The California State University Board of Trustees requires a long-range physical master plan for every campus that shows existing and anticipated facilities necessary to accommodate a specified academic year full-time equivalent student (FTES) level. Under the California Environmental Quality Act (CEQA), the Board of Trustees serves as the Lead Agency, which acts to certify the CEQA document and approve significant changes to the campus master plan.

This agenda item requests that the Board of Trustees approve the following actions for California State University, Fullerton:

- Certification of the 2020-2039 Physical Master Plan Update Final Environmental Impact Report (FEIR) dated July 2020;
- Approval of the proposed 2020-2039 CSU Fullerton Physical Master Plan Update (Master Plan Update), including an increase in the enrollment ceiling to 32,000 FTES[1]

[1] Campus master plan ceilings are based on academic year full-time equivalent student (FTES) enrollment, excluding students enrolled in off-site classes and on-line instruction.

Under CEQA, the Board of Trustees must certify that the FEIR is adequate and complete as a prerequisite to approving the 2020-2039 CSU Fullerton Physical Master Plan Update. Because the FEIR has concluded that the proposed Master Plan Update would result in significant and unavoidable impacts, a Statement of Overriding Considerations is required to address these impacts, which pertain to air quality, greenhouse gas emissions, and cultural (historic) resources.

The FEIR, Mitigation Monitoring and Reporting Program, Findings of Fact, and Statement of Overriding Considerations are available for review by the Board of Trustees and the public at: https://masterplan.fullerton.edu/documents/.

Attachment A is the proposed campus master plan. Attachment B is the existing campus master plan, which was last revised and approved by the Board of Trustees in November 2003.

CSUF Master Plan Update

Since approval of the 2003 Campus Master Plan (2003 Master Plan), CSU Fullerton has grown to become one of the largest campuses within the CSU system. The 2003 Master Plan is now outdated and inadequate to accommodate continued demand. Moreover, CSU Fullerton has undergone considerable demographic, economic, political, and social changes within the last decade and a half. This Master Plan Update provides a framework for managing future campus growth and change in a strategic and orderly way. The Master Plan Update would accommodate future growth of up to 32,000 FTES by the year 2039, a 7,000 FTES increase above the current master plan level.

The Master Plan Update focuses on CSU Fullerton's commitment to student success while guiding the physical growth on campus needed to accommodate an expanding and thriving campus population. CSU Fullerton's commitment to its students is embodied in the following goals, which are set forth in the Campus Physical Master Plan:

- Serve the future of society by providing a robust and relevant education.
- Improve graduation rates.
- Support problem-based learning.
- Promote research as learning and basic research as vital components of this knowledge-based community.
- Promote cross discipline collaboration.
- Increase quality student/professional interaction.
- Build community connection and support.

The Master Plan Update is designed to support the university's strategic plan: to provide a transformative educational experience and environment for all students; to strengthen opportunities for student completion and graduation; to recruit and retain high-quality and diverse faculty and staff; and to expand and strengthen the university's financial and physical capacity.

These guiding documents support of the university's mission to enrich the lives of students and inspire them to thrive in a global environment by cultivating lifelong habits of scholarly inquiry, critical and creative thinking, dynamic inclusivity and social responsibility; and rooted in the strength of the diverse and immersive experiences, to embolden students to become intellectual, community, and economic leaders who shape the future.

The Master Plan Update would support and advance CSU Fullerton's educational mission through recommendations for future land uses, enhancement and replacement of existing facilities, infrastructure improvements, and improved intra-campus pedestrian connectivity. Key proposed components include new academic facilities, an Innovation Center, 2,400 on-campus student housing beds, new facilities and programs to enhance the university's Arboretum, a 6,000-seat event center, athletic and recreational facility and Student Union upgrades, increased parking capacity, new transit mobility hubs, and a pedestrian bridge across Nutwood Avenue to connect the main campus and the College Park portion of campus. Overall, the Master Plan Update proposes 5 million net new gross square feet (GSF) of floor area on the campus. Project implementation will occur in phases as funding is secured and design begins.

The major elements of the Master Plan Update are described below:

Academic Facilities: Approximately 882,000 GSF of additional academic space is proposed, including 16 academic buildings proposed for renovation or replacement. The total projected academic space need in 2039 is over 1.4 million Assignable Square Feet (ASF). With existing academic space over 941,000 ASF, the additional academic space required is about 529,000 ASF (or 882,000 GSF) based on entitlement standards. New academic buildings identified in the Master Plan Update are envisioned to be multi-disciplinary collaboration spaces to allow for flexibility and optimal space utilization.

Student Housing and Student Life: The Master Plan Update proposes approximately 2,400 new student housing beds and approximately 350 faculty/staff beds on campus. New student housing is proposed adjacent to existing residence halls on the east side of the campus as well as on the western side of the campus. Proposed faculty/staff housing would be located south of Nutwood Avenue, adjacent to the existing College Park building.

Event Center: A 6,000-seat (approximately 254,000 GSF) Event Center (#85 [2]) would accommodate athletic sporting events, intramural sports programs, concerts, plays, fairs, and other recreational activities for the campus and broader community.

[2] The facility number is shown on the master plan map and recorded in the Space and Facilities Database.

Campus Open Space: Proposed open space would include the Arboretum on the north side of campus, and secondarily on the west side of campus near proposed student housing. Event space and innovation hub functions will serve as interactive creative space where students and faculty can think freely and exchange ideas.

Arboretum Facilities: The university regards the 26-acre Arboretum in the northeastern part of its campus as a treasured asset and a living laboratory that can support the education of students, research of faculty and engagement of community. The Arboretum serves as a regional resource for research, education, and agricultural heritage. Arboretum facilities currently include: the Fullerton Arboretum Visitor Center; the Orange County Agricultural and Nikkei Heritage Museum (the campus's first "green" building); the Heritage House, a Victorian residence that serves as a cultural museum; a plant nursery; and a garden sale area. University students use the Arboretum for research, and as well as K-12 education and community programs. It is one of only 21 arboreta in the world to be awarded Level IV accreditation for its plant collection and educational value, and is required to employ scientists engaged in research and actively involved in conservation initiatives.

Operated since it first opened to the public in 1979 under a joint agreement between the Redevelopment Agency of the City of Fullerton and CSU Fullerton, sole ownership and operation of the Arboretum will fall to the Trustees of the California State University starting in December 2020, as the result of the State's elimination of redevelopment agencies.

The major existing features of the Arboretum would remain following implementation of the Campus Master Plan. In addition, the Master Plan proposes a number of improvements including 100,000 GSF of new and renovated facilities to support programs and educational functions that positively influence academic success. These include administrative space, a greenhouse, and a pavilion that would be directly support the facility's mission and to continue the integration of the Arboretum with student, faculty, and community needs.

Campus Circulation and Parking: One of the Master Plan Update's priorities is to encourage walking as the primary mode of transport within the campus core. Perimeter circulation paths and dismount zones are identified for wheeled vehicles with limited auto access permitted for emergency and service vehicles. Parking is relegated to the outermost areas of campus, with well-marked entrances from surrounding streets that will function as points of transition among buses, cars, bicycles, and pedestrians throughout the core of the campus.

Three mobility hubs are proposed as part of the Master Plan Update. One on the northern edge of campus along Yorba Linda Boulevard, another on the southern edge of campus along Nutwood Avenue, and another on the western edge of campus along North State College Boulevard. The mobility hubs would include access and infrastructure to support transit, bikeshare, scootershare, carshare, on-demand rideshare, and electric vehicles (EVs).

The proposed Master Plan would result in demand for approximately 4,473 additional parking spaces. Two new parking structures are proposed, and parking demand would also be managed through the provision of alternative methods of transportation such as the campus subsidized transit program, the ridesharing program, and enhanced campus pedestrian and bicycle services. These and other measures would be part of a Transportation Demand Management (TDM) program. Implementation of the TDM program would ultimately result in a reduced parking demand and a reduction in greenhouse gas emissions (GHG) associated with vehicle trips.

Utility Infrastructure: The proposed project would require the installation of additional water main lines, lateral connections, and hydrants within the campus to serve planned facilities. The plan includes the replacement of several high-risk water pipes made of asbestos material and additional pipes and water line services for both fire and domestic uses to augment several currently running and full capacity. Wastewater and storm water lines will require upsizing. Natural gas lines would require near-term maintenance and upgrades. Resilience strategies include bioretention/biofiltration systems for storm water. Mechanical and Plumbing systems are to be designed for redundancy with on-site reserves for short-term outages. Electrical resilient strategies include on-site power generation, energy storage, and microgrid with islanding capability.

Additionally, a pedestrian bridge is proposed to cross the six-lane Nutwood Avenue. A considerable volume of students, faculty, and staff cross Nutwood avenue to access university-owned buildings and parking lots, apartment complexes, and third-party dining options south of the main campus. The pedestrian bridge is planned as a solution for improving ease and safety of crossing Nutwood Avenue. Pedestrian bridges allow for those walking or using non-motorized modes such as bicycles to cross a congested corridor without conflicts from motor vehicles.

Proposed Master Plan Update
Specific components of the Master Plan Update summarized above are shown on Attachment A and listed below. Attachment A includes a full campus master plan map with all proposed components.

Hexagon 1	*Bldg. No. 8g-h*	Visual Arts Center Replacement
Hexagon 2	*Bldg. Nos. 31j-l*	Arboretum Facilities Upgrades
Hexagon 3	*Bldg. No. 51*	Science Laboratory Replacement Facility
Hexagon 5	*Bldg. No. 75*	Academic Building A
Hexagon 6	*Bldg. No. 76*	Academic Building B
Hexagon 7	*Bldg. No. 77*	Academic Building C
Hexagon 8	*Bldg. No. 78*	Academic Building D
Hexagon 9	*Bldg. No. 79*	Academic Building E
Hexagon 10	*Bldg. No. 80*	Innovation Center
Hexagon 11	*Bldg. No. 81*	Academic Building F
Hexagon 12	*Bldg. Nos. 82a-c*	Engineering Complex A
Hexagon 13	*Bldg. Nos. 83a-b*	Academic Building H&I
Hexagon 14	*Bldg. No. 84*	Academic Building G
Hexagon 15	*Bldg. No. 85*	Event Center
Hexagon 16	*Bldg. Nos. 87a-f*	Student Housing, Phase 6
Hexagon 17	*Bldg. No. 89*	Faculty Housing
Hexagon 18	*Bldg. No. 90a*	North Parking Structure 1
Hexagon 19	*Bldg. No. 90b*	North Parking Structure 2
Hexagon 20	*Bldg. Nos. 91a-d*	Corporation Yard
Hexagon 21	*Bldg. No. 92*	Nutwood Avenue Bridge
Hexagon 22	*Bldg. No. 100*	*Modular Building A*
Hexagon 23	*Bldg. No. 101*	*Modular Building B*
Hexagon 24	*Bldg. No. 102*	*Modular Building C*

Near-Term Horizon Implementation
The 2039 Master Plan provides for implementation of the planned facilities and expansion phased through the 2039 planning horizon. Seven facilities envisioned to be developed in the near term include:

Hexagon 1	*Bldg. No. 8g-h*	Visual Arts Center Replacement
Hexagon 3	*Bldg. No. 51*	Science Laboratory Replacement Facility
Hexagon 20	*Bldg. Nos. 91a-d*	Corporation Yard
Hexagon 21	*Bldg. No. 92*	Nutwood Avenue Bridge
Hexagon 22	*Bldg. No. 100*	*Modular Building A*
Hexagon 23	*Bldg. No. 101*	*Modular Building B*
Hexagon 24	*Bldg. No. 102*	*Modular Building C*

Fiscal Impact

Approximately $5 billion will be needed to address existing building deficiencies and provide needed site and facility improvements as proposed in the Master Plan Update.

California Environmental Quality Act (CEQA) Action

The Final Environmental Impact Report (FEIR) has been prepared pursuant to the CEQA (Public Resources Code [PRC] Section 21000 *et seq*.) and the State CEQA Guidelines (California Code of Regulations, Title 14, Chapter 3, Section 15000 *et seq*.) to evaluate the physical environmental effects of the proposed Master Plan Update. The FEIR is presented to the Board of Trustees for review and certification. The Board of Trustees is the lead agency for this project and has the responsibility for approving and carrying out the project and for ensuring that the requirements of CEQA have been met. After the FEIR is prepared and the public-review process is complete, the Board of Trustees is responsible for reviewing and certifying that the FEIR adequately evaluates the impacts of the project.

The Draft EIR (DEIR) was distributed for public comment for a 45-day period concluding on June 19, 2020. The FEIR, including the DEIR, all public comments received on the DEIR, and responses to those comments are available online at: https://masterplan.fullerton.edu/documents/.

In addition to comments submitted during the DEIR comment period and addressed in the FEIR, a number of comment letters expressing support of or concern about the proposed Master Plan and EIR have been submitted to the Office of the Chancellor by members of the CSU Fullerton campus community as well as the broader local Orange County community. These letters are being collected for transmittal to the Board of Trustees ahead of the July 2020 meeting.

The EIR is a "Program EIR" as defined by Section 15168 of the State CEQA Guidelines. As described in CEQA Guidelines Section 15168(a), a Program EIR may be prepared for a series of actions that can be characterized as one large project and are related either:

1. geographically;
2. as logical parts in the chain of contemplated actions;
3. in connection with the issuance of rules, regulations, plans, or other general criteria to govern the conduct of a continuing program; or
4. as individual activities carried out under the same authorizing statutory or regulatory authority and having generally similar environmental impacts which can be mitigated in similar ways."

A Program EIR can be used as the basic, general environmental assessment for an overall program of projects developed over a multi-year planning horizon, and therefore is an appropriate review document for the 2039 Master Plan. A Program EIR provides a basic reference document to avoid unnecessary repetition of facts or analysis in subsequent project-specific assessments. At the time each facility improvement is considered (typically at schematic design approval), each individual improvement will be reviewed for compliance with CEQA to determine whether the Program EIR fully addressed the associated impacts and identified appropriate mitigation measures.

Issues identified during the public review period are fully discussed in the FEIR and impacts have been analyzed in accordance with CEQA requirements. Where a potentially significant impact is identified, mitigation measures are required to reduce the impact to the maximum extent feasible. The FEIR concluded that the project would result in significant and unavoidable impacts relating to air quality, greenhouse gas emissions, and cultural (historic) resources.

CEQA requires the decision-making agency to balance, as applicable, the economic, legal, social, technological, or other benefits of the project against its unavoidable environmental risks when determining whether to approve a project. If the specific benefits of the project outweigh the unavoidable adverse environmental effects, those effects may be considered "acceptable" and the agency is then required to adopt a Statement of Overriding Considerations in order to approve the project. Because the Master Plan Update FEIR has determined that the project would result in significant and unavoidable effects, a Statement of Overriding Considerations has been prepared for Board of Trustees' consideration.

Summary of Issues Identified Through Public Review of the DEIR

On May 6, 2020, CSUF released the California State University, Fullerton Master Plan Update Draft EIR for public review and comment. The Draft EIR was circulated for a period of 45 days in accordance with the requirements of the California Environmental Quality Act, Public Resources Code section 21000 et seq. (CEQA) during which time interested agencies and members of the public were encouraged to provide comments on the analysis set forth in the Draft EIR. When the public comment period closed on June 19, 2020, eight comment letters had been received by CSUF, including one letter from a state agency (Caltrans), two letters from local/regional agencies (Orange County Transportation Authority, City of Placentia), two letters from local advocacy organizations (Friends of the Fullerton Arboretum, Fullerton Heritage), and three letters from individuals. The comments raised are summarized below.

<u>Potential Impacts on the State Highway System</u>
Caltrans District 12 requested the following: 1) analysis of vehicle congestion and queuing on the SR 57 freeway, 2) analysis of proposed bicycle facilities on roadways traversing Caltrans facilities, 3) clarification whether trip generation for the proposed Event Center and Innovation Center were included in trip generation calculations for the master plan; and 4) coordination with Caltrans

regarding future multimodal facilities, transit including campus service from the planned new Metrolink station in Placentia, the Integrated Corridor Management Project along SR 57, and the need for Caltrans encroachment permits for projects within or near State rights-of-way.

Regarding potential congestion/delay impacts on Caltrans facilities, those are no longer CEQA impacts and the *Caltrans Draft VMT-Focused Transportation Impact Study Guide* (Draft TISG) issued in February 2020 directs staff to focus review on vehicle miles traveled (VMT) analysis and reducing trip generation. Regarding bicycle facilities traversing Caltrans facilities, the Final EIR incorporates additional information regarding existing and proposed City and campus facilities in response to Caltrans's comment. Regarding the Event Center and Innovation Center, they were not included in VMT calculations. Those facilities would be used for special events and would not generate trips on a typical day, and the EIR's VMT analysis is based on typical daily campus VMT, as is customary. Regarding future coordination with Caltrans, CSUF will consult with Caltrans as appropriate when individual projects are undertaken to ensure Caltrans concerns regarding multimodal transportation, vehicular/bicycle safety and encroachment requirements are addressed.

Collaboration with the Orange County Transportation Authority

The Orange County Transportation Authority (OCTA) provided updated information concerning bus route numbering and schedules in the CSUF campus vicinity and requested that the Draft EIR be revised to reflect that information. The OCTA also commented that, although it recognizes that CEQA no longer recognizes congestion (level of service or LOS) as an environmental impact, the OCTA nonetheless still requires project LOS analysis to facilitate its monitoring of Congestion Management Program (CMP) Highway System performance (i.e., the performance of County-operated transportation network facilities). In response, the Final EIR contains corrections to the text discussion of bus route numbering and schedules. Regarding LOS analysis of CMP facilities, the Final EIR clarifies that government code related to CMPs specifically requires CMP assessment by local jurisdictions, which are defined as a city or county. Since the CSU does not meet that definition, no CMP analysis is required for the CSUF Master Plan.

Collaboration with the City of Placentia Regarding Multimodal Transportation and Transit

The City of Placentia expressed support for the Transportation Demand Management (TDM) measures and the planned improvement of bicycle and pedestrian infrastructure discussed in the Draft EIR and requested continued collaboration with CSUF as projects are implemented in the future. The City noted that it is actively working with the Orange County Transportation Authority, Metrolink, and Burlington Northern Santa Fe to establish the new Placentia Metrolink station in the Packing House District, approximately one mile from the CSUF campus, and expressed the desire for coordination with CSUF regarding related multimodal transportation connections. The City also noted that it looked forward to future collaboration with CSUF, the City of Fullerton, and Caltrans regarding active transportation crossings of SR 57 at Nutwood Avenue and Yorba Linda Boulevard and a bicycle/pedestrian overcrossing of SR 57 as identified in the City of Fullerton's Bicycle Master Plan.

Proposed Fullerton Arboretum Master Plan Improvements

The Friends of the Fullerton Arboretum (Friends) submitted a letter in which they expressed support for proposed Campus Master Plan improvements, recommended its approval, expressed appreciation for the inclusion in the Draft EIR of the input the organization provided, and emphasized the importance of planning and funding improvements within the Arboretum to allow it to maintain its academic and scientific leadership and environmental stewardship function. The Friends also suggested the concept of a "Green Loop" integrating the Arboretum with the rest of the campus, in the manner of other colleges and universities with campuses in arboretum settings.

Comments submitted by the Friends also raised the following issues and/or requests: 1) the lack of discussion in the Draft EIR of public landscape art, in contrast to that contained in the Physical Master Plan, 2) acknowledgment in the Draft EIR's Project Description and Recreation chapters of the Friends' university partnership role in Arboretum and program creation, 3) the absence in Chapter 7, Alternatives, of an evaluation of the full Campus Master Plan, 4) whether the alternatives in Chapter 7 are proposed in lieu of the full Campus Master Plan, 5) clarification of the alternatives' respective impacts on the Arboretum, in particular for the Increased Student Housing alternative, 6) several inconsistencies in Chapter 7 regarding impacts on the Arboretum, and 7) identification of the ultimate decision-makers responsible for Campus Master Plan approval and EIR certification.

The Final EIR response acknowledges the Friends' support and incorporates recognition of the organizations' partnership role in Arboretum into the Draft EIR. Regarding the Draft EIR's discussion of landscape public art, the Final EIR notes that the Draft EIR necessarily focuses on aspects of the Campus Master Plan with the potential to result in significant environmental impacts, and that the Campus Master Plan document will serve as detailed guidance for implementation of the Campus Master Plan for the duration of buildout through 2039. Regarding the purpose and content of Chapter 7, Alternatives, generally, the Final EIR response states that Chapter 7, Alternatives, does not re-evaluate the proposed Campus Master Plan project because the project is already evaluated in detail in the technical sections that comprise Chapter 4, Environmental Impact Analysis. Instead, as required by CEQA, Chapter 7 evaluates a range of alternatives to the proposed project for the express purpose of determining whether it is feasible to reduce the project's significant environmental impacts while still achieving a majority of the project objectives. This allows decision-makers to weigh the comparative environmental impacts of alternatives against those of the project, balance impacts against the fulfillment of project objectives, and consider feasibility of the alternatives.

The Final EIR also notes that, per the State CEQA Guidelines, alternatives need not be developed or evaluated in the same level of detail as the Campus Master Plan, and as part of that, new mitigation measures for the alternatives are not required.

The Final EIR response clarified that the CSU Board of Trustees is the Lead Agency for the proposed project and as such is ultimately responsible for considering the project for approval and the EIR for certification, following deliberative consideration of the administrative record.

Historic Resources

Fullerton Heritage submitted a comment letter expressing satisfaction with the historic resources assessment in the Draft EIR and the mitigation measures provided for the avoidance or reduction of impacts to the potential resources identified. Fullerton Heritage expressed its interest in the preservation of the three oldest campus buildings – Heritage House (Dr. George C. Clark House and Office) within the Arboretum; Titan House (Henry T. Hetebrink House); and the George G. Golleher Alumni House (Mahr House/Lottie M. Hetebrink House) – and recommended, with its assistance, that Titan House and the George G. Golleher Alumni House be formally nominated for listing on the National Register of Historic Places (Heritage House is already listed).

The Final EIR acknowledges the support of Fullerton Heritage and affirms that the Master Plan does not propose development that would adversely affect any of these three resources.

Individual Commenters

A commenter noted an error in the labeling of SR 57 in several figures within the Draft EIR; the errors are corrected in the Final EIR.

A commenter asked for clarification of the description of Alternative 3, Increased Student Housing, in Chapter 7, Alternatives, with respect to the precise locations of additional housing and the potential for encroachment into the Arboretum. The Final EIR response acknowledges an error in the Alternative description regarding the compass direction in which SR 57 lies relative to the campus, and explains that because SR 57 borders the campus's eastern edge and parking facilities lie to the south of existing student housing, the geographic expansion of student housing in this area could only be realized if permitted to encroach into the Arboretum to the north and west. The Draft EIR concluded that this conflicted with project objectives that emphasize preservation of the Arboretum, and, in part, rejected Alternative 3 for this reason.

Lastly, a commenter submitted a letter after the close of the official 45-day comment period and requested 1) additional time to review the Draft EIR in light of the ongoing COVID-19 crisis, 2) CSU consideration of the addition of more campuses to accommodate increasing enrollment rather than increasing the enrollment cap at CSUF, and 3) clarification of information contained in the Draft EIR's Traffic Impact Analysis concerning its assumptions regarding the proposed number of proposed student beds, the timing of the traffic counts conducted to establish baseline conditions, and future Master Plan-related traffic projections.

The letter and corresponding responses to the comments therein are included in the Final EIR as a courtesy despite the letter's late submittal, but no extension of the comment period was granted.

In acknowledgement of COVID-19 circumstances, CSUF undertook several measures beyond the basic CEQA noticing requirements to ensure access to the Draft EIR for all interested parties. A notice regarding Draft EIR availability was mailed and/or emailed to public agencies, local jurisdictions, and members of the general public who requested notification or submitted comments during the EIR scoping period. EIR scoping was noticed publicly in the Orange County Register. The Draft EIR was posted on the CSUF website and flash drives containing the Draft EIR as well as hard copies were made available to members of the public unable to access materials online. Finally, a comprehensive digital presentation of Draft EIR findings was posted on the CSUF website in lieu of an in-person public meeting, which could not be conducted due to official governmental shelter-at-home orders.

The Final EIR also notes that CSUF engaged in its Master Plan process for more than two years, holding three open house sessions starting in May 2018 as well as additional meetings with CSUF staff and the community, to solicit input on key issues of concern to stakeholders. Periodic Master Plan updates were posted on the CSUF website throughout this process.

Regarding the addition of other campuses, the Final EIR explains that the Draft EIR addresses the need to increase enrollment on the CSUF campus in response to demand as well as CSU policies governing campus growth, and the Campus Master Plan provides a framework for managing growth and change in a strategic and orderly way. The Final EIR further explains the process by which campuses plan growth in response to target enrollment levels following annual State funding.

Regarding the comment about the Traffic Impact Assessment, the Final EIR response clarifies the number of proposed student beds and affirms that traffic counts were conducted at the appropriate time of year, week, and day and provide an accurate picture of existing conditions on typical days. Future Master Plan-related trip generation was projected using the Orange County Transportation Authority's traffic demand models, per established and accepted methodology.

Summary of Project Alternatives

Alternatives initially considered but ultimately dismissed from further consideration because they did not achieve the project's underlying purpose or key objectives included the following:

- *Limited Student Enrollment*: Under this alternative, CSU Fullerton would limit student enrollment on campus, reducing the need for new facilities development, renovations of existing buildings, and construction of landscaping/hardscape improvements. This could result in reduced environmental impacts compared to the Campus Master Plan. However, this alternative would not allow the campus to accommodate future enrollment growth in fulfilment of the CSU's core mission, achieve the underlying purpose of the Campus Master Plan, or achieve any of the project objectives.

- *No Additional Arboretum Development*: Since 1976 the Arboretum has been operated under the auspices of the Arboretum Authority, a Joint Exercise Powers Agreement (JPA) between the Redevelopment Agency of the City of Fullerton and the CSU Board of Trustees. Located in the northeast corner of the campus the Arboretum encompasses 26 acres and contains four major plant collections, a visitor center with classrooms, museum, pavilion, and other facilities; Heritage House; a plant nursery; and a garden sale area. It serves as a campus research and education facility and as a regional destination. Since 1977, CSU Fullerton has leased the Arboretum land to the Authority, which has overseen the plant collections and historic buildings.

  The Arboretum holds a Level IV ArbNet accreditation for its contribution to research and conservation projects, one of only 21 arboreta in the world to hold this distinction. To maintain accreditation, it is required to employ scientists engaged in research, manage living tree collections for conservation purposes, and support tree conservation through professional affiliations and leadership. CSU Fullerton students conduct biological and agricultural research in the arboretum. Students and Arboretum staff also mentor and teach K-12 and college students and community members through a free outdoor science program and fee-based classes for students and the community.

  Due to State's elimination of Community Redevelopment Agencies, the Arboretum Authority JPA is set to terminate in December 2020. At that time, responsibility for management and operation of the Arboretum will fall solely to CSU Fullerton, which plans to administer it through CSU Fullerton's Extension and International Programs. Arboretum administration will entail additional costs for staff, programs, the maintenance and cultivation of the grounds and plant collections, irrigation, and other expenses. Master Plan Update implementation is expected to increase demand for use of the Arboretum, through an increase in the number of annual visitors and events, and educational and research activities.

  Absent JPA existence and support after December 2020, assumption of operation of the Arboretum will impose an unsustainable cost burden on the university. Without the proposed Master Plan Update improvements, the Arboretum will not be able to support the academic and community programming it currently offers and proposes for the future. Accordingly, this alternative would not achieve the project objective related to the Arboretum, which states, "*As the campus resumes primary responsibility for management of the Arboretum, balance preservation of its natural and historic resources, protection of its function as a place of solitude and reflection for campus and community members, and enhancement of its use for academic purposes*." For these reasons, an alternative that eliminates future new development of educational, interpretive, and other support facilities in the Arboretum was dismissed from further evaluation.

The alternatives analyzed in detail in the DEIR include the following:

No Project-No Development Alternative: Under the No Project-No Development Alternative, future campus development would generally be limited to projects already approved under the adopted 2003 Master Plan, which includes a very limited number of academic facilities, some support facilities, a single student residence, and a parking structure. Student enrollment would remain officially capped, despite ongoing increases in demand. This alternative was selected for evaluation as required under CEQA for its ability to reduce the Master Plan Update's significant and unavoidable impacts related to air quality, cultural (historic) resources, and noise.

Reduced Enrollment and Academic Space Alternative: Under this alternative, the same components would be constructed as under the Master Plan Update, including academic, student residential and student life, faculty/staff residential, and athletic and recreational facilities, but there would be a 25 percent reduction in the square footage of academic space constructed. This alternative was selected for evaluation for its potential to reduce the Master Plan Update's significant and unavoidable impacts related to air quality, GHG emissions, cultural (historic) resources, and noise through a reduction in new development, while still meeting a majority of project objectives.

Increased Student Housing Alternative: Under this alternative, the same components would be constructed as under the Master Plan Update, including academic, faculty/staff residential, student life, and athletic and recreational facilities. However, the number of new student beds would be increased from 3,000 beds to 6,000 beds in order to reduce Vehicle Miles Travelled (VMT), allow more students to reside on campus and access non-academic activities and programs, and further activate the 24/7 campus environment. To accommodate this number of student beds, up to three new student housing clusters each comprising multiple buildings would be constructed. This alternative was selected for evaluation for its potential to reduce the Master Plan Update's significant and unavoidable air quality and GHG emissions impacts and further reduce VMT, while still meeting a majority of project objectives, including those related to student housing and an activated 2/47 campus environment.

Recommendation

The following resolution is presented for approval:

RESOLVED, by the Board of Trustees of the California State University, that:

1. The Board of Trustees finds that the 2020 FEIR has been prepared in accordance with the requirements of the California Environmental Quality Act.
2. The FEIR addresses the proposed Master Plan Update and all discretionary actions related to the project as identified in the FEIR.
3. The Board of Trustees hereby certifies the FEIR for the California State University, Fullerton Master Plan Update dated July 2020.

4. Prior to the certification of the FEIR, the Board of Trustees reviewed and considered the above FEIR and found it to reflect the independent judgment of the Board of Trustees. The Board of Trustees hereby certifies the FEIR as complete and adequate and finds that it addresses all potentially significant environmental impacts of the project and fully complies with the requirements of CEQA. For purposes of CEQA and the State CEQA Guidelines, the administrative record includes the following:
    a. The DEIR for the California State University, Fullerton Master Plan Update;
    b. The FEIR, including comments received on the DEIR, responses to comments, and revisions to the DEIR in response to comments received;
    c. The proceedings before the Board of Trustees relating to the proposed Master Plan Update, including testimony and documentary evidence introduced at such proceedings; and
    d. All attachments, documents incorporated, and references made in the documents as specified in items (a) through (c) above.
5. This resolution is adopted pursuant to the requirements of Section 21081 of the Public Resources Code and Section 15091 of the State CEQA Guidelines which require the Board of Trustees to make findings prior to the approval of the project.
6. The Board of Trustees hereby adopts the CEQA Findings of Fact and Mitigation and Monitoring Program, including the mitigation measures identified therein for Agenda Item 3 of the July 21-22, 2020 meeting of the Committee on Campus Planning, Buildings and Grounds, which identifies the specific impacts of the proposed Master Plan Update and related mitigation measures, hereby incorporated by reference. The required mitigation measures shall be monitored and reported in accordance with the Mitigation and Monitoring Reporting Program, which meets the requirements of CEQA.
7. The Board of Trustees hereby adopts the Statement of Overriding Considerations stating that project benefits to The California State University outweigh the remaining significant and unavoidable air quality, greenhouse gas emissions, and cultural resources impacts.
8. The FEIR has identified potentially significant impacts that may result from implementation of the proposed Master Plan Update. However, the Board of Trustees, by adopting the Findings of Fact, finds that the inclusion of certain mitigation measures as a part of the project approval will reduce most, but not all, of these effects to less than significant levels. Those impacts which are not reduced to less than significant levels are identified as significant and unavoidable and are overridden due to specific project benefits to the CSU identified in the Findings of Fact and Statement of Overriding Considerations.
9. The project will benefit The California State University.

10. The California State University, Fullerton 2039 Campus Master Plan revision dated July 2020 is approved.
11. The chancellor or his designee is requested under Delegation of Authority granted by the Board of Trustees to file the Notice of Determination for the FEIR for the California State University, Fullerton Master Plan Update.

California State University, Fullerton

Campus Master Plan
Master Plan Enrollment: 32,000 FTE
Approval Date: October 1962
Revised Date:
Main Campus Acreage: 240.6

BUILDINGS
- EXISTING
- FUTURE
- EXISTING BUILDING PROPOSED FOR DEMOLITION
- TEMPORARY

CAMPUS BOUNDARY
- EXISTING

PARKING
- P — EXISTING LOT
- P — EXISTING STRUCTURE
- P — FUTURE STRUCTURE
- P — EXISTING STRUCTURE PROPOSED FOR DEMOLITION

N

0 200 400 800

California State University, Fullerton

Master Plan Enrollment: 32,000 FTE

Master Plan approved by the Board of Trustees: October 1962

Master Plan Revision approved by the Board of Trustees: January 1966, January 1967, May 1970, September 1970, January 1972, March 1974, September 1976, January 1983, July 1983, November 1985, September 1986, May 1987, July 1987, May 1993, November 2003

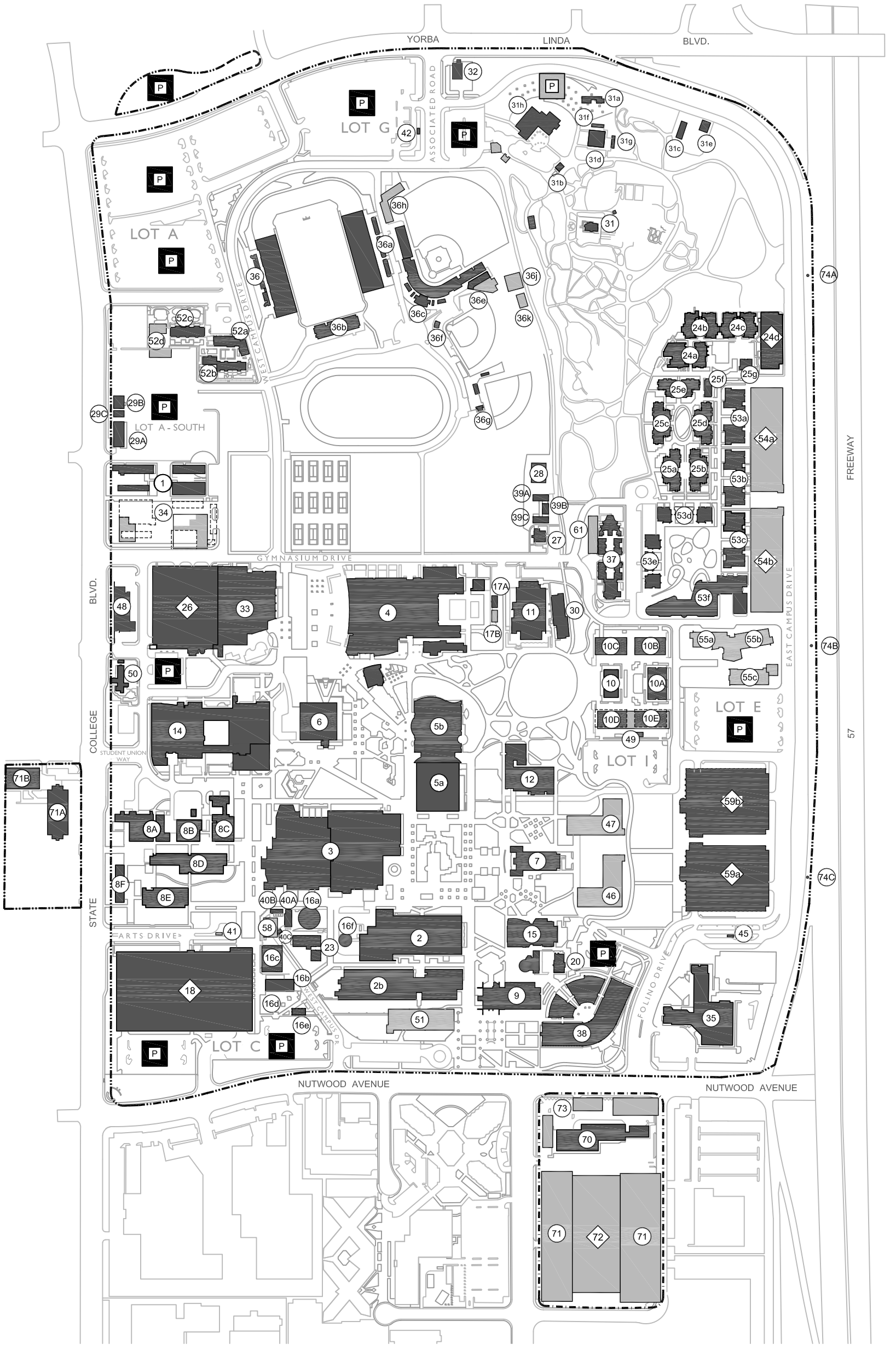
Proposed Revision July 2020

1a-s. Facilities Management & Corporation Yard
2. Miles D. McCarthy Hall
2b. Dan Black Hall
3. Joseph A. W. Clayes III Performing Arts Center
4. Kinesiology and Health Science Building
5a-b. Paulina June and George Pollak Library
6. Titan Bookstore
7. Humanities and Social Sciences Building
8a-f. Visual Arts Center
8g-h. *Visual Arts Center Replacement*
9. Langsdorf Hall
10 a-e. Engineering and Computer Science
11. Student Health and Counseling Center - West
12. Education Classroom Building
14. Titan Student Union
15. University Hall
16a-f. Central Plant Complex
17a. Modular Data Center - Building A
18. Nutwood Parking Structure
20. Carl's Jr. Restaurant
23. Plant Growth Facilities
24a-d. Jewel Plummer Cobb Residence Halls
25a-g. Student Housing, Phase 2
26. State College Parking Structure
27. Titan House
28. Landscape Operations Facility
29a-c. Parking and Transportation/EH/IS
30. Student Health and Counseling Center - East
31a-h. Arboretum/Heritage House/Visitors Center
31j-l. *Arboretum Facilities Upgrades*
32. Orange Co. Sanitation District Pumping Station
33. Student Recreation Center
35. Marriott Hotel
36a-g. Sports Complex
36h-k. *Sports Complex Additions*
37. Charles L. and Rachel E. Ruby Gerontology Center
38. College of Business and Economics
39a-c. Military Science Leadership Excellence Center
40a-c. Chemical Storage
41. Visitor Information Center West
42. Visitor Information Center North
45. Visitor Information Center East
48. University Police
50. Golleher Alumni House
51. Science Laboratory Replacement Facility
52a-c. Children's Center, Phase 1
53a-f. Student Housing, Phase 3
54a-d. *Student Housing, Phase 5*
55a-c. *Student Housing Phase 4*
59a. Eastside Parking Structure 1
59b. Eastside Parking Structure 2
70. College Park
71a-b. Titan Hall
74a. CCO Freeway Sign Monument
74b. CCO Freeway Sign Monument
74c. CSUF Freeway Sign Monument
75. *Academic Building A*
76. *Academic Building B*
77. *Academic Building C*
78. *Academic Building D*
79. *Academic Building E*
80. *Innovation Center*
81. *Academic Building F*
82a-c. *Engineering Complex A*
83a-b. *New Academic Buildings H & I*
84. *Academic Building G*
85. *Event Center*
87a-f. *Student Housing, Phase 6*
89. *Faculty Housing*
90a. *North Parking Structure 1*
90b. North Parking Structure 2
91a-d. *Corporation Yard*
92. *Nutwood Avenue Bridge*
100. *Modular Building A*
101. *Modular Building B*
102. *Modular Building C*

02-1. President's Residence

LEGEND
Existing Facility / *Proposed Facility*

NOTE: Existing building numbers correspond with building numbers in the Space and Facilities Data Base (SFDB)



CALIFORNIA STATE UNIVERSITY, FULLERTON

CAMPUS MASTER PLAN

APPROVAL DATE : OCTOBER 1962

REVISED DATE: NOVEMBER 2003

MASTER PLAN ENROLLMENT: 25,000 FTE

MAIN CAMPUS ACREAGE: 240.6

BUILDINGS

- 26 EXISTING
- 51 FUTURE
- 43 TEMPORARY

CAMPUS BOUNDARY

- EXISTING
- FUTURE

N

200 0 200 400
scale feet

PARKING

- P EXISTING LOT
- P FUTURE LOT
- 24 EXISTING STRUCTURE
- 26 FUTURE STRUCTURE

4/24/2020 UPDATED TO ADD STUDENT HOUSING

California State University, **Fullerton**

Master Plan Enrollment: 25,000 FTE

Master Plan approved by the Board of Trustees: October 1962

Master Plan Revision approved by the Board of Trustees: January 1966, January 1967, May 1970, September 1970, January 1972, March 1974, September 1976, January 1983, July 1983, November 1985, September 1986, May 1987, July 1987, May 1993, November 2003

1a-s. Facilities Management & Corporation Yard
2. Miles D. McCarthy Hall
2b. Dan Black Hall
3. Joseph A. W. Clayes III Performing Arts Center
4. Kinesiology and Health Science Building
5a-b. Paulina June and George Pollak Library
6. Titan Bookstore
7. Humanities and Social Sciences Building
8a-f. Visual Arts Center
9. Langsdorf Hall
10a-e. Engineering and Computer Science
11. Student Health and Counseling Center - West
12. Education Classroom Building
14. Titan Student Union
15. University Hall
16a-f. Central Plant Complex
17a. Modular Data Center - Building A
17b. Modular Data Center - Building B
18. Nutwood Parking Structure
20. Carl's Jr. Restaurant
23. Plant Growth Facilities
24a-d. Jewel Plummer Cobb Residence Halls
25a-g. Student Housing, Phase 2
26. State College Parking Structure
27. Titan House
28. Landscape Operations Facility
29a-c. Parking and Transportation/EH/IS
30. Student Health and Counseling Center - East
31a-h. Arboretum/Heritage House/Visitors Center
32. Orange Co. Sanitation District Pumping Station
33. Student Recreation Center
34. *Physical Services Complex*
35. Marriott Hotel
36a-g. Sports Complex
36h-k. Baseball/Softball Addition and Upgrades
37. Charles L. and Rachel E. Ruby Gerontology Center
38. Steven G. Mihaylo College of Business and Economics
39a-c. Military Science Leadership Excellence Center
40a-c. Chemical Storage
41. Visitor Information Center West
42. Visitor Information Center North
45. Visitor Information Center East
46. *Academic Building A*
47. *Academic Building B*
48. University Police
49. *Engineering and Computer Science Addition*
50. Golleher Alumni House
51. *Science Laboratory Replacement Facility*
52a-c. Children's Center, Phase I
52d. *Children's Center, Phase II*
53a-f. Student Housing, Phase 3
54a-b. *Student Housing, Parking Structure*
55 a-c. Student Housing, Phase 4
58. *Parking and Transportation/Retail*
59a. Eastside Parking Structure
59b. Eastside Parking Structure, Phase 2
61. *Gerontology Center Addition*
70. College Park
71. *College Park Housing/Office/Retail*
71a-b. College Park West
72. *College Park Parking Structure*
73. *College Park Office/Retail Addition*
74a. CCO Freeway Sign Monument-North
74b. CCO Freeway Sign Monument-South
74c. CSUF Freeway Sign Monument

02-1. President's Residence

LEGEND:
Existing Facility / *Proposed Facility*

NOTE: Existing building numbers correspond with building numbers in the Space and Facilities Data Base (SFDB)

COMMITTEE ON CAMPUS PLANNING, BUILDINGS AND GROUNDS

California State University Enrollment Demand, Capacity Assessment, and Cost Analysis Report for Campus Sites

Presentation By

Steve Relyea
Executive Vice Chancellor and
Chief Financial Officer

Edward A. Sullivan
Assistant Vice Chancellor
Institutional Research and Analyses

Elvyra F. San Juan
Assistant Vice Chancellor
Capital Planning, Design and Construction

Avivah Rapoport
Principal
HOK Architects

Paul Silvern
Partner
HR&A

Summary

This item will review the analysis and findings of a report studying the potential need for new California State University campuses in five specific locations, including the San Joaquin and San Mateo Counties, and Cities of Concord, Palm Desert, and Chula Vista. The report concludes that the addition of a new campus is not warranted based solely on enrollment demand.

Estimated initial cost to establish a new campus or expand an existing off-campus center and expand academic program and student services offerings vary by site and range from $2 billion to $3 billion in current dollars. The annual operating cost ranges from $15,500 to $17,000 per full-time equivalent student (FTES) for instruction and student services with the range reflecting the potential campus typology of an off-campus center, branch campus, or main campus. The time to establish a new campus will also vary by site and is estimated to require from six to nine years. Expansion of an existing off-campus center will take less time to broaden the academic offerings, increase student support, and construct additional facilities as compared to a new site that requires acquisition and master planning.

The report was submitted to the Director of Finance and the Chairperson of the Joint Legislative Budget Committee in order to meet the July 1, 2020 deadline. An executive summary of the report is included as Attachment A. The full report can be accessed at https://www.csucapacitystudy.org/

Background

The Budget Act of 2019 appropriated $4 million to the CSU to assess the need for a new university in the Cities of Concord, Chula Vista, Palm Desert, and the Counties of San Mateo and San Joaquin.

The appropriation outlined expectations for the depth and breadth of the analyses for each location. The CSU conducted a Request for Qualifications and Cost Proposal search and the consultant team led by HOK Architects was chosen to conduct the assessment and site-specific studies. The Consultant Team includes HOK, HR&A, mode associates, Mercury, MGAC, and Kimley-Horn. The team began its work in November 2019 in order to culminate with the report submission to the state administration and legislature by July 1, 2020.

The Study

The scope of work for the study required:

1) assessment of statewide enrollment demand and physical capacity of the 23-campus California State University;
2) a statewide workforce demand and alignment of the CSU's academic programs;
3) an analysis of the five sites and development timeline; and
4) the impact a new campus would have on the specific region, the existing CSU system and related institutions.

Staff in the Office of the Chancellor provided data and information in the areas of academic programs, student services, institutional research, workforce preparation, state relations, operating budget, and capital planning. The group also included Department of Finance staff.

Stakeholder Outreach and Communication

The Consultant Team designated Mercury (the Consultant's community engagement lead) as the sole point of contact for all external communication with the involved municipalities, community stakeholders, and media. Mercury also developed a website to inform the general public of project information, project scope and schedule, as well as submit questions and post comments.

The project included meetings with the five California cities and counties. Mercury organized each of these site visits and stakeholder meetings in partnership with the lead representatives from each city and county. The full-day meetings consisted of city and county leaders, community interest groups, and local stakeholders. The Consultant Team also conducted several additional meetings

with the City of Stockton, its mayor and city-identified stakeholders. The meetings provided opportunities to collect information and local perspective on the need for higher education, workforce demand, and economic development.

The Consultant Team also met with presidents of the following campuses: Bakersfield, Dominguez Hills, East Bay, Sacramento, San Bernardino, San Diego, San Francisco, San Luis Obispo, San Marcos, San Jose, Sonoma, Stanislaus. However, due to time constraints there was not sufficient time to meet with campus staff. Development of a supplement to the report is under discussion in order to afford campus review and input to the report.

Analyses

The consultants collected, verified, and analyzed data from many sources in the creation of the report. The data were then used to establish baselines and benchmarks for CSU enrollment, California workforce demand, and existing CSU physical and operational capacities from which to compare future trends. The baseline for this work was the establishment of the regional "clusters", as noted in Attachment B, to geospatially organize enrollment, workforce, and CSU physical capacity summaries and 15-year trends.

Based upon the findings from the data collection and baseline tasks, the consultants began the state workforce and enrollment demand projections for each of the regional clusters. The work entailed a detailed analysis of multiple data sets and statistical modeling to inform projections that were then framed in terms of sensitivities outlined within the report to account for site-specific and local considerations. In parallel to this work, the consultants conducted analysis of the physical and operational capacity of the existing CSU system to use as a benchmark for comparison to any projected enrollment growth. This physical capacity analysis was conducted across the entire CSU system as well as within the regional clusters.

Once the workforce and enrollment demand projections were completed, the consultants compared the existing CSU campus physical and operational capacities to the projected enrollment growth to determine any need for added physical campus capacity within the regional clusters. This summary of projected enrollment growth in comparison to the existing CSU campus capacities by regional cluster answers one of the most important questions asked of the study and forms the basis for the strategies for CSU growth outlined in the report.

Report Findings

Based on the data collected, the analysis does not support the addition of a new campus based solely on enrollment demand. However, policymakers may consider other factors when evaluating whether to locate a campus in one or more of the five regions.

Equitable access to higher education is affected by campus location and provision of on-campus services. California has seen disparate educational outcomes for first-generation, traditionally underrepresented minority, and lower-income students. Qualified students from these groups are often unable to enroll due to lack of transportation, cost of attendance, cost of living, and familial responsibilities.

Different development scenarios were found to be appropriate at different sites. Considerations included physical proximity of nearby CSU campuses, academic program alignment with workforce needs, availability of land, and stakeholder preferences. The report reviews different types of campuses and proposes that the branch campus model may be a more successful approach to certain campus developments rather than the traditional CSU campus, an off-campus center, or university center. A branch campus is similar to an off-campus center in that there are shared resources between the main campus and the branch campus, however a branch campus would also have support for student life including housing, recreation, dining and student support services. A branch campus also provides the ability for students to complete all coursework in a single location as well as faculty and administration to be assigned specifically to the location.

The report outlines approximate costs and timelines for new campus development. The report estimates a range of capital outlay costs from $2 billion to $3 billion to develop an off-campus center or new site to serve 7,500 FTES, with the lower cost reflecting expansion of an existing site. The operating cost ranges from $15,500 to $17,000 per FTES annually depending on the campus model type chosen (full campus, branch campus or off-campus center). The timeline to develop a new campus would be nine years, as compared to roughly six years if an existing off-campus center is expanded to a branch campus. The estimated timeline assumes that the needed operating and capital costs are available to develop the site and enroll students.

COVID-19 Virus Impacts

As the CSU transitioned to virtual learning as a result of the virus during the compilation of the study, the study recognizes the occurrence and the CSU transition. However, the study does not analyze the impact to enrollment demand and the academic program due to the on-going uncertainty of the virus and report due date of July 1, 2020 to the state administration and legislature.

The California State University Enrollment Demand, Capacity Assessment, and Cost Analysis for Campus Sites

Prepared by **HOK | HR&A Advisors | mode associates | Mercury | MGAC | Kimley-Horn**

July 3, 2020 | **VOLUME 1**

1.0 Executive Summary

SCOPE OF THE REPORT

The California Budget Act of 2019 tasked the California State University (CSU) Office of the Chancellor, in consultation with the California Department of Finance, to assess the future growth of the CSU by studying the following:

- statewide enrollment demand and physical capacity of the CSU;
- statewide workforce needs and alignment of the CSU's programs with workforce demand;
- the potential for a new CSU campus in the City of Chula Vista, City of Concord, City of Palm Desert, San Joaquin County (Stockton), and San Mateo County; and
- the impacts a new campus would have on the identified regions, the existing CSU system, and related institutions.

This Report was prepared by an independent team of consultants and provides research and analysis to address the issues outlined by the legislation. The information in the Report is intended to be useful to the CSU, and to the Executive and Legislative branches of the State of California, as they consider access to higher education throughout the state to accommodate current and future student enrollment.

SAN JOAQUIN COUNTY SCOPE

This Report applies the same categories of analysis across the regions being considered, with additional focus on San Joaquin County, consistent with the budget allocation. Accordingly, in each of the content sections, additional detail on San Joaquin County is provided. Furthermore, three sites for a new campus in San Joaquin County (Stockton) are considered, with a more detailed outline of options at Stockton University Park in particular.

STAKEHOLDER ENGAGEMENT

In addition to the analysis of available data, the consultant team conducted a series of targeted meetings with stakeholders and with the CSU to collect factual information relevant to the work. Engagement with each of the five identified California regions consisted of full-day meetings with attendees selected by the cities and counties, consisting of city and county leaders, community interest groups, and local stakeholders. Consistent with the appropriation's emphasis on San Joaquin County, the consultant team conducted additional outreach meetings with the City of Stockton and the city-identified stakeholders.

BACKGROUND: THE CALIFORNIA STATE UNIVERSITY

The CSU system is a cornerstone of California's Master Plan for Higher Education. Today, the CSU has 23 campuses with over 481,000 students, who are among the most racially, ethnically, and economically diverse student bodies in the nation. As the nation's largest four-year public university system, the CSU plays a key role in developing the workforce that drives the state economy. Importantly, the CSU also creates economic opportunity by providing broad and affordable access to higher education for underrepresented students who may have few other financially or geographically accessible educational options. Reflecting the broad reach of the CSU system, in 2017–2018, CSU students earned 48 percent of the bachelor's degrees conferred in California and 5 percent of the bachelor's degrees conferred nationally.[1]

State projections indicate that California's workforce will grow over the next decade, although more slowly than in the past, and will shift further toward a knowledge-based economy. In order to support this growth and evolution of the workforce, future jobs in California will require higher levels of educational attainment, including bachelor's and master's degrees. The CSU's ability to serve a wide range of eligible students across the state is essential in providing the higher education preparation required to meet California's projected workforce needs.

1. CSU Office of the Chancellor Institutional Research and Analyses data extraction from NCES IPEDS Data Center, March 2020.

Figure 1.1 Map of Clusters and Evaluated Locations

CLUSTERS

1. North California
2. Chico
3. Sacramento
4. Bay Area
5. Upper Central Valley
6. Central Valley
7. Central Coast
8. Los Angeles
9. Inland Empire
10. San Diego

FIVE EVALUATED LOCATIONS

- A City of Chula Vista
- B City of Concord
- C City of Palm Desert
- D San Joaquin County (Stockton)
- E San Mateo County

THIS REPORT'S USE OF GEOGRAPHIC REGIONS

A variety of regional frameworks have been utilized in the past to administer and evaluate the CSU system. This Report applies a regional approach by using a system of 10 geographic "Clusters" of California counties and their respective CSU campuses. The Clusters are defined by characteristics that inform CSU enrollment, such as driving or transit commute sheds, physical barriers, and state-defined labor market areas. These Clusters set the parameters of assessment. As shown in Figure 1.1, the Clusters are: North California, Chico, Sacramento, Bay Area, Upper Central Valley, Central Valley, Central Coast, Los Angeles, Inland Empire, and San Diego.

Through the Clusters framework, this Report evaluates sociodemographics, enrollment, campus physical capacity, workforce demand, and alignment of academic programs with labor force needs. The Five Evaluated Locations—City of Chula Vista, City of Concord, City of Palm Desert, San Joaquin County (Stockton), San Mateo County—are also analyzed in the context of the Clusters in which they are located, namely Bay Area, Upper Central Valley, Inland Empire, and San Diego. These are referred to as the "Studied Clusters" in the Report.

EVALUATION CRITERIA

This Report uses 17 evaluation criteria to analyze seven separate sites at the Five Evaluated Locations, namely Chula Vista University and Innovation District (San Diego Cluster); Concord Reuse Project Campus District (Bay Area Cluster); CSUSB Palm Desert Campus (Inland Empire Cluster); Stockton University Park (Upper Central Valley Cluster); San Joaquin County Fairground (Upper Central Valley Cluster); Stockton Education and Enterprise Zone (Upper Central Valley Cluster); and San Mateo County CCD – Cañada College (Bay Area Cluster).

The 17 evaluation criteria listed below are organized into four categories:

- Socioeconomic/Industry: Regional Enrollment Demand, Ability to Serve First-Generation Students, Ability to Serve Underrepresented Minorities, Ability to Serve Lower-Income Populations, Regional Workforce/Industry Need.
- Academic: Partnerships with and Impacts on Interrelated Institutions, Alignment with Local Industry.
- Physical/Community: Land Availability, Physical Infrastructure Availability, Campus Accessibility and Surrounding Area Density, Housing Availability, Access to Community Services and Amenities, Environmental Sustainability, Regulatory and Environmental Carrying Capacity Barriers.
- Implementation: Capital Funding Needs, Operational Funding Needs, Timeline of Implementation.

REPORT FINDINGS

KEY OVERALL REPORT FINDING

Projected 2035 enrollment demand alone does not justify the development of a new 7,500 FTES (Full-Time Equivalent Student) CSU campus at any of the Five Evaluated Locations, assuming construction of the physical capacity identified in the approved Master Plans at all 23 campuses is funded. However, funding for the Master Plans is not secured. The Legislature may elect to support investment for expansion in these regions, considering factors in addition to enrollment demand such as equitable access for underrepresented students and alignment between academic programs and workforce demand.

ENROLLMENT DEMAND AND CAPACITY ASSESSMENT

Over the next 15 years, CSU enrollment is projected to increase moderately. This Report projects a systemwide increase of approximately 43,800 FTES (see Table 1.1), after accounting for growth in A-G-qualified high school graduates, community college transfers, and students enrolling from out of state. This projected growth, coupled with new and emerging state workforce demand, underscores the need for expanded forward-looking curricular offerings and increased investment in effective and equitable access to education.

Table 1.1 Enrollment Growth Projections by Cluster (Undergraduate and Graduate/Post-Baccalaureate FTES)

Cluster		Actual 2019	Projected 2035	Change
1	North California	6,500	8,800	2,300
2	Chico	14,800	20,100	5,300
3	Sacramento	25,100	30,200	5,100
4	Bay Area	74,300	79,000	4,700
5	Upper Central Valley	8,400	10,500	2,100
6	Central Valley	29,500	39,900	10,400
7	Central Coast	33,600	39,700	6,100
8	Los Angeles	159,800	156,400	(3,400)
9	Inland Empire	18,100	23,600	5,500
10	San Diego	45,200	50,900	5,700
TOTAL		**415,300**	**459,100**	**43,800**

Source: HR&A Advisors, Inc. (2020).

Today, systemwide CSU enrollment exceeds its legislatively defined physical capacity. Physical capacity, or "Current Capacity" as it is referred to in this Report, is measured based on available classroom and laboratory seats in terms of FTES. When looking solely at these components, there may appear to be some available physical capacity. However, while it varies by campus, systemwide enrollment actually exceeds physical capacity by an average of 17 percent, or 57,300 FTES. Campuses are exceeding capacity shortfall through various means, including alternative instructional modes and use of space types that are not included in the legislated definition of capacity.

Substantial funding is required to increase Current Capacity to meet enrollment demand. The CSU system will need to increase its Current Capacity by approximately 120,500 FTES in order to meet 2035 projected enrollment demand. All Clusters require significant capital and operational investment to increase capacity in order to accommodate projected enrollment demand.

The aggregate Planned Capacity for the existing 23 campuses is sufficient to accommodate the 2035 enrollment demand projection. "Planned Capacity" quantifies the approved Master Plan potential to accommodate enrollment of a given campus measured in FTES. This Report finds that if the CSU is funded to construct all planned facilities identified in its campus Master Plans, the total 2035 enrollment can be accommodated across the system as a whole. However, three Clusters are projected to have enrollment demand exceeding Planned Capacity: Chico (by 27 percent), Sacramento (by 21 percent), and Los Angeles (by a negligible amount). The Chico, Sacramento, and one or more Los Angeles-area CSU campuses require updates to their Master Plans and associated Planned Capacities in order to align capacity with projected enrollment demand. Additionally, Master Plan updates that collectively increase capacity by 10,500 FTES are already in progress at the Chico, Fullerton, and Monterey Bay CSU campuses.

The effectiveness of redirection, a strategy to address enrollment demand by redirecting eligible students to another campus when they cannot be accommodated at their first-choice CSU campus, is lessened by the place-bound nature of many students, the cost of attendance, and the availability of student support services. Unique disciplines offered by selective campuses further complicate redirection. Since it was first made available in Fall of 2019, only 4.5 percent of those eligible accepted offers of redirection. For redirection to become a viable strategy, further investment will be required across the system.

Because the majority of systemwide Planned Capacity is not currently funded, future enrollment demand could be accommodated either at existing campuses or at one or more new campuses. The additional costs associated with building and operating a new campus as compared to expanding an existing campus are noted in Capital and Operating Costs (see below).

WORKFORCE DEMAND AND ACADEMIC PROGRAM

Based on current trends, CSU degree conferral both statewide and in the individual Clusters is generally growing fast enough for the CSU to maintain or improve its share of the degrees needed to meet California's occupational demand for jobs that require at least a bachelor's degree. By 2026, 64 percent of projected CSU graduates will be qualified for the most highly demanded occupations that require a bachelor's degree or higher. The CSU has historically accounted for more than one-third of graduates from California higher education institutions in all of the highest-demand, bachelor's degree-requiring occupations across California, demonstrating the critical value the CSU system provides in training students to meet California's workforce needs. However, two of the Studied Clusters, Bay Area and Inland Empire, are not projected to maintain their campuses' share of graduates in health care-related fields.

Collectively, California's higher education institutions are not producing enough graduates to fully meet California's occupational demand. After accounting for degrees conferred by the CSU and other California institutions, this Report identifies large statewide gaps in supplying graduates for the following four fields:

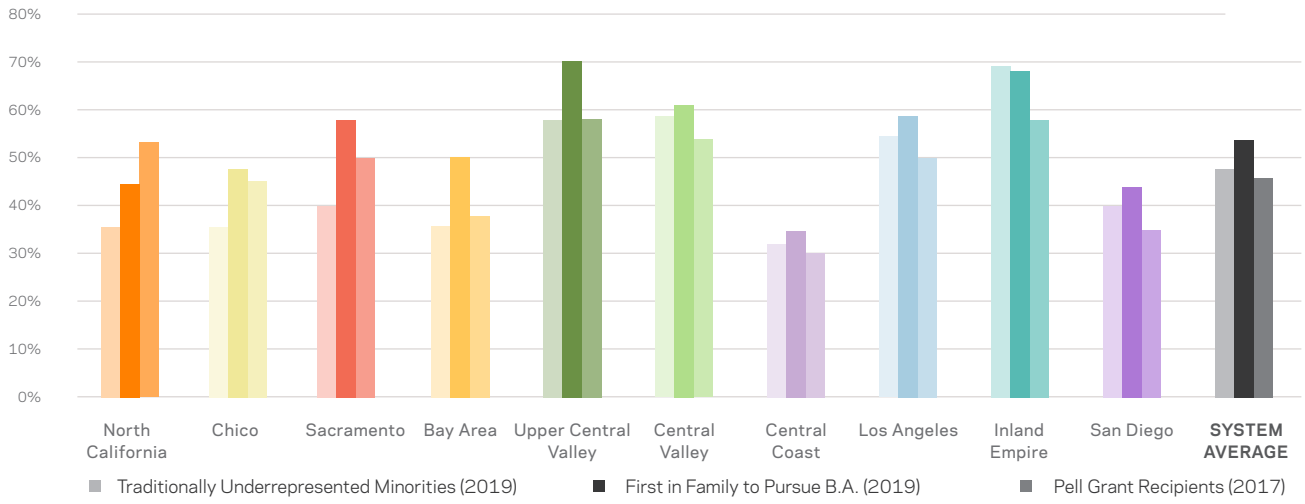
- finance, accounting, human resources, and operations managers (35,900, or 41 percent of positions);
- computer science and math workers (22,400, or 61 percent of positions);
- preK-12 school teachers (15,000, or 51 percent of positions); and
- health care workers (12,300, or 52 percent of positions).

The CSU can help to bridge some of the statewide degree conferral gaps through an increase of available capacity in specific degree programs. While the issues contributing to the degree conferral gaps are complex, ranging from cost to deliver certain degrees, to housing costs, to transportation and regional migration, additional state funding allocations could enable the CSU system to help support California's ability to fill these unmet, higher-skilled positions.

SOCIODEMOGRAPHIC CONDITIONS AND STUDENT ACCESS

CSU campuses have historically served a highly diverse (47 percent traditionally underrepresented minority) and regionally proximate (65 percent from high schools in the same region) population. Enrollment by traditionally underrepresented minorities is highest in the Central Valley, Los Angeles, Inland Empire, and Upper Central Valley Clusters (see Figure 1.2), where these students account for 50 to 70 percent of total enrollment. Systemwide, over half of CSU students are the first in their family to pursue a bachelor's degree, with the highest shares of first-generation students in the Upper Central Valley and Inland Empire Clusters.

Figure 1.2 Traditionally Underrepresented Minorities, First-Generation Students, and Pell Grant Recipients by Cluster



Source: The CSU Institutional Research and Analyses' Enrollment Dashboard. (2020). Student enrollment characteristics.

Impaction, the use of elevated eligibility requirements to manage capacity in the face of capital and operational funding limitations, lessens the CSU's ability to fulfill its equity mission. Impaction limits the acceptance of otherwise-qualified students to high-demand degree programs. As a result, some students are not afforded the same educational opportunities as their peers to earn a degree of their choice closer to home and must pursue their education at other institutions and at higher personal and family cost. Impaction results in fewer available seats, disproportionately and negatively affecting lower-income students.

Equitable access to higher education is affected by campus location and provision of on-campus services. California has seen disparate educational outcomes for first-generation, traditionally underrepresented minority, and lower-income students. Qualified students from these groups are often unable to enroll at a CSU due to lack of transportation, cost of attendance, cost of living, and familial responsibilities.

More dense communities with large-scale transportation networks are best positioned to ensure equal access to a larger region. While the Five Evaluated Locations have relatively low densities and therefore limited public transit accessibility, some are more accessible by transit than others. The Concord Reuse Project Campus District and Stockton University Park sites are currently served by some regional rail transit, and additional transit that will serve the Stockton area is under construction.

All Five Evaluated Locations have the potential to serve first-generation, underrepresented minority, and lower-income populations. Among the Studied Clusters, the Inland Empire and Upper Central Valley Clusters have the highest ability to serve lower-income and first-generation students, and both fall below the state average share of population with higher education degrees. Of all of the Evaluated Locations, the CSUSB Palm Desert Campus has the highest share of historically underrepresented minorities living in close proximity (38 percent, or 215,000 people). San Joaquin County (Stockton) includes the next highest share of underrepresented minorities (34 percent, or 485,000 people).

However, because some existing CSU campuses are located in areas with larger populations, higher densities, and more established transit networks, they may be able to serve larger numbers of lower-income, historically underrepresented minority, and first-generation students than would any of the Evaluated Locations. This will require a determination as to whether the CSU's objective should be to serve the highest total number of lower-income, underrepresented minority, and first-generation students across the state or to create an opportunity in regions with high percentages of these populations that are geographically isolated from public higher education.

Summer enrollment remains largely unattainable for low- to middle-income students who do not have discretionary funds to pay for self-supported courses. Increased summer enrollment could not only further student attainment goals but also allow the CSU to better leverage its existing capacity. However, the state would need to make a long-term funding commitment as a reliable strategy to enable a greater number of students and faculty to participate in the summer term, particularly at campuses with impacted degree programs systemwide.

CAMPUS TYPOLOGIES, LAND AVAILABILITY, AND DEVELOPMENT SCENARIOS

Different campus typologies may be appropriate at different sites. Considerations include physical proximity of nearby CSU campuses, academic program alignment with workforce needs, interrelated institutions, availability of land, and stakeholder preferences. Accordingly, this Report evaluates 1) a Traditional Campus and a Branch Campus (see below) at the Chula Vista University and Innovation District; 2) a Branch Campus and a University Center at the Concord Reuse Project Campus District; 3) a Traditional Campus and a Branch Campus at the CSUSB Palm Desert Campus; 4) a Branch Campus at Stockton University Park; 5) a Traditional Campus at the Stockton Education and Enterprise Zone; 6) a Traditional Campus at the San Joaquin County Fairground; and 7) a University Center at San Mateo County CCD – Cañada College.

This Report determines that in certain cases, a Branch Campus model, one not currently employed at the CSU, may be a more successful campus development scenario than a traditional CSU campus, an Off-Campus Center, or a University Center. A Branch Campus is organizationally linked with a larger, main campus but geographically separate and defined by the following four criteria: 1) It is permanent in nature and located on state-owned land; 2) It offers a complete curriculum resulting in a degree, certificate, or other recognized educational credential; 3) It has its own faculty and an administrative or supervisory leadership entity; and 4) It has its own budgetary hiring authority.

All Five Evaluated Locations have available land suitable for construction of educational facilities at either heavily discounted or no cost. All identified sites have various resilience and sustainability strengths and challenges and can meet or exceed the CSU Sustainability Guidelines established for campus development, albeit at varying cost profiles. A new CSU at any of the Evaluated Locations would be feasible to serve as a catalyst for sustainable development.

Minimum implementation timeline to the first day of classes for the various development scenarios ranges from two to nine years, presuming funding is allocated accordingly. The shortest timelines are at University Centers, where facilities are pre-existing. The next fastest timeline applies at the CSUSB Palm Desert Campus and Stockton University Park sites, where the CSU already has land and existing programs on site, which can be expanded into Branch Campuses.

CAPITAL AND OPERATING COSTS

Planned Capacity cannot be achieved without significant funding for capital construction. The majority of the construction required to realize campus Master Plans is unfunded. This Report estimates that this capital funding would be in excess of $10 billion, excluding costs for deferred maintenance, which would, according to the CSU, exceed $3.7 billion for buildings and infrastructure, excluding costs to upgrade facilities to comply with mechanical and fire/life safety code standards and the Americans with Disabilities Act.

Because there is not sufficient projected enrollment demand to support new 7,500 FTES campuses in the four Studied Clusters beyond what the approved Master Plans accommodate, future enrollment would need to be reallocated from other existing campuses to support the operating costs of a new campus. Capital funding would follow suit, distributed across more campuses. Total state capital funding would need to increase to address 1) land and infrastructure costs and 2) basic instructional support functions required on a new campus.

Capital costs, inclusive of state-support and self-support construction, range from $1.9 to $2.6 billion, depending on the campus typology and location. Debt service for a new 7,500 FTES campus would require substantial allocation of additional funding by the State Legislature to avoid a negative impact on the operating budgets of other CSU campuses. However, all development scenarios have capital costs that are within the CSU General Fund debt limit, as roughly $277 million (6.9 percent of a 12 percent cap) is technically available for annual debt service.

Correspondingly, annual operating costs range from $14,500 to $17,000 per FTES. Adding FTES capacity through investment in a new CSU campus requires a significantly higher share of state funding as compared to increasing FTES capacity at an existing campus. The initial years of new campus operations require high amounts (as much as 300 percent higher per FTES) of state support to fund administration, hire faculty to develop academic programs, and initiate campus operations. At stabilization, a new small campus (7,500 FTES) would require additional budget allocation exceeding $90.0 million annually to avoid a negative impact on the operating budgets of other CSU campuses, a figure that is roughly $24.4 million more (or 35 percent higher) than growing existing campuses by 7,500 FTES.

Per-student funding increases are required to provide workforce-responsive degree programs. Both capital and operating costs needed to provide specialized programs related to computer science, health sciences, and engineering are higher on a per-student basis than most liberal arts programs.

IMPACTS ON IDENTIFIED REGIONS, THE CSU SYSTEM, AND RELATED INSTITUTIONS

CSU campuses, through their payroll, operational, and capital spending, have a significant economic impact on their communities, which is magnified by the impact of CSU alumni who remain in place. Impacts by campus vary based on academic program and overall scale of student enrollment. Redistribution of capacity away from an existing campus in a given Cluster to a new campus in that same Cluster is unlikely to meaningfully change the ongoing economic impact of the CSU in a given region, beyond impacts associated with campus construction.

Local economies vary in composition and size across the Five Evaluated Locations, and differences in the composition of regional economies result in differences in total economic impacts associated with every dollar spent by CSU campuses. Setting aside the redistribution of capacity within a given Cluster, the ongoing annual economic impact of a 7,500 FTES campus could exceed $400 million and include the creation of roughly 2,900 jobs.

However, it is unlikely that a new CSU campus would cause a catalytic change to a local economy, except in a more isolated place than any of the Five Evaluated Locations. The economy of California is highly reliant on CSU graduates, and the CSU system produces qualified graduates exceeding one-third of the occupational demand for many jobs requiring a bachelor's degree. However, CSU campuses generally do not attract new co-located corporate headquarters to the same degree that is typical for research universities or institutions.

Existing CSU campuses with established programs that have a direct workforce/vocational pathway are unlikely to be affected by the creation of a new campus in terms of enrollment demand. However, increases in operational funding to address a new campus are critical to mitigate negatively impacting existing campuses.

The impact of a new CSU campus would be felt most profoundly by potential students. In addition to increasing access to underrepresented populations, proximity to a public institution of higher education creates a pathway to academic success and increased economic opportunity.

It is hoped that the research and analysis contained in this Report provide useful guidance to the CSU, the Governor, and the State Legislature in considering how best to provide facilities needed for the CSU to accommodate current and future student demand in the fulfillment of its critical mission to improve the future of higher education in California.

1 North California

Counties: Del Norta, Humboldt, Lake, Lassen, Mendocino, Modoc, Shasta, Siskiyou, Trinity

● **CSU Campuses:** Humboldt

2 Chico

Counties: Butte, Colusa, Glenn, Nevada, Plumas, Sierra, Sutter, Tehama, Yuba

● **CSU Campuses:** Chico

3 Sacramento

Counties: El Dorado, Placer, Sacramento, Yolo

● **CSU Campuses:** Sacramento

4 Bay Area

Counties: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Santa Cruz, Solano, Sonoma

● **CSU Campuses:** East Bay, Maritime, San Francisco, San José, Sonoma

● **Evaluated Locations:** San Mateo County, City of Concord

7 Central Coast

Counties: Monterey, San Benito, San Luis Obispo, Santa Barbara, Ventura

● **CSU Campuses:** Channel Islands, Monterey Bay, San Luis Obispo

5 Upper Central Valley

Counties: Alpine, Amador, Calaveras, Mariposa, Merced, Mono, San Joaquin, Stanislaus, Tuolumne

● **CSU Campuses:** Stanislaus

● **Evaluated Locations:** San Joaquin County (Stockton)

6 Central Valley

Counties: Fresno, Inyo, Kern, Kings, Madera, Tulare

● **CSU Campuses:** Bakersfield, Fresno

8 Los Angeles

Counties: Los Angeles, Orange

● **CSU Campuses:** Dominguez Hills, Fullerton, Long Beach, Los Angeles, Northridge, Pomona

9 Inland Empire

Counties: Riverside, San Bernardino

● **CSU Campuses:** San Bernardino

● **Evaluated Locations:** City of Palm Desert

10 San Diego

Counties: Imperial, San Diego

● **CSU Campuses:** San Diego, San Marcos

● **Evaluated Locations:** City of Chula Vista

COMMITTEE ON CAMPUS PLANNING, BUILDINGS AND GROUNDS

Affordable Housing at the California State University

Presentation By

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Capital Planning, Design and Construction

Summary

This agenda item focuses on the issue of affordable housing at the California State University. Population growth in California has put upward pressure on housing costs across the state that has escalated to a housing crisis in many CSU campus' service areas.

Each campus submitted a Draft Affordable Housing Plan, which are summarized in the Preliminary Affordable Housing Report (Attachment A). These plans serve to establish a baseline understanding of the CSU housing portfolio and the level of need across different campuses. The reports examine on-going and future actions to support the housing needs of low-income students (30 percent of the CSU's 59,000 on-campus residents qualify as low-income) and those who are excluded from the university housing system due to cost.

There are many efforts across the CSU system to secure housing grants, provide below market rate housing on-campus and provide emergency housing to housing insecure students. However, there are challenges to these efforts based on local market conditions. In response to the Board of Trustees request for a report on campus student housing, we have compiled the Preliminary Affordable Housing Report.

Introduction

Housing costs in California have risen dramatically over the last decade, which has impacted all Californians, but particularly low-income students who must juggle their financial obligations with work and school commitments. As one of the six pillars of Graduation Initiative 2025, the CSU Basic Needs Initiative was established in 2016 following a self-study of student experiences at our 23 campuses. The funding allocation within Assembly Bill 74 includes $15,000,000 one-time funding for basic needs initiatives, $6,500,000 recurring funding for rapid re-housing, and $3,000,000 to establish mental health partnerships. The initiative has brought much needed attention and resources to the issues of housing and food insecurity within the CSU. This affordable housing planning effort builds upon the foundation of the Basic Needs Initiative and seeks to deepen the understanding of housing need and challenges on a systemwide level. This effort parallels Governor Newsom's renewed focus on addressing homelessness and housing affordability across California.

Affordable housing plans submitted in January 2020 by each campus include the following components:

1. Description of current student housing capacity and demonstrated demand;
2. The cost of on-campus and off-campus student housing;
3. A description of campus efforts, over the last five years, to increase the availability of affordable student housing to a larger percentage of the campus student body; and
4. A goal for additional affordable student housing and a plan for campus efforts within the next five years to support access to affordable student housing.

The plans represent the first step to better understand campus strategies and constraints in addressing student housing need, a synopsis of which are available in Attachment A. The plans document dozens of programs, initiatives, and projects completed and underway at the CSU that are responding to California's housing crisis as it impacts our students.

For this report, we have defined "affordable student housing" as housing for which the rental rate is either below the local market rate or the rent could be paid with the equivalent of 15 hours per week of federal work student wages in conjunction with financial aid (approximately $850 per month). A "low-income student" is defined as a as a full-time student that meets the family income and asset qualifications needs to receive either a Cal Grant A financial aid award or Cal Grant B financial aid award.

Housing Across the CSU

The geographic and economic diversity among the 23 campuses of the CSU adds complexity to the task of a systemwide housing analysis. The solutions and strategies to best meet the housing needs of low-income students are similarly diverse. The CSU system provided 12,800 new student housing beds from 2014-2020, roughly 1,800 beds per year at a total investment of $1.3 billion and a significant debt service obligation of $84 million per year. Affordability is a fundamental goal guiding campus planning and design processes for each new housing project.

Cost effective housing development led by campuses or in partnership with development firms will continue to be an important tool in supporting affordability across the CSU. There are 13,400 additional beds planned for delivery between 2021-2024. An additional 7,700 beds are planned for 2025 and beyond. While building additional housing is an important part of relieving housing stress, not every campus or market can justify the financial risk of constructing new housing supply.

Unmet demand varies widely across campuses due to a variety of factors, including institutional mission, geographic location, and student demographics, among other factors. Systemwide, based on waitlist data and market demand assessments completed within the last three years, there is estimated unmet demand for housing of 17,700 beds. However, we note there are challenges to understanding the proportion of that demand that is from low-income students and to understanding the number of students that do not even attempt to enter on-campus housing because of affordability issues.

Impacts of COVID-19 Pandemic

Although still evolving and unprecedented, the COVID-19 pandemic is already impacting housing demand and revenue at CSU campuses. Providing access to affordable housing for students is a challenge even in a healthy housing market and economy. We know the financial impacts of the COVID-19 pandemic to our students and to our housing organizations will only make access more difficult. Despite the shift to virtual learning, the pandemic has highlighted the need to provide a safe place for at-risk students to shelter in place. Going forward, the need for lower density in residence halls to meet public health guidelines for social distancing will hurt overall revenues and challenge campus ability to meet debt service payments and maintain affordability for students. We also anticipate that in the long term, practices and operations associated with physical distancing will influence the design of future residential facilities.

While the Preliminary Affordable Housing Report does not include analysis of the potential impacts of COVID-19, we believe the fundamentals of the analysis remain valid and implementation of the framework for affordability established by campuses in this process to be more important than ever given the current economic uncertainty.

Affordable Housing Goal

Each campus established a goal for improving access to affordable housing. For some, with minimal or no unmet housing need, that goal is as simple as a commitment to try to keep rental rates low while maintaining a high-quality residential experience. At the other end of the spectrum, some campuses with extensive unmet need have created ambitious action plans to address the issue of housing from multiple directions, including delivery of a significant number of beds.

Next Steps

We intend to work with campuses to promote greater consistency in the information provided in their affordable housing plans, to continue the process of filling gaps in data around housing need, and to share knowledge and best practices across the system. We will also provide support and guidance to campuses as they implement their Affordable Housing Plans.

Preliminary Affordable Housing Report

Introduction

Housing costs in California have risen dramatically over the last decade, which has impacted all Californians, but particularly low-income students who must juggle their financial obligations with work and school commitments. The CSU Basic Needs Initiative, established in 2016 and funded $15,000,000 via Assembly Bill 74, has brought much needed attention and resources to the issues of housing and food insecurity within the CSU. This affordable housing planning effort builds upon the foundation of the Basic Needs Initiative and programs and seeks to deepen the understanding of housing need on a systemwide level. This effort parallels Governor Newsom's renewed focus on addressing homelessness and housing affordability across California.

Research across college campuses nationally and within the CSU suggests that students living on campus have higher grade point averages and lower academic probation rates, higher retention and graduation rates, and shorter time to graduation than their off-campus peers. There are also near and long-term benefits realized in student engagement and improved sense of belonging with the university. In the near term, engagement provides increased opportunities for participation in leadership, career development, and faculty-led research programs. In the long term there tends to be a greater affinity to the institution for alumni, creating opportunities for mentorship, advising, and philanthropy.

The value of the residential experience in terms of engagement, academic success, social development, and long-term affinity are undeniable although not easily quantified. The need and demand to find solutions to support low-income students is pressing.

Housing across the CSU

The geographic and economic diversity among the 23 campuses of the CSU adds complexity to the task of a systemwide housing analysis. The following section provides a brief overview of housing metrics across the CSU system which are summarized in Table 1.

The level of housing provision (total beds to full-time equivalent students (FTES)) varies widely across campuses. Overall, 11 percent of student headcount within the CSU are housed on-campus (Table 1). The California Maritime Academy offers a unique residential experience in which 71 percent of students live on campus. Geographic locations of Cal Poly San Luis Obispo and CSU, Monterey Bay for example, lend themselves to a more residential student experience, housing 36 and 35 percent of students, respectively. On the other hand, campuses such as Bakersfield and Fresno serve largely commuter students living at home with parents/relatives; these campuses house just 3 and 4 percent of their students, respectively.

Low-Income Students
We have defined a "low-income student" as a full-time student that meets the family income and asset qualifications needs to receive either a Cal Grant A or Cal Grant B financial aid award (maximum income for a family of two is $41,500 for Cal Grant B and $88,900 for Cal Grant A). Across the CSU, 30 percent of over 59,000 beds are occupied by students who are Cal Grant recipients. Data is not readily available for all campuses regarding the number of low-income students in need of housing who are not accommodated on campus either due to lack of capacity or unattainable pricing.

Housing Need
Unmet demand varies widely across campuses, as determined by waitlist data and market demand assessments completed within the last three years. Systemwide, estimated unmet demand for housing exceeds 17,600 beds. Campuses such as San Francisco and San Diego State have significant unmet demand –1,800 and over 2,660 beds, respectively – that is impacting their ability to recruit and retain students because of the pressures on the surrounding housing markets. CSU, Bakersfield and CSU, San Bernardino, on the other hand, each recently opened housing projects and estimate no unmet demand. However, we note there are challenges to understanding the proportion of that demand that is from low-income students and to understanding the number of students that do not even attempt to enter housing because of affordability issues. Understanding future demand requires accurate and foreseeable enrollment projections and housing administration must be in lockstep with the campus enrollment management to make sure that planned projects and enrollment are aligned across different student cohorts. Lower than expected enrollment growth can imperil housing projects that were planned around a certain growth projection.

Comparison with Off-Campus Housing
Market conditions in each local area also impacts demand for on-campus housing. Each campus included a comparison of off-campus and on-campus housing costs in their affordable housing plan in accordance with AB 990[1] requirements. Further analysis is required to establish meaningful systemwide comparisons. This is particularly important to establish a definition of affordable housing as "below market."

Accurately comparing off-campus student housing with on-campus offerings also presents some challenges. Because off-campus properties require a 12-month lease, students going home for the summer must sublet their room, typically at a discount, adding to overall cost compared to an on-campus lease that aligns with the academic calendar. Utilities and furniture are other factors that increase actual cost for students living off-campus. Additional services offered with on-campus

[1] Assembly Bill 990 (AB990) enacted SEC 2. Section 66014.2 of the Education Code requires each CSU campus to "post on its Internet Web site, on or before February 1, 2018, and on or before February 1 each year thereafter, information about the market cost of a one-bedroom apartment in the areas surrounding that campus where its students commonly reside."

housing (residence life, tutoring, programming) add to the value of the on-campus experience, but also add to operating costs. Cost of mandatory meal plans can vary significantly across campuses, so a comparison of food costs is not included in the analysis shown in Table 1.

Table 1. Overview of Student Housing at the California State University

2018-2019 Academic Year

Campus[1]	Total Headcount Students	Total Beds[2]	% Students Living On-Campus[3]	Occ. Rate	% Beds Occ. by Low Income	Unmet Demand[4]	On-Campus Ann. Room Cost - Double	Off-Campus Ann. Cost[6] One-Bedroom Single Occupancy	Off-Campus Ann. Cost[6] One-Bedroom Double Occupancy
Bakersfield	10,493	562	3%	65%	36%	0	$10,118	$12,943	$6,472
Channel Islands	7,095	1,683	22%	93%	41%	558	$11,130	$26,774	$13,712
Chico	17,488	2,256	12%	96%	34%	375	$7,894	$11,340	$5,670
Dominguez Hills	15,741	712	4%	96%	48%	255	$9,412	$22,850	$11,750
East Bay	14,525	1,666	11%	98%	67%	144	$8,890	$22,651	$11,326
Fresno	24,995	1,104	4%	84%	36%	0	$5,301	$11,462	$6,056
Fullerton	39,774	2,039	5%	96%	31%	979	$11,248	$20,234	$10,442
Humboldt	7,774	2,075	25%	95%	26%	0 [5]	$6,509	$12,541	$6,271
Long Beach	36,846	2,722	7%	95%	38%	1,455	$7,650	$17,342	$8,996
Los Angeles	27,685	1,061	4%	96%	52%	1,952	$7,589	$15,986	$8,318
Maritime	1,017	988	71%	73%	13%	0	$5,920	$19,574	$10,112
Monterey Bay	7,079	3,819	47%	87%	22%	0	$7,256	$18,758	$9,704
Northridge	38,716	3,244	8%	97%	56%	237	$8,270	$21,529	$10,765
Pomona	26,443	3,713	14%	98%	23%	901	$9,071	$21,181	$10,591
Sacramento	31,131	2,128	7%	98%	49%	1,049	$7,721	$13,680	$6,840
San Bernardino	19,973	1,852	5%	56%	35%	0	$7,047	$10,850	$5,750
San Diego	34,881	6,075	16%	94%	18%	2,660	$9,666	$22,374	$11,187
San Francisco	29,586	3,911	13%	99%	17%	1,800	$10,318	$31,202	$15,926
San Jose	32,828	4,016	12%	96%	38%	2,581	$9,761	$31,841	$15,921
San Luis Obispo	21,812	8,144	35%	93%	16%	2,088	$8,734	$23,176	$11,588
San Marcos	14,511	1,532	10%	98%	39%	230	$8,672	$22,490	$11,570
Sonoma	9,201	3,286	32%	89%	17%	0 [5]	$7,912	$22,442	$11,546
Stanislaus	10,214	672	7%	103%	63%	56	$6,702	$11,066	$5,858
Total/Wtd. Avg.	**479,808**	**59,260**	**11%**	**92%**	**30%**	**17,320**	**$8,382**	**$19,317**	**$9,842**

1. Campuses with a first year live-on requirement are designated in italics (Bakersfield req. to begin in Fall 2020)
2. Operational Capacity
3. Number of occupied beds divided by total headcount (Note: Some campus reports show beds/FTES calculation)
4. Number of beds of unmet demand as indicated by 2018-2019 wait list or by 3rd party demand study
5. While there were waitlists in 18/19, campus reports indicate that in 19/20 academic year with enrollment challenges, unmet demand is now zero
6. Off campus rents from Jan 2018, 12 month lease. Inclusive of estimated utilities ($100/mo.) and furniture costs ($2,500 annualized over 4 years)

Housing Management and Development Cost

As campuses are realizing the positive academic, engagement, and donor implications for creating a residential university, there are tensions between providing a high level of service and programs and keeping prices as affordable as possible. Under existing statutes, campus housing operation must be a self-funding enterprise. As compared to off-campus housing, the campus typically has higher operating costs and capital constraints. Extensive student programing and support (e.g. resident advisors) create the unique and supportive experience for students living on-campus, but also drive higher operating costs compared to private developments. Efficiency of operations also varies significantly as housing portfolios reach economies of scale.

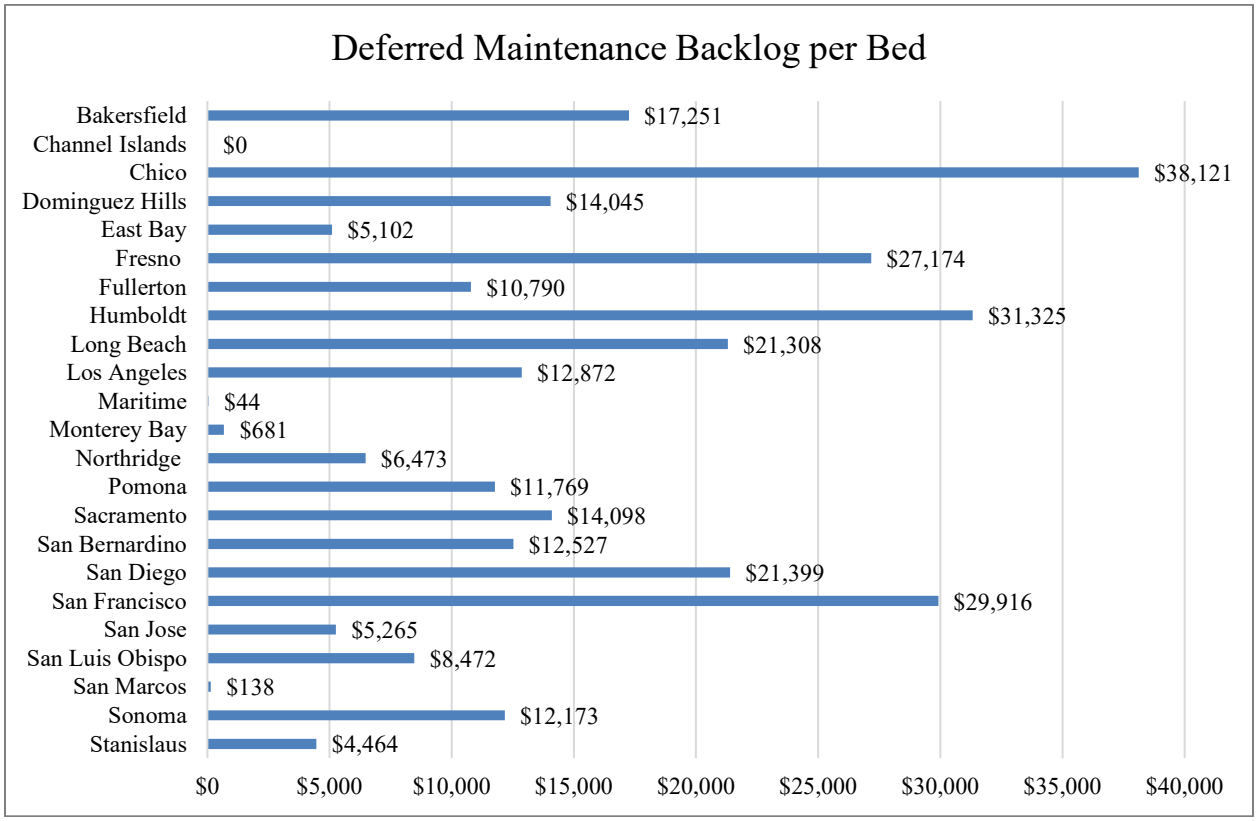
Table 2. Systemwide Revenue Bond Program Residence & Dining Halls Operating Data by Campus (2018-2019)

Campus	Operating Expenditure (Housing & Dining)	Beds (Operational Capacity)[1]	Operating Expense per Bed
Bakersfield	$4,337,000	562	$7,717
Channel Islands	$9,787,000	1,683	$5,815
Chico	$17,879,000	2,256	$7,925
Dominguez Hills	$3,637,000	712	$5,108
East Bay	$9,697,000	1,666	$5,821
Fullerton	$17,028,000	2,039	$8,351
Humboldt	$10,071,000	2,075	$4,853
Long Beach	$17,589,000	2,050	$8,580
Los Angeles	$6,722,000	1,061	$6,336
Maritime	$9,070,000	988	$9,180
Northridge	$14,925,000	3,244	$4,601
Pomona	$10,526,000	2,468	$4,265
Sacramento	$20,640,000	2,128	$9,699
San Bernardino	$11,475,000	1,852	$6,196
San Diego	$40,823,000	6,075	$6,720
San Francisco	$18,313,000	3,911	$4,682
San Jose	$35,964,000	4,016	$8,955
San Luis Obispo	$35,512,000	8,144	$4,361
Sonoma	$17,854,000	3,286	$5,433
Stanislaus	$5,847,000	672	$8,701
Total	**$317,696,000**	**50,888**	**$6,243**

1. Operational Capacity excludes auxiliary operated facilities at FR, LB, MB, PO, SD, & SM totalling 8,372 beds
2. Does not include debt service obligation or other capital expenditures
Source: CSU Financial Statements 2018-2019

Deferred Maintenance
CSU campuses report average student housing deferred maintenance backlog of $13,292 per bed for a total of nearly $800 million across the system.

Table 3. Deferred Maintenance Backlog per Bed



Capital Construction Cost as Compared to Market
Construction costs for housing projects tend to be higher for colleges and universities compared to private development. A 2018 benchmarking analysis undertaken by Capital Planning Design and Construction compared over 20 sample projects and found a 20 percent cost variance between higher education housing projects and private development. Higher construction costs within the CSU are driven by a few key factors explored in the following section. Firstly, housing assets of the CSU are generally designed for a longer lifespan than those constructed by private market developers. Secondly, prevailing wage required as part of each CSU project also tends to increase cost. As much as a 10 percent increase in hard costs have been recorded due to the prevailing wage requirement.[2]. While there are advantages to the CSU's development process (no local entitlements process, typically no land cost, no developer profit margin, and lower interest rates),

[2] Real Property Partnership Projects – Prevailing Wage. Capital Planning, Design and Construction and the Office of the General Counsel, CSU. 2016.

there are challenges associated with public works projects, including state mandated requirements, and the tendency to assign risk to the builders. These challenges also include a higher level of oversight and inspection required for projects, as well as State Fire Marshal permitting process and administrative preparation and tracking for project audits. The CSU's design standards specify certain building standards and data/cabling that can also drive up costs compared to a project in the private market. Detailed analysis and use of a cost database are currently underway to analyze individual project design and cost information to further understand differences in the construction costs of building on- or off-campus. Campuses also face demand from students for amenities and multipurpose community areas that differentiate the on-campus housing experience from the private rental market, but those factors add cost and can impact overall affordability.

The CSU is taking steps to lower the cost of construction through exploration of new delivery methods and integrated project approaches, grouping projects together to realize economies of scale, strategically scheduling bids for slower stages in the market cycle, and communicating with potential firms early to ensure the most competitive bids.

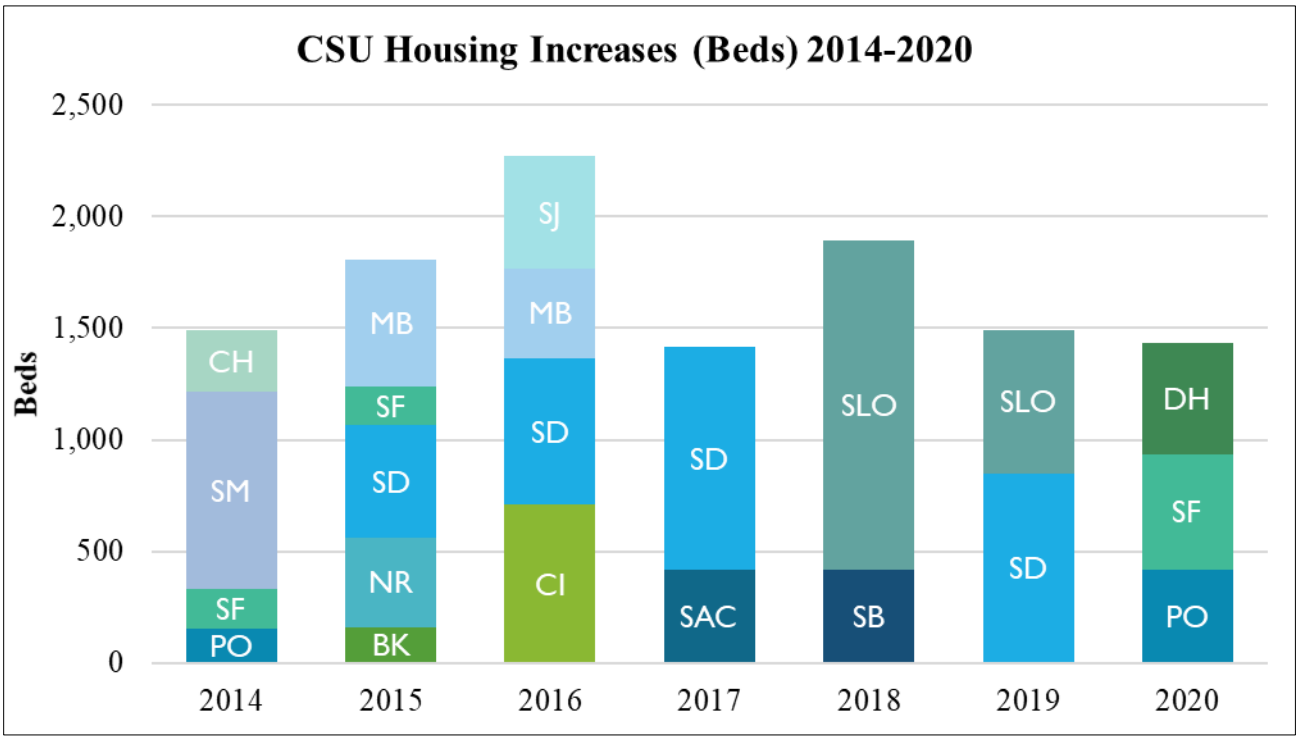
Campus Support for Affordability

The CSU's wide geographic range and diversity create complexity in studying housing need at a systemwide level. That diversity means that the solutions and strategies to best meet the housing needs of low-income students reflect local campus circumstances. While building additional housing is an important part of relieving housing stress, not every campus or market can justify the financial risk of constructing new housing supply. The following section outlines both planned housing projects and other programmatic efforts to support affordability across the CSU.

Development of Housing
As seen in Figure 1 on the next page, the CSU system delivered over 12,800 new student housing beds from 2014 to 2020, roughly 1,800 beds per year at a total investment of $1.3 billion. Affordability is typically outlined as a fundamental goal guiding a campus' design processes for each housing project. The addition of student housing beds addressed student demand for on-campus housing, based on market studies, and provides a supporting learning environment resulting in greater retention. Market demand studies typically aim to ensure on-campus housing is cost competitive to the local housing market.

Adjustments to Existing Housing Typologies
Adjusting room occupancies (i.e. converting a double into a triple) is an important, low-risk tool for campuses to create additional capacity from existing portfolios in housing constrained markets. It is also an important way to offer an affordable room type without compromising the overall housing revenue that supports debt service on newer housing projects. Across the system, 16 percent of beds are in triple occupancy rooms. This configuration helps address student demand and also results in lower costs per student. The average rate for an on-campus bed in a double occupancy room is $8,453, while the average rate for a bed in a triple occupancy room is $7,297, representing a 14 percent discount for triples.

Figure 1. Housing Increases (Beds) 2014-2020



Determining Rental Rates for Existing Housing

At many campuses, a key part of providing affordable housing is by controlling rent increases from year to year at existing housing projects. At CSU Stanislaus, for example, efforts to maintain affordable housing for residents starts with a comprehensive analysis as part of establishing rates for the next academic year. This analysis, completed by housing operations, consists of a scenario model packet which includes rate comparisons from the prior year for internal CSU and Turlock market rates, consumer price index (CPI) trend, analysis of actual meal plan use, accepted financial aid by resident with average out-of-pocket expenses by room type, retention trend, geographic enrollment trend, and demographic analysis. This analysis is prepared and used by staff to carefully consider affordability of rates for Stanislaus students and to determine if changes are required to increase the number of affordable beds.

Other Revenue Sources

Several campuses leverage outside revenue sources such as vending machine, laundry proceeds or donor funding to support housing grants for low-income students. Chico State also uses the proceeds from landlords enrolled in their off-campus housing program to fund housing grants. Campuses can leverage housing grants funded from outside sources as a tool for supporting affordability. This is preferable to keeping housing rates artificially low in order to help

affordability at the expense of required maintenance and operating funds. Housing grants help the students most in need while allowing residential life/housing to still operate in a financially sustainable manner.

Maximizing summer occupancy for conferences, sports camps, etc. is also an important tool used by campuses to support the overall housing operations budget. Ideally, a healthier overall budget can reduce the need to raise student rental rates.

Emergency Housing
Most campuses reserve several beds for use as short-term emergency housing for students while they are connected to a more permanent housing solution. These efforts are supported in part by Assembly Bill 74-Rapid Re-Housing[3] which provides $6.5 million for rapid re-housing. If students are not accommodated on campus, they can also be given vouchers for local hotels.

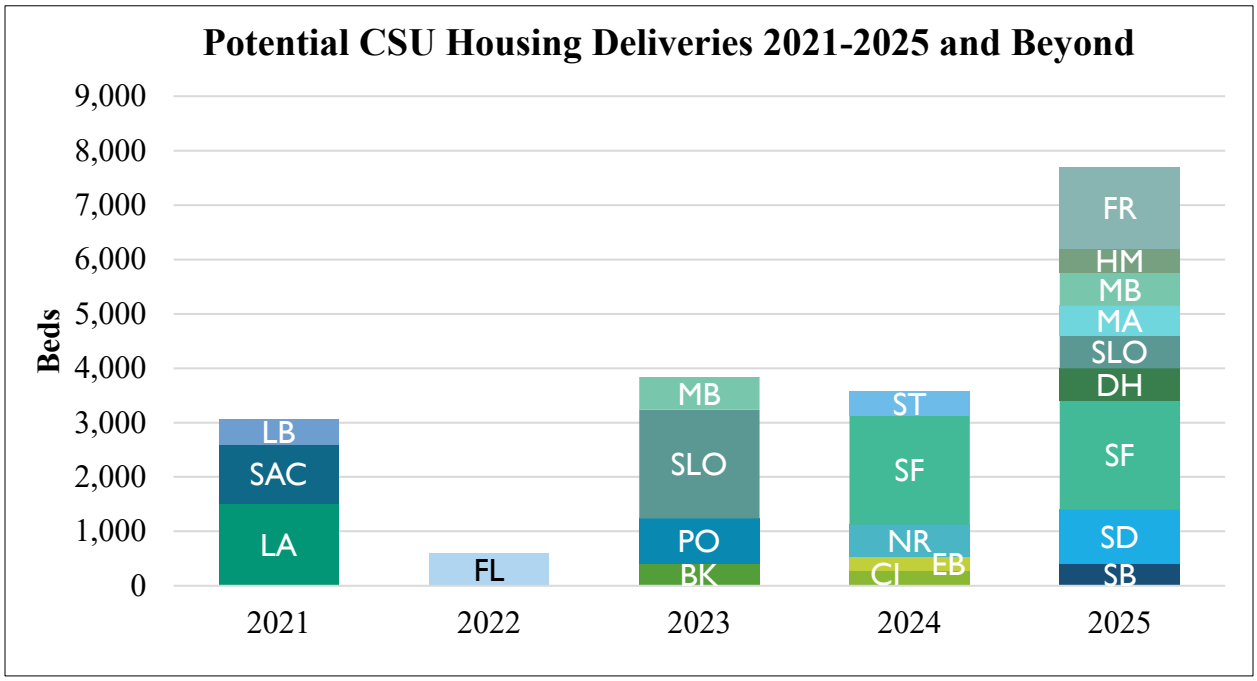
A Way Forward – CSU's Five-Year Affordable Housing Plan

The submittal of campus affordable housing plans has enabled the development of this preliminary report. Additional research and engagement will occur over the next few months to produce a final version of the CSU Affordable Housing Report. The following section outlines some of the components that could be further examined and discussed.

Need for Additional Housing Development
Market demand for cost effective housing development will be an important tool in supporting affordability across the CSU. As shown in Figure 2, campuses plan to provide nearly 13,500 beds between 2021-2025. All potential housing deliveries are subject to Board of Trustees approval as well as future market conditions and financial feasibility analyses.

[3] Assembly Bill 74 - RRH, 6610-001-0001—For support of California State University Section 1.6 allocated $6.5 million to support rapid re-housing efforts assisting homeless and housing insecure students at the California State University. We note that this funding is separate from the one-time funding also included in AB 74 for general campus basic needs efforts.

Figure 2. Potential Housing Deliveries 2021-2025 and Beyond[4]



*Projects subject to market conditions and financial feasibility. Source: Five Year Capital Plan, 2020-2021 to 2024-2025

Process and Procedures to Add to Student Housing

When evaluating a new housing project, campuses are currently required to submit a market demand assessment and financial plan. A future requirement could be for campuses to include an analysis of the campus' affordable housing offering and assess the impact of the new project on overall affordability.

Data Collection

We must continue to deepen our understanding of housing needs at our campuses. Clear tracking of the number of low-income students in need of housing and the number of housing insecure[5] students will clarify the level of need. Some preliminary concepts for data collection include:

1. Introduction of a housing voucher program would help support student affordability and application data would provide better data on the number of low-income students in need housing. Funding sources and administration of a program need further research and exploration.

[4] Some projects listed in the Five-Year Capital Plan slated for 2025 are likely to be completed after 2025 based on historical comparisons of planned beds to delivered beds.

[5] The Department of Health and Human Services defines housing insecurity as high housing costs in proportion to income, poor housing quality, unstable neighborhoods, overcrowding, or homelessness.

2. A portfolio-wide facility condition assessment for housing on the six campuses not included in previous assessments would help provide a clear understanding of the deferred maintenance backlog for those campuses to help inform financially sustainable rate setting.

Public-Private and Public-Public Partnerships
Of all proposed housing projects[6], 7,600, or 36 percent, are intended to be explored as public private partnerships, an emerging tool for building projects off the balance sheet of the university. The Holloway Mixed Use Housing Project, a public-private partnership, at San Francisco State is currently under construction, to be completed Fall 2020. The 580-bed mixed-use development will include underground parking, 13,000 square feet of retail, student amenities and support spaces, study lounges and residential units. The campus will be leasing the 580 beds from the private developer and plans to offer 100 percent of the units at below-market rates.

Campuses are increasingly looking to partnerships to help fund affordable housing projects and to collaboratively tackle issues with subject matter experts at non-profits, community colleges, and social service operators within the local community. In November 2019, Humboldt State signed a cooperation agreement with College of the Redwoods, a local community college, to collaborate on the development of student housing.

Sharing Knowledge and Best Practices Across Campuses
Quarterly housing officer meetings can serve as an ideal venue for campuses and the Chancellor's Office to share research and best practices in supporting affordability. In this way, campuses that are leading the charge on supporting housing affordability can share their experience and help raise the bar for all campuses.

Advocacy at the State and Federal Level
While many of the actions around increasing the supply and access to affordable housing are best implemented on a local campus level, the CSU's Office of Advocacy and State Relations will continue to support legislation at a federal and state level that prioritizes funding and policy to support access to affordable housing.

At the federal level, the College Affordability Act currently in the House of Representatives seeks to increase the value of Pell Grants to cover a larger share of tuition and provide funding for students to pay for food, housing, and other basic essentials. Another bill introduced in both the House and the Senate entitled Housing for Homeless Students Act of 2019 proposes to modify the low-income housing tax credit to allow certain low-income building units that provide housing for homeless children, youth, or veterans who are full time students to qualify for the credit.

[6] CSU Five Year Capital Plan 2020-2021 through 2024-2025

At the state level, student housing was, until recently, excluded from what is known as the Density Bonus Law that incentivizes affordable housing development by allowing for a density bonus for projects with over 20 percent of units designated for lower income residents. The recently passed Senate Bill 1227 makes it easier to build student housing by making student housing eligible and by 1) allowing 100 percent student serving housing projects to apply the density bonus based on the number of bedrooms or beds instead of the number of housing units and 2) allowing students to submit financial aid documents as the documentation to qualify for affordable units. The recently introduced Assembly Bill 1085 also relates to the Density Bonus Law; specifically prohibiting a city or county from disapproving a development application for a housing development that qualifies for a density bonus unless they have substantial evidence that approval would adversely impact public health and safety. Assembly Bill 302 would require community colleges to allow overnight access to a designated parking lot facility for homeless students sleeping in their vehicles.

Synopsis of Campus Affordable Housing Plans

The following section provides an overview of key information included in the Draft Affordable Housing Plan for each campus.

Assumptions:

- Unless otherwise noted, information represents campus data from Academic Year 2018-2019.
- **On-campus average room rate for a double** is defined as the average of rents charged for double occupancy rooms in student housing weighted by the number of beds of each room type, exclusive of any meal costs.
- **Low income student** is defined as a full-time student that meets the family income and asset qualifications needs to receive either a Cal Grant A or Cal Grant B financial aid award.
- The term "**total beds**" is defined as the operational capacity of student housing beds as reported to the Chancellor's Office Department of Finance and Treasury for academic year 2018-2019, which may differ very slightly from number of campus reported beds in individual campus plans based on inclusion or exclusion of resident advisor housing.
- **Room reconfiguration** is used in this document to refer to campuses increasing density by converting rooms to higher occupancies, such as converting a double room to a triple room.
- All future projects mentioned are subject to market and financial analysis, review by the Housing Proposal Review Committee, and Board of Trustees approval processes.

CALIFORNIA STATE UNIVERSITY, BAKERSFIELD
CSU Bakersfield had 562 total beds in Academic Year 2018-2019, with 205 or 36 percent of those beds occupied by low-income students. Beginning in Academic Year, 2019-20, the campus has 500 total beds. The campus will have a first year live-on campus requirement beginning in Fall 2020, and approximately 3 percent of all students (headcount) live on campus. There were no students on the waitlist for housing in Fall 2018. The average on-campus room rate for a double is $10,118 per year, and the average rent of a one-bedroom off campus is $12,943 per year. Over the previous five years, the campus opened 500 new beds in Student Housing East in Fall 2015, closed Student Housing West in Fall 2019 and the campus reduced the pricing for these new units in Fall 2019. Over the next five years, the campus does not anticipate developing new housing unless demand increases significantly following the implementation of the mandatory live-on campus requirement.

Goal: Campus goal is to avoid on-campus rental rate increases by decreasing the debt service related to the Affordable Student Housing Loan incurred with the construction of Student Housing East and to increase the number of affordable, triple occupancy units within existing housing in order to meet the projected demand for an additional 170 student beds based on anticipated six percent annual enrollment growth over the next five years.

CALIFORNIA STATE UNIVERSITY CHANNEL ISLANDS
CSU Channel Islands has 1,683 total beds, with 685 or 41 percent of those beds occupied by low-income students. There is no live-on campus requirement, and approximately 22 percent of all students live on campus. There were no students on the waitlist for housing in Fall 2018, but an October 2019 market study identified an unmet demand for 558 on-campus beds. The average on-campus room rate for a double is $11,130 per year, and the average rent of a one-bedroom off campus is $26,774 per year. Over the previous five years, the campus opened 600 new beds in student housing phase III in Fall 2016, and increased capacity and affordability by reconfiguring rooms on an annual basis to meet demand. Campus also leased 58 units from University Glen to be used as student housing. Over the next five years, the campus anticipates delivering 275 new apartment beds as part of the first phase of a new mixed-use center project.

Goal: Campus goals include avoiding on-campus rental rate increases, developing affordable on-campus apartments, and to increase the number of affordable units in order to meet existing and projected unmet demand.

CALIFORNIA STATE UNIVERSITY, CHICO
California State University, Chico has 2,256 total beds, with 768 or 41 percent of those beds occupied by low-income students. There is no live-on campus requirement, and approximately 12 percent of all students live on campus. There were 375 students on the waitlist for housing in Fall 2018. The average on-campus room rate for a double is $7,894 per year, and the average rent of a one-bedroom off campus is $11,340 per year. Over the previous five years, the campus increased

capacity and affordability by reconfiguring rooms, minimized annual increases to on-campus housing rates, created an off-campus housing program, and provided housing grants and emergency loans as part of a Basic Needs Program. Going forward, as enrolment and demand allow, the campus anticipates delivering the first of two major housing developments and renovating Whitney Hall (560 beds).

Goal: Campus goals include accommodating student demand, placing first-time freshman in the campus core, and renovating aging facilities. The campus aims to increase the number of affordable units in order to meet the projected demand.

CALIFORNIA STATE UNIVERSITY, DOMINGUEZ HILLS

California State University, Dominguez Hills has 712 total beds, with 342 or 48 percent of those beds occupied by low-income students. There is no live-on campus requirement, and approximately 4 percent of all students live on campus. There were 255 students on the waitlist for housing in Fall 2018, and a 2015 market study identified an unmet demand for 962 on-campus beds. The average on-campus room rate for a double is $9,412 per year, and the average rent of a one-bedroom off campus is $22,850. Over the previous five years, the campus has increased the number of live-in residential life staff, addressed critical deferred maintenance in existing housing, contracted with a vendor to provide secure listings of off-campus rentals, designated emergency housing, and partnered with California Marymount University to provide limited overflow housing to interested waitlisted students. Over the next five years, the campus anticipates delivering 504 new beds as part of the Student Housing Phase III project opening Fall 2020 and exploring third party partnerships to build more housing.

Goal: Campus goals include increasing the percentage of first-time freshman living on-campus from 12 percent to 30 percent by adding over 600 new beds over the next five years. The campus goal includes nearly tripling the number of student beds on campus from 1,155 beds in 2020 to 3,000 beds in 2025.

CALIFORNIA STATE UNIVERSITY, EAST BAY

California State University, East Bay has 1,666 total beds, with 1,120 or 67 percent of those beds occupied by low-income students. There is no live-on campus requirement, and approximately 11 percent of all students live on campus. There were 144 students on the waitlist for housing in Fall 2018. The average on-campus room rate for a double is $8,890 per year, and the average rent of a one-bedroom off campus is $22,651 per year. Over the previous five years, the campus increased capacity and affordability by reconfiguring rooms. Over the next five years, the campus anticipates providing near-campus apartment housing to students, and delivering 400 new beds as part of a previously approved housing project that has been delayed by ongoing litigation with the City of Hayward.

Goal: Campus goal is to increase the number of affordable units in order to meet the projected demand for an additional 400 beds based on anticipated one percent annual enrollment growth of over the next five years.

CALIFORNIA STATE UNIVERSITY, FRESNO

California State University, Fresno has 1,104 total beds, with 394 or 36 percent of those beds occupied by low-income students. There are also 244 apartments providing 1,000 beds leased to students at the privately-operated Palazzo facility within Campus Pointe. There is no live-on campus requirement, and approximately 4 percent of all students live in campus-operated facilities. There were no students on the waitlist for housing in Fall 2018, and a 2018 market study identified that the campus portfolio was adequate to meet existing demand and no additional beds were recommended. The average on-campus room rate for a double is $5,301 per year, and the average rent of a one-bedroom off campus is $11,462 per year. Over the previous five years, the campus maintained existing housing facilities while sustaining affordable rates, developed an emergency housing program, and provided Good Samaritan Grants to students who encounter an unforeseen financial emergency or catastrophic event. Over the next five years, the campus anticipates needing to make a substantial investment to either renovate and/or build new housing to preserve adequate and sufficient housing for students.

Goal: Campus goals include developing a dynamic and comprehensive living and learning community where our residents have the opportunity to enhance their college experience. The quality of the housing facilities must align with Fresno State's values and brand and be maintained and operated in a cost-effective manner. Additionally, housing must be priced to align with the cost conscious and debt-averse student body.

CALIFORNIA STATE UNIVERSITY, FULLERTON

California State University, Fullerton has 2,039 total beds, with 638 or 31 percent of those beds occupied by low-income students. There is no live-on campus requirement, and approximately 5 percent of all students live on campus. There were 979 students on the waitlist for housing in Fall 2018. The average on-campus room rate for a double is $11,248 per year, and the average rent of a one-bedroom off campus is $20,234 per year. Over the previous five years, the campus implemented an incentive for living in triple-occupancy units, minimized annual increases to on-campus housing rates, and developed an emergency housing program. Over the next five years, the campus anticipates delivering 600 new beds as part of the Student Housing Phase 4 project and renovating existing housing facilities.

Goal: Campus goal is to increase the number of affordable units in order to meet the projected demand based on anticipated enrollment growth over the next five years. The forthcoming campus master plan revision supports a campus goal to double housing inventory.

HUMBOLDT STATE UNIVERSITY
Humboldt State University has 2,075 total beds, with 534 or 26 percent of those beds occupied by low-income students. There is no live-on campus requirement, and approximately 25 percent of all students live on campus. There were three students on the waitlist for housing in Fall 2018, and a 2019 market study identified an unmet demand for 280 on-campus beds. However, enrollment challenges in Fall 2019 indicate no unmet demand for housing. The average on-campus room rate for a double is $6,509 per year, and the average rent of a one-bedroom off campus is $12,541 per year. Over the previous five years, the campus has kept rate increases low, and developed an emergency housing program. Over the next five years, the campus anticipates providing new scholarship programs to address affordability for students, collaborating with the local community college, College of the Redwoods, on student housing, and, if enrollment increases significantly, campus could restart investigations into a 600-bed housing development that has been on hold due to declining enrollment.

Goal: Campus goals include actively working on increasing enrollment and maintaining existing housing capacity over the next five years.

CALIFORNIA STATE UNIVERSITY, LONG BEACH
California State University, Long Beach has 2,722 total beds, with 1,034 or 38 percent of those beds occupied by low-income students. This campus has a first year live-on campus requirement, and approximately 7 percent of all students live on campus. There were 1,455 students on the waitlist for housing in Fall 2018, and a 2018 market study identified an unmet demand for 2,106 on-campus beds. The average on-campus room rate for a double is $7,650 per year, and the average rent of a one-bedroom off campus is $17,342 per year. Over the previous five years, the campus maintained minimal to no increases in housing rates, explored opportunities to partner with LINC Housing to develop affordable student housing, applied for the Housing Innovation Challenge grant, and expanded the Basic Needs Program with the funding from the rapid rehousing program and Martin A. Clarisse Clancy Foundation. Over the next five years, the campus anticipates delivering 476 new beds as part of the Parkside North Housing project and plans to explore opportunities to collaborate with Long Beach Community College, Jamboree Housing Corporation, and the City of Long Beach to build affordable housing units.

Goal: Campus goals include identifying beds for delivering 100 affordable beds by 2023-2024 and continuing to increase the number of affordable units in order to meet existing and projected demand over the next five years.

CALIFORNIA STATE UNIVERSITY, LOS ANGELES
California State University, Los Angeles has 1,061 total beds, with 552 or 52 percent of those beds occupied by low-income students. There were 23 students on the waitlist for housing in Fall 2018, and a 2016 market study identified an unmet demand for 1,952 on-campus beds. The average on-campus room rate for a double is $7,589 per year, and the average rent of a one-bedroom off

campus is $15,986 per year. Over the previous five years, the campus increased capacity and affordability by reconfiguring rooms, and has maintained rental rates in the lowest quartile of housing prices across the system. Over the next five years, the campus anticipates delivering 1,500 new beds as part of the Student Housing East project by Fall 2021 and seeking partnerships with local community colleges and others to provide affordable student housing units.

Goal: Campus goal is to create a dormitory-style campus living environment that fosters learning for freshman and sophomore students, while keeping the cost of housing in the lowest quartile of housing prices across the system.

CALIFORNIA STATE UNIVERSITY MARITIME ACADEMY

California State University Maritime Academy has 988 total beds, with 131 or 13 percent of those beds occupied by low-income students. This campus has a live-on requirement, and approximately 71 percent of all students live on campus. There were no students on the waitlist for housing in Fall 2018 and the occupancy rate of 73 percent on campus also indicates minimal unmet demand without enrollment growth or a change in policy. The average on-campus room rate for a double is $5,920 per year, and the average rent of a one-bedroom off campus is $19,574 per year. Over the previous five years, the campus acquired a motel that provides 141 units of student housing, and the campus has offered reduced rates for housing over campus breaks. Over the next five years, the campus anticipates demolishing the existing 251-bed Lower Residence Hall and delivering 299 net new beds as part of a replacement project, pending market demand and feasibility.

Goal: Campus goal is to ensure that on-campus housing rates are below the local market rate.

CALIFORNIA STATE UNIVERSITY, MONTEREY BAY

California State University, Monterey Bay has 3,819 total beds, with 835 or 22 percent of those beds occupied by low-income students. This campus has a first year live-on campus requirement, and approximately 47 percent of all students live on campus. There were no students on the waitlist for housing in Fall 2018. The average on-campus room rate for a double is $7,256 per academic year, and the average rent of a one-bedroom off campus is $18,758 per year (12 months). Over the previous five years, the campus opened 569 new beds in Fall 2015 and also increased available capacity and affordability by reconfiguring rooms. The campus is currently undertaking a housing demand study to identify potential for housing growth, sustainable capacity, and affordable rate options; this includes meeting demand from students for appropriate housing typologies central to Main Campus (the family-style apartment housing on East Campus is currently targeted at upper division students and students with families, but has some challenges around occupancy due to its location away from Main Campus and lack of community based on layouts and housing type).

Goal: Campus goals include housing 60 percent of enrolled, full-time students, increasing the beds available on Main Campus with appropriate type of student housing while decreasing

some of the beds added over designed capacity, and increasing the number of affordable units in order to meet the projected demand for an additional 833 beds based on anticipated three percent annual enrollment growth over the next five years.

CALIFORNIA STATE UNIVERSITY, NORTHRIDGE

California State University, Northridge has 3,244 total beds, with 1,828 or 56 percent of those beds occupied by low-income students. There is no live-on campus requirement, and approximately 8 percent of all students live on campus. There were 237 students on the waitlist for housing in Fall 2018. The average on-campus room rate for a double is $8,270 per year, and the average rent of a one-bedroom off campus is $21,529 per year. Over the previous five years, the campus opened 400 new beds in Fall 2015. Over the next five years, the campus anticipates exploring a partnership with the County of Los Angeles to develop 240 units of affordable housing.

Goal: Campus goals include achieving the master plan goal of a total on-campus inventory of 5,000 beds and exploring partnerships for affordable housing development with the County of Los Angeles.

CALIFORNIA STATE POLYTECHNIC UNIVERSITY, POMONA

California State Polytechnic University, Pomona has 3,713 total beds, with 863 or 23 percent of those beds occupied by low-income students. This campus has a first year live-on campus requirement, and approximately 14 percent of all students live on campus. There were 901 students on the waitlist for housing in Fall 2018, and a 2019 market study identified an unmet demand for 1,061 on-campus beds. The average on-campus room rate for a double is $9,071 per year, and the average rent of a one-bedroom off campus is $21,181 per year. Over the previous five years, the campus delivered 980 new beds in January 2020, increased affordability by reconfiguring rooms, kept housing rate increases low, partnered with the Renaissance Scholars program to support former foster youth with housing costs, and maintained a short-term emergency housing assistance program. Over the next five years, the campus anticipates delivering 800 new beds as part of the Student Housing Phase II project and seeking opportunities to partner with local community colleges to develop affordable student housing.

Goal: Campus goal is to increase the number of affordable units in order to meet the projected demand based on anticipated enrollment growth over the next five years.

CALIFORNIA STATE UNIVERSITY, SACRAMENTO

California State University, Sacramento has 2,128 total beds, with 1,037 or 49 percent of those beds occupied by low-income students. There is no live-on campus requirement, and approximately 7 percent of all students live on campus. There were 250 students on the waitlist for housing in Summer 2018, of which all but 35 were accommodated through creation of triples. A 2017 market study identified an unmet demand for 1,049 on-campus beds. The average on-campus room rate for a double is $7,721 per year, and the average rent of a one-bedroom off campus is $13,680 per year. Over the previous five years, the campus opened 416 new beds in

2017. Over the next five years, the campus anticipates delivering 1,100 new beds as part of the Hornet Commons public private partnership (completion Fall 2021).

Goal: Campus goals included as part of University Housing Services Commitment to a Common Creed including providing affordable, clean, well-maintained facilities and utilizing student fees wisely.

CALIFORNIA STATE UNIVERSITY, SAN BERNARDINO

California State University, San Bernardino has 1,852 total beds, with 647 or 35 percent of those beds occupied by low-income students. There is no live-on campus requirement, and approximately 5 percent of all students live on campus. There were no students on the waitlist for housing in Fall 2018 and no unmet demand is indicated by significant vacancies in on-campus housing as of Fall 2019. The average on-campus room rate for a double is $7,047 per year, and the average rent of a one-bedroom off campus is $10,850 per year. Over the previous five years, the campus opened 407 new beds in 2018. Over the next five years, the campus does not anticipate delivering new beds. In the long term (5-10 years) if enrollment grows and demand increases significantly, a second phase of housing could provide an additional 400 beds. During the Fall 2019 Quarter, campus leadership met with staff from San Bernardino Valley College to discuss on-campus housing options for Valley College students at CSUSB.

Goal: Affordable on-campus student housing is an important goal for the Department of Housing and Residential Education (DHRE). DHRE is exploring a multitude of ways to increase occupancy on-campus, while providing an exceptional residential living experience and meeting debt service obligations.

SAN DIEGO STATE UNIVERSITY

San Diego State University has 6,075 total beds, with 1,087 or 18 percent of those beds occupied by low-income students. This campus has a first year live-on campus requirement, and approximately 16 percent of all students live on campus. There were 454 students on the waitlist for housing in Fall 2018, and a 2017 market study identified an unmet demand for 3,027 on-campus beds. The average on-campus room rate for a double is $9,666 per year, and the average rent of a one-bedroom off campus is $22,374 per year. Over the previous five years, the campus opened South Campus Plaza (800 revenue beds), and Huaxyacac Residence Hall (785 revenue beds). The campus also supports students through financial aid, short term emergency housing, housing scholarship fund, triple-occupancy units, and collaboration with local landlords. The development of the Mission Valley campus will add up to 4,600 residential units for students, faculty, staff and the larger community.

Goal: San Diego State has a goal to increase affordability of housing for its most vulnerable student populations, specifically the non-local CAL Grant recipients. In the 2018-2019 academic year there were 1,313 of the 2,400 (55 percent) non-local CAL Grant recipients who did not live on campus. It is the campus intention to work to address that gap and find affordable housing solutions for those students.

SAN FRANCISCO STATE UNIVERSITY

San Francisco State University (SFSU) has 3,911 total beds, with 677 or 17 percent of those beds occupied by low-income students. There is no live-on campus requirement, and approximately 13 percent of all students live on campus. There were 2,577 students on the waitlist for housing in Fall 2018, and a 2017 market study identified an unmet demand for 1,800 on-campus beds. The average on-campus room rate for a double is $10,318 per year, and the average rent of a one-bedroom off campus is $31,202 per year. Over the previous five years, the campus has converted doubles to triples. The campus also purchased adjacent apartment units with existing leases to private individuals and are gradually transitioning them back to student housing as they become available. Over the next five years, the campus anticipates delivering 580 new beds as part of the Holloway public private partnership project, all of which are slated to be below market rate. SFSU is planning a comprehensive approach on several university-owned sites to develop more housing for our students, faculty, and staff.

Goal: The university is currently in the process of updating its campus master plan to include an increase of student housing up to 4,000 additional student beds. This will allow for affordable first- and second- year student housing in a city with one of the highest rents in the country. The campus will also continue to assess availability and suitability of units in collaborations with local landlords.

SAN JOSÉ STATE UNIVERSITY

The San José State University campus has 4,016 total beds, with 1,528 or 38 percent of those beds occupied by low-income students. This campus has a first year live-on campus requirement, and approximately 12 percent of all students live on campus. There were 686 students on the waitlist for housing in Fall 2018, and a 2018 market study identified an unmet demand for 2,581 on-campus beds. The average on-campus room rate for a double is $9,761 per year, and the average rent of a one-bedroom off campus is $31,841 per year. Over the previous five years, the campus opened 500 new beds (2016), and the campus has converted hundreds of rooms to triple occupancy. Over the next five years, the campus anticipates delivering 1,500 new beds as part of the Campus Village public private partnership project. They also plan to launch a Multi-Institutional Student Temporary Housing Solution Pilot addressing student housing insecurity within off-campus residential spaces.

Goal: San José State University will complete a master plan for student housing this year and goals include increasing the number of available beds for students and developing strategies to address housing insecurity.

CALIFORNIA STATE POLYTECHNIC UNIVERSITY, SAN LUIS OBISPO

California State Polytechnic University, San Luis Obispo has 8,144 total beds, with 1,334 or 16 percent of those beds occupied by low-income students. There is a live-on campus requirement, and approximately 35 percent of all students live on campus. There were no students on the waitlist

for housing in Fall 2018, and a 2019 market study identified an unmet demand for 2,088 on-campus beds. The average on-campus room rate for a double is $8,734 per year, and the average rent of a one-bedroom off campus is $23,176 per year. Over the previous five years, the campus opened 1,475 new beds (Fall 2018) to support first year residents and created over 1,000 beds through room reconfiguration. The campus has also supported affordability through a housing grant program begun in 2018 that offsets the costs of housing rate increases and offers waivers for the initial housing payment for qualifying students. Approximately $900,000 of housing grants were administered in the most recent fiscal year. University Housing has also committed $88,000 per year toward emergency housing administered through the Cal Poly Cares Program. Over the next five years, the campus anticipates delivering 400 beds as part of the Slack and Grand public private partnership project and 1,600 beds as part of Student Housing Phase I, a separate student housing project.

Goal: The goal of the campus is to house all first- and second-year students on campus within the next five years.

CALIFORNIA STATE UNIVERSITY SAN MARCOS

California State University San Marcos has 1,532 total beds, with 601 or 39 percent of those beds occupied by low-income students. This campus has a first year live-on campus requirement, and approximately 10 percent of all students live on campus. There were 431 students on the waitlist for housing in Fall 2018, and a 2019 market study identified a current unmet demand for 230 on-campus beds. The average on-campus room rate for a double is $8,672 per year, and the average rent of a one-bedroom off campus is $22,490 per year. Over the previous five years, the campus opened 884 new beds (2015) via public private partnership, with 49 additional beds added through conversion of doubles into triples in 2017 and 2018 to support affordability. Over the next five years, the campus has no plans to deliver any additional new beds. However, the campus is exploring opportunities to partner with local landowners and the City of San Marcos to support development of housing near campus. They are also exploring diversifying housing options by exploring delivery of more traditional (and lower cost) residence hall beds as part of any future projects.

Goal: Proceed with the next phase of the Master Plan utilizing data from the 2019 Demand Study. This effort will include evaluation of on-campus new construction opportunities and project structures as well as collaborations with third party developers/owners who own land adjacent to the campus. Campus also hopes to expand the mix of housing options by adding higher density traditional residence halls into the Master Plan. The traditional first-year housing would most likely have rental costs lower than the current apartment-style inventory.

SONOMA STATE UNIVERSITY

Sonoma State University has 3,286 total beds, with 554 or 17 percent of those beds occupied by low-income students. There is no live-on campus requirement, and approximately 32 percent of all students live on campus. There were 400 students on the waitlist for housing in Fall 2018, but the recent enrollment decline in 2019 and Fall 2019 occupancy of 91 percent indicate there is not currently any unmet demand for housing on campus. The average on-campus room rate for a double is $7,912 per year, and the average rent of a one-bedroom off campus is $22,442 per year. Over the previous five years, the campus has not constructed any new housing projects. To accommodate demand for lower cost bed types, the campus converted 88 rooms from doubles to triples over the last three years. Sonoma State is in the process of creating a Strategic Enrollment Management Plan (SEM) to recoup enrollment decline from the last two years and grow enrollment. This SEM and its implementation will also impact demand for on-campus housing. Over the next five years, if the SEM is successful, the state funds enrollment growth, and market conditions are favorable, the campus could potentially deliver 400-600 new beds with construction beginning in 2024-2025.

Goal: As part of Sonoma State University's commitment to student success and creating a caring and accessible community for students, the campus has set a goal of providing on-campus housing for half of all students by 2040, an increase of 1,050 beds.

CALIFORNIA STATE UNIVERSITY, STANISLAUS

California State University, Stanislaus has 672 total beds, with 425 or 63 percent of those beds occupied by low-income students. There is no live-on campus requirement, and approximately 7 percent of all students live on campus. There were 56 students on the waitlist for housing in Fall 2018, and a market demand study is currently underway. The average on-campus room rate for a double is $6,702 per year, and the average rent of a one-bedroom off campus is $11,066 per year. Over the previous five years, efforts to support affordable housing on campus included room reconfigurations that created 150 additional low-cost beds. Several public private partnerships were explored, but none of moved forward. Over the next five years, the campus will explore partnerships and other options to deliver additional affordable housing to students, based on market demand feasibility and the comprehensive analysis they complete each year.

Goal: Campus goals include maintaining affordable housing rates through a comprehensive analysis that takes place each year to determine the following year's rates. This analysis includes evaluation of local market rates, consumer price index, meal plan use, financial aid, out of pocket expenses and demographic analysis. The outcome of the analysis helps Stanislaus State determine if there is unmet need for affordable beds.