

November 1, 2018

Senior Environmental Planner Alisa Klaus  
University of California  
1156 High Street, Mailstop: PPDO  
Santa Cruz, CA 95064

**Re: Comments on Revised Draft Environmental Impact Report for  
“Student Housing West” Project**

Dear Ms. Klaus:

This letter comments on the Revised Draft Environmental Impact Report (“RDEIR”) for the “Student Housing West” Project (“Project”), which also has a major component (and a majority of its acreage) on the east side of campus, in the East Meadow or “Hagar” site.

The signatories of this letter have long dedication to UC Santa Cruz, variously as faculty, senior administrative officers, alumni volunteers, Regents of the University of California, Presidents, Chairpersons, and/or Trustees and/or Councilors of the UC Santa Cruz Foundation and the UC Santa Cruz Alumni Council, and other friends of the campus. We write in our individual capacities only, and designations of institutional affiliations are for informational purposes only.

We agree with the need to build approximately 3,000 beds of new housing to accommodate a growing student population and promptly address the cost and shortage of housing in Santa Cruz. We are not NIMBYs, and, indeed, some of the signatories of this letter are the primary funders of major campus building projects. However, we strongly oppose the Project as presently conceived in the RDEIR because (1) it is inconsistent with historical UC Santa Cruz design quality and procedures, and the Project was twice unanimously opposed by the campus Design Advisory Board; (2) the Project is inconsistent with the July 19 and 21, 2016 comments of the Regents’ Committee on Grounds and Buildings; (3) the Project makes grossly inefficient use of scarce buildable land, with its East Meadow or “Hagar” component using 57% of the Project land for less than 5% of the housing beds; (4) the inefficient, low-rise, pre-constructed Family Student Housing and childcare (“FSH”) buildings would forever despoil the iconic—and immeasurably valuable—East Meadow at the main entrance of campus for very little housing benefit and without integration with a new LRDP; (5) there is a far better, available site for the proposed FSH less than half a mile away near the foot of campus, which would not have negative view and gateway impacts; (6) the West Meadow or “Heller” site, though necessarily dense, is more high rise than it needs to be, and would present an incongruous “West Wall” at the other entrance to campus; (7) that unnecessary degree of density could be significantly mitigated (and the overall pace of the Project accelerated) by concurrent use of the shovel-ready East Campus Infill housing project previously approved by the Regents and fully permitted back in 2009; and (8) even if one favors maximum potential expansion of the campus, use of the East Meadow should be reserved for integration into a high quality and striking gateway development, not wasted on an out of place bit of 1950’s Los Angeles-style suburban sprawl.

The proposed Project is a “rush to judgment” to alleviate a real housing shortage, which was in part due to the campus’ erroneous decision to cancel the 594 bed East Campus Infill project (“ECI”), which was approved by the Regents in 2009 with a final, approved EIR, fully permitted, and which even had the first five major construction bids received well under budget. Thereafter, the campus failed to act on new housing, instead turning dormitory doubles into triples, and necessary lounges into dorm rooms, until the recent advent of UC adopting the financially creative solution of Public-Private Partnership (“P3”) developments. Then the campus became enamored of the P3 developer’s proposal to save money through use on the East Meadow of pre-fabricated housing (DEIR pp. 3.0-28, 3.0-30), also referred to as “industrialized component manufacturing” (RDEIR 3.0-37, 3.0-39, 4.11-41, 4.2-17). For asserted speed and convenience the campus adopted the gross inefficiency of placing a tiny proportion of total Project beds (less than 5%) on a majority of the project land (57%), in a low-rise housing sprawl that would forever eliminate the natural beauty, and “branding” impact statement, of the iconic East Meadow at the main entrance of campus.

To try to justify a flawed Project, the original DEIR dismissed the previously fully approved ECI in just one conclusory paragraph (DEIR p. 5.0-11), and the new RDEIR reasons backward, with internally inconsistent arguments, to attempt to justify its fore-ordained conclusion that this Project configuration is the right one. But that conclusion is based on studied avoidance of real consideration of better alternatives, and is inconsistent with both CEQA and the prior high architectural, design and environmental standards at UC Santa Cruz. The RDEIR fails to give sufficient consideration to the following fundamental flaws in the proposed Project:

**1. The Project and RDEIR are inconsistent with historical practice and design standards.**

The striking natural beauty of the Santa Cruz campus makes a real “statement” to the visitor, or prospective student, faculty or staff member. Given its commitment to environmental “stewardship”<sup>1</sup> and its many environmental study and science programs, the entrance is also a strong branding statement for the campus. (See attached Exhibits 1-3, the statements of former Campus Provost and Executive Vice Chancellor Alison Galloway, and Cowell College Provosts *Emeriti* John Dizikes and Faye Crosby regarding the original DEIR.) With universities, as with all of life, “you only get one chance to make a first impression.” Until now, the campus had superb architecture, design, and harmony with the environment.

But this Project has been twice disapproved, unanimously and on the record, by the campus Design Advisory Board (“DAB”), composed of prominent outside architects. (See Exhibit 4, DAB Minutes, February 26, “2017” (due to a typo, actually 2018), p. 2 “In conclusion, the Board wanted to be recorded that they are *unanimously opposed* to the selection of this site for the FSH development. They questioned what alternative sites had been evaluated and expressed concerns that the low-density program, located at such an iconic gateway intersection, undermines the careful approach and purposefulness of campus planning, and were alarmed by the potentially inhospitable interruption to the visual character of the open meadow in that specific location.”

---

<sup>1</sup> See the ‘about’ page of UCSC website at <https://www.ucsc.edu/about/campus-overview.html>; 2005 LRDP, pp. 47-49; 2010 Physical Design Framework, pp. 3.

Then in DAB Minutes, March 26, 2018, p. 2 “The Board disagreed with Capstone that the buildings have been sited appropriately to remain hidden.” At p. 3 “*the Board reiterated that* they were still opposed to the selected site and felt that *the campus was ‘making a big mistake.’* They also strongly urged for an analysis of alternative sites. . . . The Board felt the need to reiterate that the enduring quality of the open meadow was well understood by all and underscored that there was a storied sequence into the campus. They emphasized that ‘we need to start and end our discussion with those points.’”(Exhibit 4, emphasis added.) In the consensus-driven and circumspect UC culture, these are rare and noteworthy comments.

## **2. The Project and RDEIR are inconsistent with the Regents’ prior comments.**

The Regents’ Committee on Grounds and Buildings made similar comments in 2016, but the Project nevertheless pushed ahead to its two 2018 unanimous rejections by the Design Advisory Board. Exhibit 5 is the Minutes of the July 19 and 21, 2016 meetings of the Regents’ Committee on Grounds and Buildings, at which the Committee evaluated an earlier (but substantially similar) iteration of the proposed Project, which relied on similar, inexpensive modular housing<sup>2</sup> situated in the East Meadow, but higher up near the East Athletic Field. At p. 5 of the Minutes:

“Committee Chair Makarechian agreed that housing must be developed quickly at UC Santa Cruz. He commented that it was unfortunate that only 350 beds had been developed in the past ten years and expressed his opposition to developing modular housing. He questioned the campus’ estimates of cost per bed at \$70,000 for modular housing and \$172,000 for built construction, and the campus’ assertion that it would take two years to construct housing on site. He expressed his view that permanent housing could be constructed in less than one year. He suggested the campus find a contractor to develop high-quality housing and offered his assistance. The cost of roads, utilities, and infrastructure for modular construction would be the same as for high-quality construction. He suggested that it may even be less expensive to build permanent housing on site than it would be to use prefabricated housing.”

“Regent Pérez expressed agreement with Committee Chair Makarechian about the cost of developing modular housing compared with high-quality housing. He acknowledged that modular housing could have a longer life than anticipated, but expressed his view that developing modular housing *would not be the optimal use of campus space* or of the funds invested. He stated that *the campus should aim for the optimal solution*, which he believed

---

<sup>2</sup> The Project proposes to use pre-fabricated (DEIR) or “industrialized component manufacturing” (RDEIR) housing on the East Meadow, which in the original DEIR was consistently referred to as “prefabricated” housing. Like modular housing, the housing in the RDEIR uses elements of pre-constructed modules which are then brought to the job site by truck, though the Project proposes that its pre-constructed housing be permanent rather than temporary. Both semantic variations are less substantial than the alternative that the Regents referred to as “high-quality housing.” Indeed, the RDEIR touts the lesser cost of the East Meadow housing as an advantage over conventional and more expensive building methods, such as the main buildings at the “Heller” West Meadow site.

could be accomplished more quickly than had been the University's past practice." *Id.*, p. 6, emphasis added.

"Committee Chair Makarechian expressed his view that the perception that modular housing was much faster to construct than built construction was a marketing tool of the modular industry. . . . ***It was not the best way to use the beautiful Santa Cruz campus.*** He encouraged the campus to engage architects and builders capable of constructing high-quality housing quickly." *Id.*, emphasis added. "Regent Sherman associated himself with Committee Chair Makarechian's comments. . . . A phased approach could be used to deliver some units very quickly. Infrastructure costs would be the same for modular or high-quality construction." *Id.*, emphasis added.

Thereafter, "Committee Chair Makarechian observed that ***infrastructure costs would be higher if the housing were spread out over a larger area.***" *Id.*, p. 7, emphasis added.

### **3. The proposed East Meadow FSH would be an inefficient waste of scarce buildable land.**

The Regents were spot-on in their concern that the Project make "optimal use of campus space" and that "infrastructure costs would be higher if the housing were spread out over a larger area." It is undisputed that the Santa Cruz campus, while large in gross acreage, actually has comparatively little buildable land due to geologic conditions, availability of water, and an environmental settlement agreement with the City of Santa Cruz some years ago. The East Meadow development proposed in the RDEIR would be a profligate waste of scarce buildable land with 57% of the total project land going to less than 5% of the project beds, a 28-1 less efficient use of land than the Heller portion of the Project, and a 14-1 less efficient use of land than the superior build quality and previously approved ECI. (In the RDEIR, the Heller site is still listed at 13 acres, but the Hagar site is now listed at 17.3 acres. Beds for Heller are now listed at 2932, and 140 at Hagar, for a total of 3072. Therefore 57% of the land would go to less than 5% of the beds. Hagar is only 8 beds to the acre, compared to 226 beds to the acre at Heller, a 28 times less efficient utilization of scarce buildable land.)<sup>3</sup>

### **4. The East Meadow housing would despoil the iconic campus gateway for little benefit.**

The proposed East Meadow prefabricated (or "pre-constructed") housing needlessly would sacrifice the irreplaceable East Meadow resource, thus squandering a priceless campus asset, "gateway" vision, and campus environmental branding, for no good reason, and for a demonstrably inefficient and inferior prefabricated project. The RDEIR does not consider what economists call "externalities," that is those costs that are not hard dollars directly allocated to the Project. But there can be no doubt of the real branding and recruiting value (for donors,

---

<sup>3</sup> Due to UC counting methodology, the 140 proposed FSH units count as one bed each, whereas they likely would be occupied by two adults, and sometimes those could be two students. Thus, even correcting for that UC nomenclature methodology, the Hagar East Meadow site still would be 14-1 less efficient use of land than the smaller Heller site.

students, faculty and staff) of that iconic main entrance to campus. The RDEIR proposes to waste this resource forever, for less than 5% of the housing beds in the Project.

Exhibit 6 is a set of photos of current status and artist's renderings of the proposed FSH development at the East Meadow Hagar site taken from the RDEIR, Figures 4.1-9 to 4.1-20. Three things are clear: (a) the proposed FSH would despoil the East Meadow and dramatic campus entrance;<sup>4</sup> (b) the FSH houses themselves look lonely and forlorn in that meadow, not near any tree line (whereas most of the Santa Cruz campus buildings are near or in the tree line); and (c) the drawn-in trees in the renderings wouldn't look like that for at least 10 years hence.

#### **5. The RDEIR fails adequately to consider use of the Ranch View Terrace II site.**

A short distance downhill from the East Meadow Hagar site, but shielded by a small ridge and tree line so that it does not impact views from either uphill on the main campus or downhill at the entrance to campus, is the Ranch View Terrace ("RVT") faculty housing development. (See attached Exhibit 7 LRDP land use designation, RDEIR fig. 4.8-1, the blue near-square marked "EH.") Next to RVT is the proposed Ranch View Terrace II faculty and staff housing project ("RVT II"), which is not slated for immediate construction, certainly not during the 2019-2020 time cycle, and probably thereafter. The proposed FSH in the East Meadow readily could be moved to the RVT II site, and alternative faculty and staff housing could be built later at the University-owned 2300 Delaware site in Santa Cruz, and/or further faculty and staff housing could be built on campus adjacent to the existing Hagar Court housing (the not-full blue EH site at the lower right of Exhibit 7). The RVT II site is a little smaller than the East Meadow site, so the FSH might need to be changed to a more space-efficient townhouse model (which would be desirable for efficiency reasons anyway, see points 2, 3, 4, above). But this use of more appropriate land would solve the problem of how to build FSH quickly and in a good location, without the need temporarily to relocate FSH residents—just build FSH once on the RVT II site instead of the Hagar East Meadow site. Like the proposed East Meadow Hagar site, the RVT II site is close to the foot of campus for ease of commuter drop-off and pick-up at the proposed childcare center. The RVT II site is actually better for campus traffic patterns, as it is off to the side of the main flow of traffic up to campus. The RVT II site is just as close to the Westlake Elementary School as the Hagar East Meadow site—easy walking distance to school.

The RVT II site has one very large cost and speed advantage over the Hagar East Meadow site for FSH: it already has all infrastructure (road, sewer, water, power) due to the adjacent RVT site. The same infrastructure advantage would apply to any additional faculty or staff housing adjacent to the existing Hagar Court.

Use of the 2300 Delaware site in Santa Cruz for further faculty and staff housing to replace the 42 housing units slated for the RVT II site would be entirely feasible using a space-efficient townhouse method of construction. The Delaware site also has the cost and speed advantage of

---

<sup>4</sup> The attached photos, which were not taken for artistic purposes in the RDEIR, don't adequately convey the East Meadow view and gateway. To fully appreciate the issue, the reader should visit the campus and also review some classic Ansel Adams photos of the campus meadows.

existing infrastructure. The Delaware site also is walking distance from Bayview Elementary School, large grocery stores and drug stores, the Marine Sciences campus of UC Santa Cruz, and the wonders of Natural Bridges State Park. Thus, the Delaware site is arguably better for faculty and staff housing; in any event that faculty and staff housing is not scheduled for construction any time soon; and that function readily can move off campus to provide a superior RVT II location for FSH.

Thus, the switch of FSH to the nearby RVT II site (but which would not impair views or traffic), would be eminently feasible, but again this is an alternative that the RDEIR doesn't explore.

In the event that the RVT II site didn't have enough space for the whole of the planned large childcare center to be co-located with FSH, it would actually be an advantage to split the anticipated childcare into two locations, which could be near RVT II, or the EH land at the foot of campus, or at Delaware. The existing childcare center plan in the RDEIR is not well articulated, but it already has been criticized by many as (1) too large for an appropriately nurturing experience for small children (the RDEIR proposed childcare center is about three times larger than most childcare facilities), and (2) too close to the noise and exhaust fumes of major traffic thoroughfares at the Hagar site. Having some of the childcare down in Santa Cruz also would be logistically better for many families, because the second spouse or partner usually is not a UC Santa Cruz student; driving up to campus for childcare is not convenient; and a portion of the childcare at Delaware or nearby in Santa Cruz would be more convenient.

Thus, the RVT II site by itself and/or in combination with Delaware readily could replace Hagar, preserve the East Meadow view and gateway effect, be faster and less expensive due to existing infrastructure, and provide a better site for co-located childcare.

#### **6. The present Heller site proposal is too dense, and inconsistent with the college system.**

From the DEIR to the RDEIR, some improvements have been made to the Heller site. Through an increase in the number of double rooms compared to singles, the space-efficiency of the project has been improved, which allowed some height reduction. However, it is still slated to be 2,932 beds, with most buildings a very high 5-7 stories tall. Exhibit 8 shows artist's renderings of the Heller site taken from the RDEIR, fig. 4.1-2, 3, 4, 5, 24, 25. However, the Heller site is still too high and blocky, incongruous compared to the nearby Porter College and Rachel Carson College, and creating a forbidding "West Wall" entirely inconsistent with the character of the rest of the Santa Cruz campus. It still looks like a Soviet-era public housing project. As proposed, it would fundamentally and negatively alter the character of the West Entrance of campus.

But even worse, the proposed Heller project of 2,932 beds would be entirely inconsistent with the UC Santa Cruz college system, which has worked well to create student communities and close student-faculty interaction. Indeed, the Heller development, as proposed, would be a complete small town, larger than many small towns in Iowa that determine our political futures, and far larger than the best small colleges in America. (*Compare* Amherst, Williams, Middlebury and Bowdoin Colleges, with 1,836, 2,084, 2,500, and 1,805 students, respectively.)

The college system gives UC Santa Cruz what economists call “product differentiation,” and it is a significant reason for a student to attend UC Santa Cruz, as opposed to the Davis or Santa Barbara campuses. The proposed too-large Heller development seriously would undermine the college system, could be alienating to its residents, and would largely discourage the continuation of communal ties and college affiliations among the upper class residents, who as Frosh/Soph lived on campus in a nurturing environment as members of residential colleges designed to foster a community of scholars. With this iteration of housing, the campus effectively would be signaling that the residential college experience is not so important to those who chose UC Santa Cruz, as it only should be experienced during the first years of one’s life on campus, and that any pretense that the residential colleges are the essence of UC Santa Cruz is wishful thinking. By not structurally integrating the college system into the design of the housing at Heller, and by failing to address in the original DEIR and RDEIR how such integration should/could occur, the Heller portion of the Project seriously undermines the college system.

We recognize that, to accommodate a large number of students and demand for on-campus housing, changes must be made. However, there is a ready and already-approved method of mitigating the negative effects of the very large Heller development. The concurrent use of the 594 bed ECI, described in section 7 below, could reduce the mass and bed count of Heller by 20%, thus partially mitigating Heller’s negative effect on the UC Santa Cruz college system.

#### **7. The previously approved East Campus Infill project would mitigate the mass of Heller.**

The ECI was designed over ten years ago, and approved by the Regents nine years ago, to construct 594 beds of housing in the already developed area between Crown and Merrill Colleges, the Crown-Merrill Apartments, and the Campus Fire Station. (*See Exhibit 7.*) The ECI was and is an entirely appropriate development, a very efficient use of space (about 14-1 times more space-efficient than the proposed East Meadow development), and entirely compatible with its already built-up, residential neighborhood. Further, at present the ECI is wasted space, as its site would be on a parking lot behind Crown-Merrill Colleges, and on a week day during school term that parking lot is only about 25% full. The best use of that space would be the ECI approved by the Regents nine years ago, and shovel-ready then and now.

Use of the ECI also would have the benefit of allowing the bed count and mass of the Heller site to be reduced by 20%, which would significantly ameliorate both the Heller “West Wall” aesthetic problem and also its inconsistency with the UC Santa Cruz college system. The Heller site still would be large and dense, but a 20% reduction in Heller would go a long way toward creating consistency with the rest of the campus.

ECI also is superior to both Heller and East Meadow in all pedestrian and traffic considerations. ECI, situated to the West of Crown-Merrill Colleges, is easy walking distance to all the campus core buildings (McHenry Library, Science Hill, etc.), much closer than the Heller site, and vastly closer and better than East Meadow, which would depend on new shuttle bus traffic.

The per-bed cost of ECI would be a small amount higher than Heller and East Meadow. However, one should remember that that (a) use of the ECI would fit within Chancellor Blumenthal's stated per-bed cost goals for the total project; and (b) the incremental cost of high quality construction of ECI compared to the pre-fab East Meadow would be spread over all 9,000+ housing units on campus, and thus would have minimal impact on the whole.

But the original DEIR dismissed ECI in one conclusory paragraph, and the new RDEIR isn't any better. Of particular note is its internally contradictory argument that ECI could be slowed down by the need to obtain timber cutting and/or harvesting permits, but the Heller site also needs a forestry permit! (RDEIR p. 4.15-3.) The RDEIR ignores the facts that (a) virtually all developments at UCSC require such permits, they are readily obtained, and ECI previously was approved by the Regents, has a fully approved EIR, and previously was put out to bid; (b) the few trees near the ECI are small and unremarkable second growth redwoods, with no particular scenic or ecological importance; and (c) the time for obtaining routine timber harvest permits is much quicker than other issues and community opposition related to East Meadow. Most development on the UC Santa Cruz campus required some kind of regulatory sign-off with respect to timber. In most cases, most or all of the time that regulatory sign-off takes can run concurrently with other pre-construction preparation tasks, so that the time required for that regulatory sign-off rarely adds any significant time to the "critical path" for the overall project. The RDEIR strains to reach a preconceived result to dismiss ECI, and fails under obvious internal inconsistency.

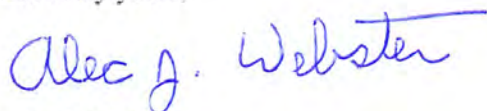
#### **8. The objections to this proposed East Meadow project would not foreclose development.**

The objections to this current poorly designed Project are *not* a stalking horse for opposition to all development, nor to all development on the East Meadow *if* that should be necessary in the future. Exhibit 1 hereto is the May 10, 2018 comment letter on the original DEIR from the highly regarded former Campus Provost and Executive Vice Chancellor, Alison Galloway. Dr. Galloway, who personally favors maximum expansion of the Santa Cruz campus for educational reasons, made it clear that if future growth demands for the campus require building on the East Meadow, then the East Meadow should be built out as part of a future LRDP and a holistic, fully integrated, development plan for the campus. Thus, by saying no to East Meadow development today, we are not advocating a NIMBY position, nor attempting to foreclose appropriate discussion about future growth, but only saying that the poorly conceived, grossly inefficient, and non-impressive-gateway proposal for the East Meadow in the RDEIR is the wrong project, in the wrong place, at the wrong time. Use of ECI and RVT II today can mitigate the effects of large scale development at Heller and for FSH, and leave the ultimate growth, size and land use decisions about the East Meadow for later, reflective discussion and integration with the next LRDP. As the Regents' Committee on Grounds and Buildings noted back in 2016, high quality development is what is needed here. The RDEIR does not give that, and it should be sent back for further consideration.



We thank you and your colleagues for your further consideration of these comments.

Sincerely yours,



Alec J. Webster  
Chairperson and Trustee, UC Santa Cruz Foundation  
B.A., UC Santa Cruz, Rachel Carson College, 2002



Adolfo R. Mercado  
Past President, UC Santa Cruz Alumni Association  
B.A., UC Santa Cruz, Kresge College, 1998

**WE HAVE READ AND JOIN IN THIS LETTER:**

Former Regents of the University of California and Presidents of the UC Santa Cruz Foundation:

Kenneth A. Feingold  
Regent Emeritus, University of California  
Past President, UC Santa Cruz Foundation  
Cowell Fellow  
B.A., UC Santa Cruz, Cowell College, 1971  
J.D., University of San Francisco, 1975

Paul J. Hall  
Regent Emeritus, University of California  
Past President and current Trustee, UC Santa Cruz Foundation  
Past President, UCSC Alumni Association  
Past President, UC Berkeley School of Law Alumni Association  
B.A., UC Santa Cruz, Merrill College, 1972  
J.D., UC Berkeley School of Law, 1975

Gary D. Novack  
Regent Emeritus, University of California  
Past President, UC Santa Cruz Foundation  
Past President, UCSC Alumni Association  
B.S., UC Santa Cruz, Kresge College, 1973  
Ph.D., UC Davis, 1977  
Clinical Professor of Ophthalmology, UC Davis School of Medicine

UC Santa Cruz Senior Officers, Emerita and Emeritus:

James Clifford  
Professor Emeritus  
History of Consciousness Department  
University of California, Santa Cruz

Faye Crosby  
Distinguished Professor of Psychology  
Provost of Cowell College, Emerita  
University of California, Santa Cruz

John Dizikes  
Professor of History, Emeritus  
Provost of Cowell College, Emeritus  
University of California, Santa Cruz

Isebill V. Gruhn  
Professor of Politics, Emerita  
Former Acting Academic Vice Chancellor  
Former Acting Dean of Social Sciences  
University of California, Santa Cruz

Virginia Jansen, FSA  
Professor Emerita of History of Art & Visual Culture  
University of California, Santa Cruz  
Member, Design Advisory Board, 1993-2006  
Member, Campus Physical Planning Advisory Board, 1986-1996

Frank Zwart, FAIA, FAUA  
Campus Architect Emeritus  
University of California, Santa Cruz

Trustees of the UC Santa Cruz Foundation:

Brandon A. Allgood  
Trustee, UC Santa Cruz Foundation  
UC Santa Cruz, M.S. 2001, Ph.D. 2005

Stephen Bruce  
Trustee, UC Santa Cruz Foundation  
B.S., UC Santa Cruz, Cowell College, 1979

Ken Doctor  
Past President and current Trustee, UC Santa Cruz Foundation  
Past President, UCSC Alumni Association  
A.B., UC Santa Cruz, Stevenson College, 1971

Mary E. Doyle  
Immediate Past Chair and current Trustee, UC Santa Cruz Foundation  
B.A., UC Santa Cruz, Porter College, 1974  
J.D., UC Berkeley School of Law, 1978

Mark Headley  
Trustee, UC Santa Cruz Foundation  
B.A., UC Santa Cruz, Stevenson College, 1983

Peder Emmett Jones  
Former Trustee, UC Santa Cruz Foundation  
B.A., UC Santa Cruz, Stevenson College, 1970

David Korduner  
Former Trustee, UC Santa Cruz Foundation  
B.A., UC Santa Cruz, Merrill College, 1985  
M.Sc. Urban and Regional Planning Studies, The London School of Economics and Political Science, 1987  
J.D., UCLA School of Law, 1992  
UCSC Parent (Ben Korduner, Porter College 2021)

Lawrence A. Moskowitz  
Former Trustee, UC Santa Cruz Foundation  
B.A. UC Santa Cruz, Cowell College, 1974  
J.D., UC Berkeley School of Law (Boalt Hall), 1977

Richard F. Moss  
Trustee, UC Santa Cruz Foundation  
B.A., UC Santa Cruz, Stevenson College, 1985  
M.A., University of Chicago, 1986  
J.D., Loyola Law School, 1990

Linda S. Peterson  
Trustee, UC Santa Cruz Foundation  
B.A., UC Santa Cruz, Stevenson College, 1970  
J.D., Boston University School of Law, 1976  
Retired, Associate General Counsel, Occidental Petroleum

Kathleen Rose  
Trustee, UC Santa Cruz Foundation  
B.A., UC Santa Cruz, Cowell College, 1972

Loren Steck  
Trustee, UC Santa Cruz Foundation  
Past President, UC Santa Cruz Alumni Association  
Fellow, Porter College, UC Santa Cruz  
B.A., UC Santa Cruz, 1973  
Ph.D., UCLA, 1982

Officers and Members of the UC Santa Cruz Alumni Council:

Andrew Call  
Rachel Carson College Councilor, UC Santa Cruz Alumni Council  
B.A., UC Santa Cruz, Rachel Carson College, 2007

Charles Eadie  
Past President, UC Santa Cruz Alumni Council  
Former Director, Campus and Community Planning, UC Santa Cruz  
B.A., UC Santa Cruz, 1974  
M.J., UC Berkeley, 1981  
University Fellow, A.B.D., University of Texas, 1984

Blair Gifford  
Rachel Carson College Councilor, UCSC Alumni Council  
B.S., UC Santa Cruz, Rachel Carson College, 1978  
M.S., University of Chicago, 1987  
Ph.D., University of Chicago, 1992

David B. Hansen  
Oakes College Councilor, UC Santa Cruz Alumni Council  
B.A., UC Santa Cruz, Oakes College, 1976  
MBA, UC Berkeley, 1981  
Co-founder, UCSC Live in the Silicon Valley

Steven Jung  
Past President, UC Santa Cruz Alumni Council  
B.A., UC Santa Cruz, Stevenson College, 1978  
J.D., UC Davis, 1982

Stephen C. Klein  
Past President, UC Santa Cruz Alumni Council  
A.B., UC Santa Cruz, Cowell College, 1972  
M.L.S., School of Librarianship, UC Berkeley, 1973

Eanad Jurann Lott  
Vice President Finance, UC Santa Cruz Alumni Council  
B.A., UC Santa Cruz, Cowell College, 1991  
M.A., The Ohio State University, 1993

Donna Mekis  
Past President, UC Santa Cruz Alumni Council  
B.A., UC Santa Cruz, Rachel Carson College, 1984  
M.A., UC Santa Cruz, 1990

Saurabh Mishra  
Merrill College Councilor, UC Santa Cruz Alumni Council  
B.A., UC Santa Cruz, Merrill College, 2007  
M.S., Economics, UC Santa Cruz, 2008  
Ph.D., Reliability Engineering, University of Maryland College Park, 2018

Max Ortiz  
Cowell College Councilor, UC Santa Cruz Alumni Council  
B.A., UC Santa Cruz, Cowell College, 2009

Michael A. Riepe  
Executive Vice President, UC Santa Cruz Alumni Council  
B.S. UC Santa Cruz, Oakes College, 1991  
Ph.D., Electrical Engineering, University of Michigan, 1998  
Achronix Semiconductor Corp.

Leisette Rodriguez.  
Cowell College Councilor, UC Santa Cruz Alumni Council  
B.A., UC Santa Cruz, Cowell College, 1996  
J.D., City University of New York, School Of Law, 2007

Jerry Ruiz  
Past President, UC Santa Cruz Alumni Council  
B.A., UC Santa Cruz, Crown College, 1977  
J.D., UC Berkeley School of Law, 1980

Robert M. Sawyer  
Former member of UC Santa Cruz Alumni Council  
B.A. UC Santa Cruz, Porter College, 1972  
J.D., Northwestern School of Law of Lewis & Clark College, 1975

Steven Schnaidt  
Former Stevenson College Councilor, UC Santa Cruz Alumni Council  
B.A., UC Santa Cruz, Stevenson College, 1970  
M.P.A., UCLA, 1975

Dom Siababa  
Vice President, UC Santa Cruz Alumni Council  
Past President, UC Santa Cruz Alumni Council  
Merrill College Councilor, UC Santa Cruz Alumni Council  
B.A., UC Santa Cruz, Merrill College, 1975

Brian Sniegowski  
Rachel Carson College Councilor, UC Santa Cruz Alumni Council  
B.A., UC Santa Cruz, Rachel Carson College, 1996

Susan Tappero  
Graduate Division Councilor, UC Santa Cruz Alumni Council  
B.A., Humboldt State University, 1986  
M.A., Mathematics, UC Santa Cruz, 1988  
Ph.D., Mathematics, UC Santa Cruz, 1992

Matthew Waxman  
Porter College Councilor, UC Santa Cruz Alumni Council  
B.A., UC Santa Cruz, Porter College, 2006  
M.Arch., Harvard University, 2012

Robert Weiner  
Past President, UC Santa Cruz Alumni Council  
B.A., UC Santa Cruz, Rachel Carson College, 1983

April Yee  
Oakes College Councilor, UC Santa Cruz Alumni Council  
B.A., UC Santa Cruz, 2002

Ayanna Yonemura.  
Crown College Alumni Councilor, UCSC Alumni Association.  
B.A., UC Santa Cruz, Crown College, 1994  
M.A., African Studies, UCLA, 1996  
Ph.D., Urban Planning, UCLA, 2001

Alumni and Friends of UC Santa Cruz:

Nancy Coleman  
Chair of the 50th Anniversary of Merrill College (2018)  
Merrill Society leader 2014 to present  
A.B., UC Santa Cruz, Merrill College, 1970  
M.S.W. 1973 and M.A. 1974, University of Michigan

Bettina E. Moss, LCSW  
B.A., UC Santa Cruz, Stevenson College, 1985  
M.S.W. The University of Southern California, 1990

Alison Cahill Sawyer  
B.A., UC Santa Cruz, Porter College, 1973

Claudia Webster  
Chairperson, Art Champions, UC Santa Cruz Arts Division  
Trustee, UC Santa Barbara Foundation  
B.A., UC Santa Barbara, 1975  
California Teacher's Credential, University of San Diego

Richard Webster  
Co-Chair and Treasurer, the Helen and Will Webster Foundation  
B.S., Stanford University, 1983  
M.B.A., UCLA

# **EXHIBIT 1**



**Subject:** Student Housing West Project

**Date:** Wed, 9 May 2018 21:34:34 -0700

**From:** Alison Galloway <[gallow@ucsc.edu](mailto:gallow@ucsc.edu)>

**To:** [eircomment@ucsc.edu](mailto:eircomment@ucsc.edu)

I am writing with concerns about the planned housing projects encapsulated in the Student Housing West Project. While I applaud the team on the proposed construction on the western side of campus, I do not believe that the planned development on the East Meadow has taken into account the many factors such a decision entails.

The proposed project makes poor use of a prime location on campus, capturing neither the density nor the views that this site warrants. If such a project is to be considered, it should be part of a much larger and comprehensive approach to the probable eventual development of all the meadows. As currently planned, it replicates some of the worst of the current Family Student Housing on a unique and prized parcel of the campus.

I would also ask that you consider what is lost by this development. The parcel is one of the first views that anyone visiting the campus experiences. It is a powerful statement of the principles by which this campus was built and is a tremendous "selling point" for students, faculty and staff. For many of us, the decision to come to the campus and to stay is influenced by the sheer beauty of the campus and we are willing to put up with other deficits because of that beauty.

Finally, I ask that you consider the symbolism of the meadow in light of the Chancellor's stated vision of "environmental stewardship and social justice." If we, as a campus, are willing to relinquish the concept of environmental stewardship for convenience and the right "price," then how easily will we release our hold on other principles.

In sum, while I strongly support the development of the west campus, I find that the decision to develop the East Meadow is poorly conceived and does not take into account other factors. I understand the competing drivers behind some of the decisions since I was Provost/EVC for six years and know well the pressing need for both housing and childcare. However, the Draft EIR identifies other viable options that should be reassessed.

--  
Alison Galloway  
Professor of Anthropology  
Social Sciences One - Anthropology  
University of California, Santa Cruz  
1156 High Street  
Santa Cruz, CA 95064

# **EXHIBIT 2**

History matters. Not because we should be stuck in the past, but because nothing clarifies our present situation like an understanding of how we got here.

Our campus is old enough to have its own history, and we should learn from it. For more than 50 years we have declined to build in the East Meadow and in the Central Meadow. Why? Did we just not get around to it?

On the contrary, it was a bold decision by a group of America's best architects who set the design policy for the campus at the outset. They called for building in the central part of the campus, along the tree line and among the trees, rather than out in these open meadows.

They knew that a great university was more than a collection of classrooms and laboratories – it must also inspire, must motivate, must attract the best and bring out the best in students, faculty, and staff, and must garner the support of alumnae and the larger community. And they knew that at UCSC the campus itself would be a big part of achieving all that.

We have had more than 50 years to learn the value of that vision, to learn the power of that first vista up across those meadows as one enters the campus, to understand the inspiration of that grand view from many places on campus out across those meadows to the town below and the Monterey Bay beyond.

If we were now to hastily put 40 prefab buildings in that meadow (the manufacturer refers to them as “productized housing”)-- creating a horrible new first impression for those entering the campus and dropping clutter in the midst of those heretofore uplifting vistas -- we would be saying that we no longer remember what makes this place special, what we have been and who we are, and who we set out to be. We will have lost our way.

To propose building in the meadow is a mistake, but a proposal is still a reversible mistake. However once those bulldozers tear into the East Meadow, now planned for this August or September, it will become something far worse: an irreversible mistake. Because once the meadow is torn up, we cannot put it back.

And that great loss would be for so little – the meadow would be lost for only 5% of the proposed housing. We need to decide whether we have come so far, to give up so much, for so little.

Fortunately we have alternatives that give us 100% of the proposed housing without all this self-inflicted damage. All we need to do is make the right decision.

-- John Dizikes  
Professor Emeritus and Former Provost  
Cowell College

# **EXHIBIT 3**

Comments of Faye J. Crosby,  
Distinguished Professor of Psychology  
Former Chair of the Academic Senate  
Provost Emerita of Cowell College and Former Chair of Council of Provosts

Everyone agrees that UCSC is in dire need of more student housing – especially in light of future growth in the population of students. And most people, myself included, understand that our campus needs to provide good and affordable childcare to staff and faculty as well as to students if we are to claim our place as a premier research institution. Like others, I believe that in the long run, the campus is best served by having the childcare facility placed on rather than off campus. It also seems incontestable that the current Family Student Housing (FSH) complex needs to be demolished, both because it has become dilapidated and unhealthy and because the space could be more efficiently used for housing.

Some issues outside of the narrow scope of an EIR impinge on decisions. No one can question the need to house temporarily those families who would be displaced during a demolition phase of FSH. Costs should be kept as low as possible. And creative ways of financing projects are to be welcomed. Consideration of these issues helps us make wise decisions about how to proceed.

While I recognize the real needs of the UCSC campus and community, I am disturbed by the solution favored in the Draft EIR. As the East Meadow Action Committee comments outline in great detail, the proposed plan is inferior to identified alternatives. Alternative #2, with modifications, seems particularly attractive. Some combination of Alternative 2 and 4 seems very feasible.

Some years ago, the East Campus Infill (ECI) project was abandoned for reasons that are somewhat obscure, given that construction bids were, according to Campus Architect Emeritus Frank Zwart, significantly under budget. Why not resurrect the ECI plan to produce 600 beds and gain another 300 beds at the North Remote site? By reducing the number of undergraduate beds needed on the Heller Site, one could use a portion of the Heller location for FSH and for Childcare. If the Heller site is too cramped for both FSH and the Childcare Facility, one might be able to place the Childcare Facility where University House is now located. Some private donors have expressed an interest in helping to finance a multi-purpose building on the site on which currently sits the condemned University House. Donor interest might help a great deal with UCSC's legitimate desire not to overly burden students with servicing the debt on construction.

The placement of 900 undergraduate beds away from Heller, leaving 2100 beds at Heller, may increase the likelihood that UCSC will be able to remain true to its traditional mission of educating undergraduates. UCSC is unique in being the only public research university that seeks to provide a collegiate experience to all of its frosh. Some other great public research universities (e.g., University of Michigan) provide a collegiate experience to a small portion of

first-year students. But of the research institutions that offer the collegiate model to all incoming students, only one – UCSC – is not a private institution. Imagine what a boost to the college-system it would be to re-invigorate the push for a college for transfer students, complete with academic staff – an idea that was apparently alive at the start of College 8 (now Rachel Carson College). Such an idea might attract private funding. And such an idea seems more possible to realize if a 2100- bed complex (rather than a 3000-bed complex) were designated for transfer students.

What of the thorny problem of housing displaced families during the period of demolition of the present structures? The Draft EIR makes it appear that the East Meadow building site is the only solution to the issue of staging. Yet, because the Draft EIR dismisses all alternatives without adequate consideration, it is hard to know what solutions might actually be workable. Among the options that have occurred to me are these: use the North Remote for FSH on a temporary basis; ask the city of Santa Cruz for permission to place trailers temporarily on the Coastal Campus; place trailers or pre-fab housing near Crown-Merrill during the demolition phase; reserve all near-campus apartments for student families and start construction of phase 2 of Ranch View Terrace immediately. No doubt, there are real impediments to the options that have come into my mind; but quite possibly, one or two of them would prove feasible if pursued with diligence. Before deciding on which way to proceed, one needs first to know how many of the current FSH units are used by families and how many are used by conglomerations of unrelated students and also how deep is the waiting-list for housing among undergraduate and graduate students and post-doctoral scholars.

The summary dismissal of alternatives to preferred plan points to a problem that has troubled me and many others (e.g., the East Meadow Action Committee): the process. While giving some lip-service to consultation, proponents of the current plan appear to have proceeded in an unsettling way. Some years ago, many faculty, myself included, devoted a lot of time to considering different plans for growth on the campus. None of these plans included building on the East Meadow. What happened to those plans? Where are they now? Was the apparently consultative process nothing more than window-dressing, something that Goffman might call “chilling the mark?” Sudden shifts do not engender trust. And if we cannot trust the process of consultation, how can we trust other processes? I am inclined to conclude that review of our options has been hasty.

Perhaps we are rushing to build on the East Meadow, an action as irreversible as it is ugly, despite other preferable solutions to our real problems because of a concern with money. Short term thinking often centers on finances, as may have been the case when the ECI project was scotched. But real financial considerations can also be met if one takes a longer view. Indeed, many could point to the long-term costs of going for cheap short-term fixes. Let us hope that UCSC will be around for a very long time, and let us do what we can today to preserve UCSC’s distinctive and stunning landscape to enhance the health and education of future generations.

# **EXHIBIT 4**

## **NOTES FOR DESIGN ADVISORY BOARD**

**University of California Santa Cruz**

Wednesday Nov 1, 2017

**11:30 a.m. – 2:00 p.m.**

Physical Planning & Construction Conference Room 151 (Barn G)

CHAIR: Richard Fernau

Developer: Capstone Development Partners (HED, Architects of Record; Walker Macy, Landscape; Sundt Construction)

Board: Richard Fernau, Tito Patri

### **Student Housing West Public-Private Partnership Development**

Capstone briefly introduced their firm's background and portfolio of past and current projects. The team further reiterated their approach and commitment of affordability for students as the primary goal of the Student Housing West Project and to deliver beds that are 1.5-3% lower than UC's targeted goal.

The project's sustainability goals are triple-net zero; Capstone believes that it is very achievable and aims to set a new standard for the campus with this project.

Discussion raised the issue of connectivity of the new development to the existing residential colleges in identity and feeling.

Issues to consider were integration of vegetation, the beautiful forest edge, view shed, forested environment, and the meadow, adding habitat value, views from Heller Drive and scale of existing trees to the new buildings.

Capstone introduced the RFP submission scheme and the current 'hybrid' proposal. The original plan comprised of taller buildings along the forest edge; these were broken up to allow students to flow between as well as under breezeways of the buildings.

Public spaces were organized around the end points of the buildings including the Marketplace, Wellness and the Student Commons. Family Student Housing is organized as a stepped terrace. Distributed Commons spaces throughout the development will be important for student living.

The Board asked if the team had considered siting denser, taller buildings against the forest edge. The proposed buildings are seven levels compared to six levels at Porter Residence Halls.

The team explained the reduced site boundary because of the dispersal habitat of the protected red-legged frog species.

The Board noted the need for more porosity/perforation through the buildings. They've noticed that the students have already taken possession of a number of natural assets out there, eg, an existing rock outcrop as a contemplative space. Is there any possibility of working these existing resources into the design?

The Board commented that the earlier concept was stronger as there was a greater interface between the forest and the meadow. The new version appears to have negated that feature. The slope of the meadow should be checked as it appears naturally to slope away from Heller. The proposed massing may be counter-intuitive to what is actually out there. The pedestrian spine could be closed off more than is desired. The Board reiterated that porosity through the buildings is very important. Getting an arborist to be involved early to initiate a tree survey was encouraged.

The Board noted that all the scheme variations displayed a number of small open spaces in the middle and asked whether instead a larger gathering space had been considered. A big landscape move is encouraged as the campus does not have an opportunity to develop at this scale.



The Board suggested that the buildings need not be hidden. As a main entry, it is expected to make a big statement. The original concept was an institution at the edge of the forest; it does not necessarily mean that it is not seen. If there is a way to increase square footage into one building, in order to free up more open space, it would be desirable.

The Board recognized that it would be important for the development to be a destination place for the residents as well as other students across the campus. Recognizing that this development will be a big change, the team was encouraged to do less with the landscape. Do more with less and not overdo it. What generally looks good in plan does not necessarily translate well experientially in the landscape.

The team presented some ideas for elevation treatments of the buildings. The Board suggested Porter Residence Halls as a good example of having a non-institutional quality to the buildings. This feature is unique to the campus and should be important to maintain. The challenge is to break down the scale and Porter has been a successful example. The Board remarked that there were too many types of elevations. Limit to three. Type B was not a good solution. The weathering possibility is desirable, mixing with other metals. Use window frames for more relief and create some articulation with the middle scale.

Capstone will return at a later date to present the proposed Family Student Housing development on the Hagar site. The date for presenting the SHW 50% Schematic Design will also be determined pending finalization of the project schedule.

*The meeting adjourned at 1.30pm.*

**NOTES FOR DESIGN ADVISORY BOARD**

**University of California Santa Cruz**

Wednesday Dec 6, 2017

**12:00 p.m. – 3:00 p.m.**

Physical Planning & Construction Conference Room 151 (Barn G)

CHAIR: Tito Patri

Developer Team (SHW Project): Capstone Development Partners (HED, Architects of Record;  
Walker Macy, Landscape; Sundt Construction)

Consultant Team (LRDP): Page, Planning Consultants

Board: Richard Fernau, Tito Patri

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Student Housing West Public-Private Partnership Development 50% Schematic Design Review**

A presentation was given on the 50% schematic design. The current site plan was revised in response to comments from the DAB at the November meeting, incorporating larger open spaces, simplifying the massing, and adding height to the western buildings. The “big idea” in the site planning maintains the forest edge on the west and allows the meadow to wrap into the complex from the east.

The Board inquired about how the massing is perceived from Heller Drive, and noted that it's not a great sin if you see a ten story building, as this fits within the philosophy of the campus. Color, texture, shadowing can make that sort of image acceptable.

The Board asked about the programming and grading at the southern courtyard. Capstone described the terraced amphitheater seating and the hub, which includes programs accessible to all, not just the residents. The pedestrian connection to the existing bridge is still being studied with regard to grade.

The Board expressed concern about the substantial change in grade between the undergrad site and the graduate community, buffered by a large parking lot. They suggested bringing some of the spirit of the planning of the undergrad community down to the graduate community, namely the landscaping, pedestrian circulation, and sense of anticipation and arrival. They wondered aloud what would draw people there, and what opportunities there might be to conceal or minimize the parking lot. The Board noted that the extensive grading required is not in the tradition of the campus and its design principles, and suggested studying the parking to the south of the grad buildings instead. They felt the extreme grading created a more pronounced cultural divide than was necessary. The consultants noted that trees will be used to screen the parking lot.

The board asked about the sequence of pedestrian circulation from north to south and access to views – of both the natural environment and the bay at the south end. The board thought the siting of the hub and gathering spaces at the south end were a missed opportunity and should take advantage of both light and views. There was discussion about the size and scale of the breezeways and if they were adequately contributing to the circulation concepts and design intent.

The Board asked if the team had studied higher density and a smaller footprint for the graduate program, how trees could help screen the parking lot, and how materiality and texture will affect the grad building massing. The design team had not yet studied materials for the graduate buildings.

The Board asked how a sense of verticality could be used, in both open spaces with redwood trees and in building massing with double height spaces, to punctuate open space and break up building massing. A discussion took place about using the ends of buildings as common space, in order to contribute to the overall open nature of the complex and democratization of views. At the moment the ends are units with primarily opaque walls on the exterior; it is a missed opportunity, where instead the ends could act as beacons of light.

The consultants presented the material palette concepts and façade patterns. The Board noted that there should be something on the building, in a modern vocabulary, to denote the top, other than PV panels.

#### Summary Recommendations

- Emphasize the view corridors by allowing them to cut through entire complex.
- Consider shifting building to
  - Minimize retaining walls where possible
  - Obtain southernly open space
  - Make more of a gateway by moving buildings six and seven
- Study the massing
  - Not only looking at finishes and materials for variety, but to reflect program and function within
  - Consider how materials can reinforce the section, by creating a vertical reading on the façade.
  - Consider the idea of base, body, and head in the façade of the building, via a modern vocabulary.
  -

*The meeting adjourned at 3pm.*

## NOTES FOR DESIGN ADVISORY BOARD

University of California Santa Cruz

Monday, February 26, 2017

Physical Planning & Construction Conference Room 151 (Barn G)

CHAIR: Richard Fernau

Board: Richard Fernau, Louise Mozingo, Tito Patri (Absent)

9:30am *Family Student Housing - Introduction through 100% Schematic Design*

UCSC Traci Ferdolage, AVC, PPDO

Developer Capstone Development Partners (Kattera, Building Technology;  
Walker Macy, Landscape)

Capstone introduced the Family Student Housing (FSH) development proposed at the site where Hagar and Coolidge Drives intersect, explaining that the project is on an exceedingly fast schedule, with Design /CEQA approval targeted for July 2018, and construction starting immediately following the public appeal period. This project phase is currently at 100% Schematic Design.

Some of the site planning decisions are currently informed by conditions related to the CEQA review, including the storm water drainage design strategy, the proximity of the development to an existing sinkhole feature and an attempt to maintain the delicate balance of forging a new living community yet complementing the existing natural environment. Walker Macy explained that some intrusive cuts may be necessary to achieve a universally accessible site, but that has yet to be determined. There is an overall 80-foot drop from the top to the bottom of the Hagar site.

The primary access to FSH will be off Hagar Drive, with a second entry planned off of Coolidge Drive. An Early Education Center (EEC) will be also be developed at FSH but has yet to be designed. Capstone is partnering with Kattera, a technology company that efficiently fabricates workforce housing, as the cost-effective solution to design and deliver the FSH units. These will be structural components that are manufactured and assembled offsite to expedite construction. On their visits to the campus, Kattera is keenly aware of the sense of importance in the sequence of approach from the campus's historical district to the proposed site.

Kattera explained the unit plans and how the schemes have evolved. One design strategy was to create two-foot 'slips' in plan and section to give some articulation and depth to the building profiles. For exterior finishes, cementitious panels are being considered in reference to the natural limestone formations commonly found on campus. Kattera acknowledged that the units with the side walls exposed to Coolidge Drive currently look starkly opaque with limited openings, which would be a problem when it's in full view. They are looking at some options to articulate that elevation.

The Board raised a collective concern on the noticeable lack of interior and exterior storage amenities for the residents. In particular, as the project is sited prominently at the gateway to the

campus, unkempt personal property left out in the open would be visible from the main road. Capstone acknowledged that while this being a concern, they also have to balance cost against program needs as FSH is currently the most subsidized component of the entire Student Housing West development. At 140 units currently, the program is very compacted. The Board commented that the designers should look at screening opportunities, either using low-screens, planting, or offsetting the public-private transition areas by a couple of feet.

The Board noted that the grading shown around the perimeter looks very infrastructure-like and imposing; it is currently proposed at a 4:1 slope which is similar to a typical CALTRANS embankment standard. They recommend that the slope be eased considerably, both to better align with the existing natural grades of the meadow and to render the approach to the Hagar / Coolidge intersection as more welcoming and inviting. The corner of Hagar and Coolidge presents an iconic view of the entire development, and acts as a gateway to the larger campus itself.

The Board also queried if it was feasible to create two ADA zones, instead of a single one across the site, to complement more of the existing site gradient. Walker Macy explained that the goal was to achieve accessibility across the entire development.

The Board also recommended considering another location for the maintenance building to minimize the amount of cut and fill needed to conceal the structure. They thought that it could be given a unique architecture treatment to complement the history of the campus.

The Board pointed out that one of the ways to look less like a developed compound is to “expand the landscape beyond the boundary, let the trees drift off-site, which will help the site considerably.” The use of a clever tree pattern could also help to mitigate the elevation changes and more landscaping on the inside of the walkway paths is highly encouraged. Some figurative attention should also be given to the EEC. Another observation was that the scale of the Commons open spaces “feel too big.” It would allow more give in the site plan to scale down the open spaces.

On the selection of materials, the Board indicated that dark and absorptive colors would be preferable to a bright palette and durability would be a strong consideration. The use of weathered steel panels could also be considered.

The Board also noted that the child care center siting would be extremely important, and asked how it would relate to the housing project aesthetically.

In conclusion, the Board wanted to be recorded that they are unanimously opposed to the selection of this site for the FSH development. They questioned what alternative sites had been evaluated and expressed concerns that the low-density program, located at such an iconic gateway intersection, undermines the careful approach and purposefulness of campus planning, and were alarmed by the potentially inhospitable interruption to the visual character of the open meadow in that specific location.

An absent Board member, Tito Patri, submitted his written comments on February 24th in advance of the DAB presentation and requested it to be added to the meeting notes:

1. This is the University of California and this campus was established with the uniqueness of this overall site very much in mind - this special example of the ecosystems and geomorphology of the California Coast, as an integral part of its mission. The idea of the colleges at the edge of the forest, keeping these very meadows (ancient sea terraces) free of development and forever "readable" for educational purposes, is at the core of that mission. This FSH project will signal that it's OK to start filling in the rest of the meadow with more development. With up to 20-foot cuts and 15-foot fills it will permanently disrupt the visual understanding of the terrace formation. This will be especially prominent because when approaching the upper campus along Hagar the meadow terraces are seen as the skyline because of the drop-off to the east. I'm not even touching on the stylistic disruption of the prefab architecture. Planting native grasses on these steep slopes will not mask this error. Nor will trees popping up in the middle of the meadow designed to hide these buildings.

2. A preferable site would be downslope of Ranch View Terraces, west of the campus entrance, an area that is no longer "virgin" and in the low karst hazard category as opposed to the Hagar site which is in the moderate karst hazard category. Development there if sited properly and with "suburban" tree patterns would reflect the privately developed properties across Empire Grade. Another alternative would be to straddle Hagar and place some units close to the residential (faculty) houses to the south. These would then be in area zoned as Employee Housing - why not FSH?

3. The project's extensive road circulation looks as though it is driven by fire department requirements and the by(sic) extensive cost saving e(sic) overall site grading and flat building sites. Instead of creating an island of development smack in the middle of the view, buildings could follow Hagar (perhaps there is even room on the south side of Hagar) and more importantly should follow the existing slope. Exclusive fire department access could be provided off of Hagar cutting down on the amount of interior roads. This would tie the project more closely with the faculty residential area to the south. In fact the project could be integrated with the edges of that development so it appears as an extension of it. The open space east of our parking area also comes to mind (also zoned as EH).

[REDACTED]

[REDACTED]

[REDACTED]

## NOTES FOR DESIGN ADVISORY BOARD

University of California, Santa Cruz

Monday March 26, 2018

9.30am – 12.00pm

PPDO Large Conference Room 151

CHAIR: Tito Patri

DAB Members: Richard Fernau, Louise Mozingo, Tito Patri

### Capstone Development Partners

Bruce McKee – Capstone Partners

Jason Jones – Capstone Partners

Mike Zilis – Walker Macy Landscape Architects

Cameron Hall - Katerra

Alyse Winterscheid – Katerra

Chad Zettle - Katerra

### UC Santa Cruz

Traci Ferdolage – AVC, Physical Planning, Development and Operations

Felix Ang – Campus Architect, PPDO

Jolie Kerns – Interim Campus Planner, PPDO

Adam Shaw – UCSC Project Management Consultant

Shannon Percy – UCSC Project Management Consultant

### Site Context and Landscape Strategy

Walker Macy began with a contextual overview of the project area, describing the surrounding meadow landscape procession through the campus historic district before arriving at the Hagar Drive site. The idea was to conceptually knit the forested vegetation at the campus edge into the housing project by extending the tree vegetation from across Hagar Drive.

Taking cues from past LRDP development ideas and also from existing embankment slopes between 2:1 and 4:1, Capstone felt the grading plan has been modified adequately to address the Board's concerns from the last presentation. The proposed slopes now are flatter and more undulating compared to CALTRANS standards, providing a more dramatic edge condition and suggesting a forested landscape that has been naturally restored from its cattle-grazing history.

Some of the revised landscape design features include accessibility across the entire site; blending in the northern contours and at the same time, greatly reducing the fill on the southern edge to achieve slopes at gradients between 5:1 and 6:1. The palette for the plant material are selected to be native and climate-adaptive.

Within the site, the two central commons have been tightened in scale to intensify their use. The maintenance shed has been tucked down, reducing the severe grading cut that

was last presented. Capstone felt that a lot of work has been done to connect the units to the two central commons. Two exterior renderings were shown: one from the commons looking south and another from a parking row looking up north.

The perspective renderings shown illustrated vegetation of a twenty-year maturity. By comparison, the project's Environmental Impact Report renderings indicate five year-old vegetation.

Attention has also been given to how views open and close in the development. Slides with 'before' and 'after' views down Hagar Drive attempt to illustrate the housing units have been tucked in considerably to maintain views of the bay. The Board disagreed with Capstone that the buildings have been sited appropriately to remain hidden.

### **Architecture and Material Selection**

For the residential buildings, Kattera briefly presented two facade options for the exterior: a vertically continuous black-coated metal panel system extending to the roof alternating with enhanced wood panels; a second option of either cementitious panels or cement plaster system in lieu of the metal panels. Precast deck slabs and metal channel stair stringers are currently explored as structural possibilities. Tipping Engineers are engineers of record for the structural foundation, while Kattera is responsible for the super-structure.

PPDO and the Board jointly noted that the option which alternated contrasting materials that extended from ground to the roofline, read more texturally at a larger scale. This was a critical distinction given that the building exterior will be viewed largely from a distance and was preferable to the simple cementitious form with punched fenestrations.

Compared to the lighter values presented at the last presentation, the material palette presented was revised to earth tones that were more aligned with the Physical Design Framework guidelines. Following comments from the last presentation, Kattera introduced more asymmetry to the plans, each module having a 2-foot offset with a 10-foot separation between the pairs. Clerestory translucent windows have also been added to the bathrooms and exterior storage units are being studied. Kattera will explore further locations for storage areas on the upper level units.

The rooftop photovoltaic panels are currently designed as low-tilt; Kattera is collaborating with Putnam Infrastructure to configure the arrays and possibly, create roof overhangs. 140 parking spaces are being considered for the residential portion and up to 40 for the childcare facility. A traffic study for the Environmental Impact Report is currently under review, which will inform the Hagar Drive and Coolidge Drive intersection, but more study is needed for a 2nd Coolidge Drive exit.

The Board commented that the site is on a moderate karst hazard zone. Capstone noted that close to 100 borings have been made so far. The building foundation method would



likely comprise of 12” to 18” mat slabs over lime-treated soil with engineered fill. At this time, the geotechnical consultant is studying the general massing and the weight of the doline fill, which may potentially erode the existing geology.

Walker Macy noted the trash enclosure design is being incorporated into the next design review.

### **Comments on Overall Planning Strategy**

The Board felt that the strategy of contour treatments, slope modifications, scale reduction of the interior commons and the drift of trees across the Hagar landscape have made the best of a difficult situation. Even then, the Board reiterated that they were still opposed to the selected site and felt that the campus was “making a big mistake.” They also strongly urged for an analysis of alternative sites.

The Board further questioned whether the plant varieties, while visually pleasing, were child-appropriate as the selection appeared too delicate and possibly even, challenging to maintain over time. At present, Capstone Management Partners are contracted to manage the landscape; details on the custodial and grounds services are being worked out. The Board felt the overall landscape looked very suburban and Capstone agreed it would not be desirable to rely solely on maintenance to protect the landscape. The Board felt the issue of maintenance is a priority.

While Capstone observed that past LRDP plans, including Thomas Church in 1963, had suggested the East Meadow to be considered for development, the Board commented that low-cost housing and the proposed landscaping was programmatically incongruous for the site. The Board accepted that all of the campus resource lands are available options, citing the recent Ranch View Terrace development as an example of how the campus entry has evolved. However, they maintained there are other spaces on campus better suited for student housing and that the East Meadow site would be more suitable for other uses.

The Board advised the team to treat the entire area across Hagar to Jordan Gulch as one single zone. Capstone agreed the landscape design may have been too contained and they will consider letting the landscape reach out further beyond the limit of work. The Board would like the site plan to be brought back for more improvement.

The Board felt the need to reiterate that the enduring quality of the open meadow was well understood by all and underscored that there was a storied sequence into the campus. They emphasized that “we need to start and end our discussion with those points.”

### **Early Education Center**

The Board expressed concern that design for the Early Education Center (EEC) is still pending while the rest of the housing development has already been designed. Capstone clarified that the initial siting of the EEC dictated the planning of the housing development, not the other way around. They assured there will be some latitude to move the EEC around within its boundary limit. Capstone has retained the services of Indigo Architects as designers of the EEC, noting that the principal, John Hammond, had studied with Thomas Church at UC Berkeley.

The EEC will be approximately 13,000 SF and the proposed outdoor space will double that area; the childcare program is expected to serve 140 children and will be available to the families of all staff and faculty on campus, not just the immediate neighborhood. The Board stressed the important relationship between the interior and exterior programs and identified an opportunity for good architecture.

### **Adjourn**

The meeting ended at 12.00pm. The next meeting is scheduled for Monday, April 16.

# **EXHIBIT 5**

The Regents of the University of California

**COMMITTEE ON GROUNDS AND BUILDINGS**

July 19 and 21, 2016

The Committee on Grounds and Buildings met on the above dates at UCSF–Mission Bay Conference Center, San Francisco.

Members present: Regents Makarechian, Pérez, Schroeder, Sherman, and Zettel; Advisory member Hare; Staff Advisors Richmond and Valdry

In attendance: Regents Brody, Ortiz Oakley, and Ramirez, Regent-designate Mancia, Faculty Representative Chalfant, Secretary and Chief of Staff Shaw, General Counsel Robinson, Executive Vice President and Chief Financial Officer Brostrom, Chancellors Block, Blumenthal, Hawgood, and Khosla, and Recording Secretary McCarthy

The meeting convened at 2:50 p.m. with Committee Chair Makarechian presiding.

**1. APPROVAL OF MINUTES OF PREVIOUS MEETING**

Upon motion duly made and seconded, the minutes of the meeting of May 10 and 12, 2016 were approved.

**2. UPDATE ON STUDENT HOUSING AND PLANS FOR NORTH TORREY PINES LIVING AND LEARNING NEIGHBORHOOD, SAN DIEGO CAMPUS**

[Background material was provided to Regents in advance of the meeting, and a copy is on file in the Office of the Secretary and Chief of Staff.]

Associate Vice President Sandra Kim introduced this discussion of on-campus housing at UC San Diego and the campus' plans to provide more than 5,000 additional beds in the upcoming five years.

Chancellor Khosla recalled that his campus had presented its housing strategy at the prior meeting and said this presentation would focus on a single part of its strategy, the North Torrey Pines Living and Learning Neighborhood (North Torrey Pines). Through the addition of 5,000 new beds by 2020, UC San Diego would address the need for affordable and guaranteed on-campus housing. The campus' goal is to guarantee four years of on-campus housing to undergraduate and Ph.D. students at below-market rates. Market-rate housing in San Diego was becoming increasingly expensive and was not affordable for most UC San Diego students. These plans would enable the campus to contribute to the President's Student Housing Initiative and house its future enrollment growth of 1,200 to 1,500 students per year. The Chancellor anticipated that UCSD could grow to 40,000 students, including undergraduates and graduates, in the next five years.

The campus plans to develop mixed-use facilities that integrate living and learning to build a sense of community among its students and other campus members.

UC San Diego Chief Financial Officer Pierre Ouillet commented on the key drivers for North Torrey Pines. To provide affordability for students, given double-digit annual increases in private market housing, the campus intended to maintain housing prices at least 20 percent lower than market rates. UCSD enrollment is projected to increase by at least 1,500 students per year, beginning in 2016-17. It is anticipated that a sixth college would be added at North Torrey Pines to UCSD's college system. UCSD's current commitment was to provide on-campus housing for one-half of its students. The campus had wait-list demand for students at least up to that amount. The Mesa Nueva graduate student housing project had already been approved by the Regents and was planned to open by fall 2019. Financing for Nuevo West graduate student housing had been approved in May, and the Nuevo East graduate and upper-division undergraduate housing project would be brought to the Committee in the future. Mr. Ouillet displayed a map showing these projects' locations on the East Campus. All three would be developed through a design-build delivery model and would provide 3,400 additional beds for graduate students.

North Torrey Pines would provide 2,000 additional undergraduate beds on the West Campus. Mr. Ouillet displayed UCSD's housing financial forecast, showing revenues from its existing housing, expenses excluding debt service, projected revenues from new projects and associated expenses excluding debt service, and net housing revenues, which he said would more than cover the debt service. The debt service coverage ratio would exceed University requirements and would allow for significant funds to be invested back in maintenance and capital improvements. The North Torrey Pines program would also include 120,000 assignable square feet of academic space to accommodate enrollment growth, market-style dining, and resident support spaces. A 900-space parking lot would be replaced with 1,200 underground parking spaces. Much infrastructure would be common to benefit from economies of scale.

Regent Sherman asked if the parking ratio was typical for the campus and whether increasing parking would encourage vehicular traffic. Mr. Ouillet responded that students were strongly discouraged from bringing cars to campus. UC San Diego was phasing out the use of cars for first-year students in the upcoming year, and for first- and second-year students the following year. North Torrey Pines parking would serve the entire University community on that part of the campus, which currently had a significant parking shortage. Chancellor Khosla confirmed the shortage of parking for faculty, noting that North Torrey Pines would add only 300 new spaces. As the campus grows to a total of nearly 40,000 students over the upcoming five years, facilities need to be re-imagined to be welcoming to students and visitors to the campus.

Regent Pérez asked about the campus' integration with mass transit. Chancellor Khosla explained that the addition of mass transit offered UCSD the opportunity to re-think a long-range vision of the campus as a living-learning community and its relationship to

San Diego. Architects were currently engaged in this process. He suggested that the campus could present details of this longer-range vision for UCSD at a future meeting.

Committee Chair Makarechian asked for clarification of the housing expenses excluding debt service for North Torrey Pines, which he said were typically about three percent. Mr. Ouillet explained that the \$9.1 million annual housing expenses excluding debt service were for all new housing projects, including Mesa Nueva, Nuevo West, and North Torrey Pines. Mr. Ouillet offered to provide more details and information about benchmarks in the private sector.

Regent Sherman asked if academic facilities for students living in North Torrey Pines would be on the same side of the campus. Chancellor Khosla explained that earlier classroom buildings at UCSD contained only classrooms, resulting in inefficient use of the facilities. In the future, the campus would develop academic buildings in reasonable proximity to residential buildings, having classrooms distributed throughout the campus. Regent Sherman inquired if the development would be similar to a mixed-use commercial development, but in a campus setting. Chancellor Khosla responded in the affirmative. Mr. Ouillet added that buildings could contain classrooms that would be used during the day and residential space used in the evenings. A large conference center with classrooms would be developed. Chancellor Khosla pointed out that the campus would need space for new faculty to teach students added through enrollment growth. Academic space would also be developed, so that the campus would not have to rely only on State support for capital projects.

Regent Ramirez asked if the campus had consulted with students about mixing graduate students with upper division undergraduates in the planned Nuevo East housing. Chancellor Khosla commented that undergraduate and graduate students would be together in Nuevo East, but would be reasonably separated. Mr. Ouillet said North Torrey Pines would contain both independent living and typical dormitory rooms. Students serve on planning committees and have input on design plans.

Committee Chair Makarechian encouraged the development of student housing, given the high rental market in La Jolla. Regent Zettel expressed her view that mixed-use facilities would create a vibrant campus.

### 3. **UPDATE ON HOUSING STRATEGY, SANTA CRUZ CAMPUS**

[Background material was provided to Regents in advance of the meeting, and a copy is on file in the Office of the Secretary and Chief of Staff.]

Associate Vice President Sandra Kim introduced the presentation of UC Santa Cruz's housing strategies, including efforts to address existing need and other requirements that dictate the number of beds. The campus has developed plans for a number of projects to increase on-campus housing to meet the demand of enrollment growth, while maintaining the unique character of the campus. The campus intends to use a public-private delivery method to develop housing with 3,000 beds in the near future.

Chancellor Blumenthal presented a housing strategy he said was designed to meet UCSC's short- and long-term needs in the context of enrollment growth, new options available at the systemwide level, and some unique constraints. UC Santa Cruz houses more than 50 percent of its students, a higher percentage than any other UC campus. The campus had added nearly 4,000 students since 2004, the last time new housing was developed. The campus had added beds whenever possible through housing renewal projects. However, adequate and affordable housing for students had not kept pace with demand.

Chancellor Blumenthal affirmed the campus' philosophy that housing is an integral part of the student experience. From the outset through its residential colleges, UC Santa Cruz has created vibrant living-learning communities that enhance the quality of life for its students. It now must accommodate enrollment growth. Uniquely, UCSC must honor the housing requirements of the Comprehensive Settlement Agreement (CSA) negotiated with its surrounding community.

UCSC students currently have on-campus housing options ranging from dormitory living in residential colleges to apartments for undergraduates, graduate students, and families. While its student body had increased almost 30 percent since 2004, the campus had added only 350 new beds as part of major maintenance projects. Demand had been accommodated and the requirements of the CSA met primarily by increasing density, adding 2,000 beds by converting double rooms into triples, and lounges into quads. Out of its 150 lounges, 141 had been converted to bedrooms. However, removing these common spaces degrades the quality of life for students, who lose a place to study, socialize, and relax. Chancellor Blumenthal acknowledged that this situation was not ideal and that this option had been exhausted; density could not be further increased. Off-campus housing was also challenging. Santa Cruz is one of the ten most expensive places to live in the nation. The current rental market, like the rest of the Bay Area, is very expensive, with high demand and low vacancy rates. Silicon Valley is booming and high technology workers are flooding into Santa Cruz, driving up rents and straining availability. The Santa Cruz community had produced little affordable new housing. The campus had investigated leasing off-campus rental properties and had approached developers who were developing new projects, but to no avail.

UCSC has 800 students on the waiting list for on-campus housing for the upcoming fall, and expects that number to increase. The CSA requires that, for the remainder of the 2005 Long Range Development Plan, the campus provide beds for 67 percent of its enrollment increases beyond 15,000 students. The campus currently offers a two-year housing guarantee to all new freshmen and a one-year guarantee to all undergraduate transfer students. Certain other groups, such as military veterans and emancipated foster youth receive four-year on-campus housing guarantees. Providing housing to these students is integral to their success.

Chancellor Blumenthal indicated that the UCSC campus is at capacity, and is faced with seemingly irreconcilable forces: a significant need for new beds, limited and expensive off-campus rental capacity, and limited debt capacity. Until recently, the campus' limited

debt capacity constrained its ability to develop significant new housing. President Napolitano's Public-Private Partnership Model (P3) would allow UCSC to meet its demand for new housing within its existing debt capacity by 2020. P3 would allow the campus to address three key issues. First, a systemwide solicitation should yield a developer who could build at the necessary scale and cost. Without the systemwide effort, some developers might not be willing to bid on a UCSC project. Second, under the financial mechanism of the P3 model, only a limited portion of the total project cost would count against the campus' debt capacity. Third, P3 would allow the campus to deliver the needed capacity with only modest and predictable housing rate increases for students.

Chancellor Blumenthal outlined UCSC's housing plans including a P3 project of new construction and redevelopment on a 90-acre west campus site that would add 3,000 beds and enlarge dining facilities at Porter College and College Eight. He anticipated that the west campus project would attract highly competitive proposals. The campus would work closely with the Office of the President and anticipated a swift process. A Request for Qualifications would be released in the fall of 2016, with developer selection in early 2017. Plans include new housing on undeveloped areas, as well as replacement of older housing.

Chancellor Blumenthal discussed campus plans for housing to respond to the University's accelerated pace of enrollment growth. UC Santa Cruz has a pressing need for housing before P3 housing would be available. Conventional onsite construction would be too costly and too slow. The only viable option to add 360 new beds within one year would be pre-fabricated modular construction. These units would not be mobile, but would be installed on engineered foundations. They would offer attractive, light-filled spaces built with high-quality materials. UC Santa Cruz has had great success with The Village, a modular housing community built 20 years prior that was still a popular choice for students. These units are placed thoughtfully to build community, and offer single bedrooms, kitchen, laundry, study facilities, and onsite staff. The campus has identified a three-acre site near existing utilities, transportation stops, and recreational facilities, with the capacity for one- to three-story modular units that could house 360 students beginning in fall 2017. These units could be filled just by meeting the campus' housing guarantee agreements and without this project, the campus would be forced to cap enrollment. Chancellor Blumenthal summarized that this two-pronged strategy would meet UCSC's short- and long-term housing needs.

Committee Chair Makarechian agreed that housing must be developed quickly at UC Santa Cruz. He commented that it was unfortunate that only 350 beds had been developed in the past ten years and expressed his opposition to developing modular housing. He questioned the campus' estimates of cost per bed at \$70,000 for modular housing and \$172,000 for built construction, and the campus' assertion that it would take two years to construct housing on site. He expressed his view that permanent housing could be constructed in less than one year. He suggested that the campus find a contractor to develop high-quality housing and offered his assistance. The cost of roads, utilities, and infrastructure for modular construction would be the same as for high-quality



construction. He suggested that it may even be less expensive to build permanent housing on site than it would be to use prefabricated housing.

Regent Pérez expressed agreement with Committee Chair Makarechian about the cost of developing modular housing compared with high-quality housing. He acknowledged that modular housing could have a longer life than anticipated, but expressed his view that developing modular housing would not be the optimal use of campus space or of the funds invested. He stated that the campus should aim for the optimal solution, which he believed could be accomplished more quickly than had been the University's past practice.

Committee Chair Makarechian expressed his view that the perception that modular housing was much faster to construct than built construction was a marketing tool of the modular industry. He commented that modular construction was limited to certain designs and heights, because of requirements needed to transport the units to the site. In spite of cosmetic improvements, modular construction has a monotonous appearance and, once installed, tends to be kept in place for longer than originally planned. It was not the best way to use the beautiful Santa Cruz campus. He encouraged the campus to engage architects and builders capable of constructing high-quality housing quickly.

Regent Sherman associated himself with Committee Chair Makarechian's comments. The Village modular housing was still in place 20 years after it was installed, and therefore was not really temporary. Using more modular housing would reduce the overall quality of the campus' housing. He encouraged the campus to explore using other UC campus housing designs that could be fast-tracked with appropriate incentives to builders, such as monetary incentives for early delivery. A phased approach could be used to deliver some units very quickly. Infrastructure costs would be the same for modular or high-quality construction.

Chancellor Blumenthal commented that 90 percent of the beds he had discussed would be permanent construction developed through P3. Only ten percent would be modular housing. The site planned for the modular housing was not one planned for permanent housing, but was planned for other uses. Infrastructure installed at the site could be used for other purposes in the future. He explained that the reason the campus had not developed more housing was because of the limitations of its debt capacity coupled with the need to replace a large number of existing beds. This proved to be very difficult to accomplish within the traditional funding approach. The new options available through the President's Housing Initiative were very important to UC Santa Cruz. He reiterated that student satisfaction with modular housing in The Village was very high.

Executive Vice President and Chief Financial Officer Brostrom reported that his office had engaged a real estate advisor, Jones Lang LaSalle, Inc., who had met with staff at the Santa Cruz campus. Mr. Brostrom's office would be issuing a Request for Qualifications for a master developer and the 90-acre parcel on the west side of the Santa Cruz campus would be one of the first P3 projects considered. During his and Ms. Kim's visits to all UC campuses, the Santa Cruz students were most insistent about the need for additional

housing. Students reported that the reduction in the amount of available common space resulting from the conversion of double rooms to triple rooms, and lounges to bedrooms was detrimental to students' academic life and their general quality of life. Students expressed support for the quick development of housing like The Village.

Regent Pérez observed that the desire to move as quickly as possible was clear. Students would be the strongest voices for quick resolution, since they are living with the reality of triple rooms and the lack of common space. But these forces need not lead to only one outcome, since there was a desire to examine other ways to address the immediate need for housing. The problem of debt capacity did not apply only to the Santa Cruz campus and should provoke a deeper discussion about possible changes both to UC policy and the approach of the Governor and the Legislature. Otherwise, considerations of debt capacity would drive too many decisions.

Regent Schroeder asked if construction of modular housing would relieve current density problems at UC Santa Cruz. Chancellor Blumenthal responded that the campus hoped the modular housing would serve several purposes. First, it would accommodate enrollment growth anticipated for fall 2017. The campus' current housing stock would not allow it to take any additional students in fall 2017. Second, modular housing would allow the campus to relieve the high density, at least with regard to student lounges that had been converted to bedrooms. Third, the modular units would allow the campus to house students when existing housing was repaired or replaced. UC Santa Cruz Provost Alison Galloway added that the single rooms in the modular housing would be attractive to upper-class undergraduates with housing guarantees.

Regent Sherman asked about the campus' plans to finance the modular housing and if UC policy had any financing restrictions for modular housing. Mr. Brostrom commented that UC Santa Cruz had fairly sizeable housing reserves that would be used for the equity portion of the financing. The constraint on debt stems from tax laws requiring that the term of the debt be no more than 120 percent of the useful life of the building. If the modular housing were deemed to not be viable for 40 years, the University would be constrained in the term of the financing. He expressed his view that, given current borrowing rates, this would not be a barrier. Committee Chair Makarechian said the restrictions on financing for modular housing should also be considered. Mr. Brostrom clarified that the key factor would be how quickly a design-build project could be implemented. In the past, UC was not effective in completing such projects quickly, but given the present urgency of enrollment growth and escalating rental rates in the housing markets surrounding many UC campuses, his office would work with the campus to explore options that would be brought to the Committee. Mr. Brostrom confirmed that debt capacity would not be affected by whether the housing would be modular housing or high-quality.

Committee Chair Makarechian observed that infrastructure costs would be higher if the housing were spread out over a larger area. If the campus planned to take the modular housing down after 15 years, its cost per year would be much higher than more

permanent housing. He suggested that the campus take these and other considerations expressed by the Regents into account.

**4. APPROVAL OF PRELIMINARY PLANS FUNDING, MINNESOTA STREET STUDENT AND TRAINEE HOUSING, SAN FRANCISCO CAMPUS**

The President of the University recommended that the 2016-17 Budget for Capital Improvements and the Capital Improvement Program be amended to include the following project:

San Francisco: UCSF Minnesota Street Student and Trainee Housing – preliminary plans – \$12.8 million to be funded from housing reserves (\$7 million) and campus funds (\$5.8 million).

[Background material was provided to Regents in advance of the meeting, and a copy is on file in the Office of the Secretary and Chief of Staff.]

Associate Vice President Sandra Kim introduced this item requesting approval of \$12.8 million in preliminary plans funding for UCSF’s Minnesota Street Student and Trainee Housing. The proposed project on University-owned property close to the Mission Bay campus would provide up to 610 units for about 810 occupants. The funding requested would allow the campus to engage a design and construction team to complete programming and design development. Preliminary plans funding would be from housing reserves and other campus resources.

Upon motion duly made and seconded, the Committee approved the President’s recommendation and voted to present it to the Board.

**5. APPROVAL OF THE BUDGET, EXTERNAL FINANCING, AND DESIGN FOLLOWING ACTION PURSUANT TO THE CALIFORNIA ENVIRONMENTAL QUALITY ACT, MULTIDISCIPLINARY RESEARCH BUILDING 1, RIVERSIDE CAMPUS**

A. The President of the University recommended that the Committee recommend to the Regents that:

(1) The 2016-17 Budget for Capital Improvements and the Capital Improvement Program be amended as follows:

From: Riverside: Multidisciplinary Research Building 1 – preliminary plans – \$6.89 million to be funded from campus funds.

To: Riverside: Multidisciplinary Research Building 1 – preliminary plans, working drawings, construction and equipment – \$150 million to be funded from external financing.

- (2) The scope of the Multidisciplinary Research Building 1 shall consist of constructing a five-story, 179,100-gross-square-foot building that would provide approximately: 76,300 assignable square feet (ASF) of research laboratory, laboratory support, and research office space; 10,270 ASF of vivarium space; 25,340 ASF of scholarly activity and building support space; and 13,600 ASF of shell space.
  - (3) The President be authorized to obtain external financing not to exceed \$150 million. The President shall require that:
    - a. Interest only, based on the amount drawn, shall be paid on the outstanding balance during the construction period.
    - b. As long as the debt is outstanding, general revenues from the Riverside campus shall be maintained in amounts sufficient to pay the debt service and to meet the related requirements of the authorized financing.
    - c. The general credit of the Regents shall not be pledged.
- B. The President recommended that, following review and consideration of the environmental consequences of the proposed Multidisciplinary Research Building 1 project, as required by the California Environmental Quality Act (CEQA), including any written information addressing this item received by the Office of the Secretary and Chief of Staff no less than 24 hours in advance of the beginning of this Regents meeting, testimony or written materials presented to the Regents during the scheduled public comment period, and the item presentation, the Committee:
- (1) Adopt the Initial Study/Mitigated Negative Declaration for the Multidisciplinary Research Building 1 project in accordance with CEQA.
  - (2) Adopt the CEQA Findings and Mitigation Monitoring and Reporting Program for the Multidisciplinary Research Building 1 project. By adopting the CEQA Findings, the Regents reaffirm the Statement of Overriding Considerations adopted in association with certification of the UC Riverside 2005 Long Range Development Plan Environmental Impact Report from which the Project's Initial Study/Mitigated Negative Declaration tiers.
  - (3) Approve the design of the Multidisciplinary Research Building 1 project for the Riverside campus.

[Background material was provided to Regents in advance of the meeting, and a copy is on file in the Office of the Secretary and Chief of Staff.]

Associate Vice President Sandra Kim introduced this request for approval of the budget, external financing, and design, and adoption of the California Environmental Quality Act Findings for the proposed Multidisciplinary Research Building 1 (MRB1) at UC Riverside. The project would include construction of a new building that would provide high-quality laboratory and laboratory support space. Preliminary plans funding had been approved at the September 2015 meeting. The project was estimated to be completed in fall 2018.

Chancellor Wilcox commented that the MRB1 would be UC Riverside's first design-build project. Responding to guidance from the Committee, the campus had been able to increase the size of the building, enhance its quality, and reduce its price per square foot. The MRB1 would align with UC Riverside's goals and would address anticipated enrollment growth. By 2020 the campus planned to add 300 faculty; 90 have been added already, with 80 more anticipated for fall 2016. The addition would reduce UC Riverside's student-faculty ratio to a level more consistent with the rest of the UC system. In the past three years, the campus had experienced a 47 percent increase in federal research funding. MRB1 would be the first piece of a comprehensive, integrated plan for campus growth, essential to the campus' increasing enrollment, ambitious faculty hiring, and robust research enterprise. The building's laboratory design would encourage collaboration and its modular design would allow flexibility to adapt to future research needs.

Chancellor Wilcox stated that the design-build process added considerable value to the project. MRB1 would include more than 125,000 assignable square feet (ASF), a 39 percent increase over the amount originally planned, without increasing the original budget. The building's efficiency had been increased from 60 percent to 70 percent, allowing six additional research groups to be accommodated, for a total of 56 primary investigators. The design-build process also yielded increased specialized research space, site enhancements, an expanded vivarium, and 13,600 additional ASF of shelf space. The campus intends that the project achieve a Leadership in Energy and Environmental Design (LEED) Platinum certification through a variety of strategies, including outperforming energy efficiency standards by 20 percent, reducing indoor water consumption by 35 percent, diverting 95 percent of construction waste from landfills, using drought-tolerant plants and high-efficiency irrigation systems, and utilizing the existing campus chilled water system to cool the building. The increase in ASF would allow more collaboration space, critical since MRB1 would house faculty and researchers from engineering, life and chemical sciences, and medicine.

The campus was requesting adoption of the Mitigated Negative Declaration. The building is tiered from the Environmental Impact Report (EIR) for UCR's 2005 Long Range Development Plan (LRDP) as supplemented and updated by the LRDP Amendment 2 EIR in 2011. Public review took place from April 5 through May 4, 2016.

Chancellor Wilcox discussed the project's cost per square foot and displayed a slide showing cost per square foot for comparable UC facilities and private institutions. As a result of the competitive design-build process, and other advantages such as the flat,

accessible site and fortunate timing for construction costs, the cost per square foot was \$641, exclusive of shelf space, compared with the \$750 to \$850 original estimate.

Regarding the funding of MRB1, Chancellor Wilcox affirmed that UCR's debt-affordability model shows that UCR meets the University's standard for cash flow margin and debt service to operations. Factoring in a second research building, MRB2, which the campus planned to bring to the Committee within the current year, UCR would still fall within the University's debt limits. UC Riverside would fund the debt for MRB1 with unencumbered Facilities and Administrative cost recovery. The campus anticipates an additional \$6 million in unencumbered indirect cost recovery by 2020, given its current rate of research growth.

Committee Chair Makarechian expressed appreciation for the improvements to the project.

Regent Ramirez commented that UCR students are excited about the new research facilities.

Committee Chair Makarechian said the cost should not increase above the proposed \$150 million. Chancellor Wilcox agreed.

Upon motion duly made and seconded, the Committee approved the President's recommendation in B. and voted to present the recommendation in A. above to the Board.

**6. APPROVAL OF THE BUDGET, GEFFEN ACADEMY AT UCLA, LOS ANGELES CAMPUS**

The President of the University recommended that the 2016-17 Budget for Capital Improvements be amended to include the following project:

Los Angeles: Geffen Academy at UCLA – preliminary plans, working drawings, construction and equipment – \$35 million to be funded from gift funds.

[Background material was provided to Regents in advance of the meeting, and a copy is on file in the Office of the Secretary and Chief of Staff.]

Associate Vice President Sandra Kim introduced this request for approval of the \$35 million budget for the Geffen Academy at UCLA for renovation of a three-story 75,000 gross-square-foot building located in the Southwest Campus. The project scope would include site improvements and interior upgrades to meet occupancy standards and house Academy students beginning in fall 2018. The proposed project would be funded by a portion of a \$100 million gift from philanthropist David Geffen to establish and support the Academy.

Vice Chancellor Steven Olsen added that the building to be renovated is the Kinross Building, originally designed as an instructional building. The building's existing occupants were being relocated, and the relocation is planned to be completed by the end of the year. Construction would commence in January 2017 and was planned to be completed by September 2018. The Academy would open in September 2017 with two entering classes housed in the adjacent Kinross South Building.

Regent Zettel asked about ongoing financial support and whether the Academy would charge tuition. Mr. Olsen said the Academy would be organized as a self-supporting auxiliary operation and would charge tuition with substantial financial aid to ensure broad access and diversity. The gift agreement called for a \$25 million endowment. Regent Zettel asked if children of UCLA's faculty and staff would be eligible to attend. Mr. Olsen responded that up to one-half of Academy students would be children of UC faculty and staff, and one-half would be members of the broad-based community. The Academy intended to be available to children of families from diverse financial circumstances.

Staff Advisor Richmond asked if children of financially distressed staff would be considered for financial aid. Mr. Olsen answered in the affirmative.

Committee Chair Makarechian expressed strong support for the project and explained that, due to the lack of a quorum, voting on this item would be deferred.

7. **PLANS FOR THE WARNER GRADUATE ART STUDIO RENOVATION AND ADDITION, LOS ANGELES CAMPUS**

[Background material was provided to Regents in advance of the meeting, and a copy is on file in the Office of the Secretary and Chief of Staff.]

Associate Vice President Sandra Kim introduced this discussion of plans to renovate an existing facility for the Master of Fine Arts (MFA) program at UCLA, by repairing or replacing existing building systems and adding approximately 15,000 square feet of space to the existing 21,000 square-foot warehouse structure. The Warner Graduate Art Studio, located on University-owned property in Culver City, 4.5 miles from the UCLA campus, currently accommodates graduate student art studios in photography, sculpture, and ceramics, computer laboratories, exhibition space, and open teaching space for classes. The project would be funded entirely through gifts.

Interim Dean of the UCLA School of the Arts and Architecture and Professor of Choreography David Roussève said UCLA's MFA program had been housed in the Warner Graduate Art Studio since 1985. UCLA's graduate art program is currently ranked second in the nation and first among the nation's public universities by the most recent *U.S. News and World Report*. The MFA program, with an enrollment of 42 students, is divided into six distinct academic major areas of study, which would have implications for the design of the building. The project would provide a state-of-the-art building for the innovative MFA program. The Warner Graduate Art Studio is located in

the Hayden Tract of Culver City, formerly an industrial tract, but rapidly evolving into a center of creativity and innovation. The arrival of the light rail system the prior year allowed for increased interaction with the greater Los Angeles community. The project would be to renovate and enlarge the facility, improving ventilation, lighting, indoor-outdoor adjacencies, and space for large-scale art. The building had not kept pace with the growth of the field.

The lead gift to support the project was \$20 million from Los Angeles former gallery owner and art dealer Margo Leavin, a UCLA alumna. A fundraising campaign would be launched in September to raise the balance of the anticipated \$30 million to \$32 million project funding.

The renovation would provide indoor and outdoor spaces for art production and exhibitions, several community spaces, 48 individual art studios organized in loose clusters, a gallery, classroom, artist in residence space, and a large sculpture yard, all connected by a courtyard and garden. The new public and community spaces would enable students, faculty, and staff to operate a regular schedule of public programs and exhibitions, which the current space does not allow.

Regent Zettel asked if the program would enroll more students as a result of the renovation. Mr. Roussève said he did not anticipate an expansion of the program, although it had grown from 36 to 42 students in recent years. The curriculum is based on individual and small group studio interaction with faculty.

Committee Chair Makarechian asked if it might be advantageous to sell this facility and move the program closer to the UCLA campus. Mr. Roussève responded that the redeveloped Hayden Tract in Culver City had become a center of creativity and innovation for Los Angeles, making the facility's location quite favorable for students and faculty, and enabling outreach from the program to the broader community.

Committee Chair Makarechian asked if the campus had considered building an additional level for student housing. Mr. Roussève responded that that possibility had not been considered. As conceived, the renovation would include one residential unit for guest faculty. Vice Chancellor Steven Olsen said the campus would consider that possibility, but commented that the nature of the program lent itself to a single-level building.

Regent Sherman asked if the facility would be open to the public with gallery hours or to show works in progress. Mr. Roussève said the facility would continue and expand its quarterly open studios. The planned gallery space would create new possibilities for public gallery hours.

Regent Pérez questioned whether the use of this space would be optimal and whether these improvements would be the best way to increase interaction with the diverse segments of the Los Angeles artistic community. He associated himself with Committee Chair Makarechian's comments about the possibility of building up and suggested using part of the funding for outreach programming. Mr. Roussève responded that the proposed



renovation would provide much-needed improvement to the top-ranked MFA program's studio space. He described ongoing outreach efforts at UCLA in choreography, and the Visual and Performing Arts Education Program, and affirmed the commitment of the School of the Arts and Architecture to create interaction with a wide range of Los Angeles constituencies. This project would allow the campus to increase that interaction.

Committee Chair Makarechian suggested that the campus consider making use of the property's air rights.

The Committee recessed at 4:25 p.m.

.....  
 The Committee reconvened on July 21, 2016 at 9:00 a.m.

Members present: Regents Makarechian, Pérez, Schroeder, Sherman, Varner, and Zettel; Ex officio members Lozano and Napolitano; Advisory member Hare; Staff Advisors Richmond and Valdry

In attendance: Regents Brody, De La Peña, Island, Kieffer, Lansing, Ortiz Oakley, Pattiz, Ramirez, and Reiss, Regents-designate Lemus, Mancina, and Monge, Faculty Representative Chalfant, Secretary and Chief of Staff Shaw, General Counsel Robinson, Chief Compliance and Audit Officer Vacca, Provost Dorr, Executive Vice President and Chief Financial Officer Brostrom, Executive Vice President and Chief Operating Officer Nava, Senior Vice President Henderson, Vice Presidents Brown, Budil, Duckett, and Humiston, Chancellors Block, Blumenthal, Dirks, Hawgood, Khosla, Leland, Wilcox, and Yang, Acting Chancellor Hexter, and Recording Secretary McCarthy

**8. APPROVAL OF THE BUDGET, GEFFEN ACADEMY AT UCLA, LOS ANGELES CAMPUS (CONTINUED)**

Upon motion duly made and seconded, the Committee approved the President's recommendation and voted to present it to the Board, Regent Sherman abstaining.

The meeting adjourned at 9:05 a.m.

Attest:

Secretary and Chief of Staff

# UPDATE ON HOUSING STRATEGY

## UC SANTA CRUZ

Regents' Meeting  
July 19, 2016



UC SANTA CRUZ

# Campus Strategic Priorities & Goals

- **Enhance academic excellence**
  - Strengthen teaching and research excellence
  - Grow academic programs with enrollment
- **Advance student success**
  - Maintain transformative educational experience
  - Focus on academic outcomes (e.g., graduation rates; undergraduate research)
- **Maintain living and learning community**
  - Build upon strengths of residential college system
  - Provide diverse housing options



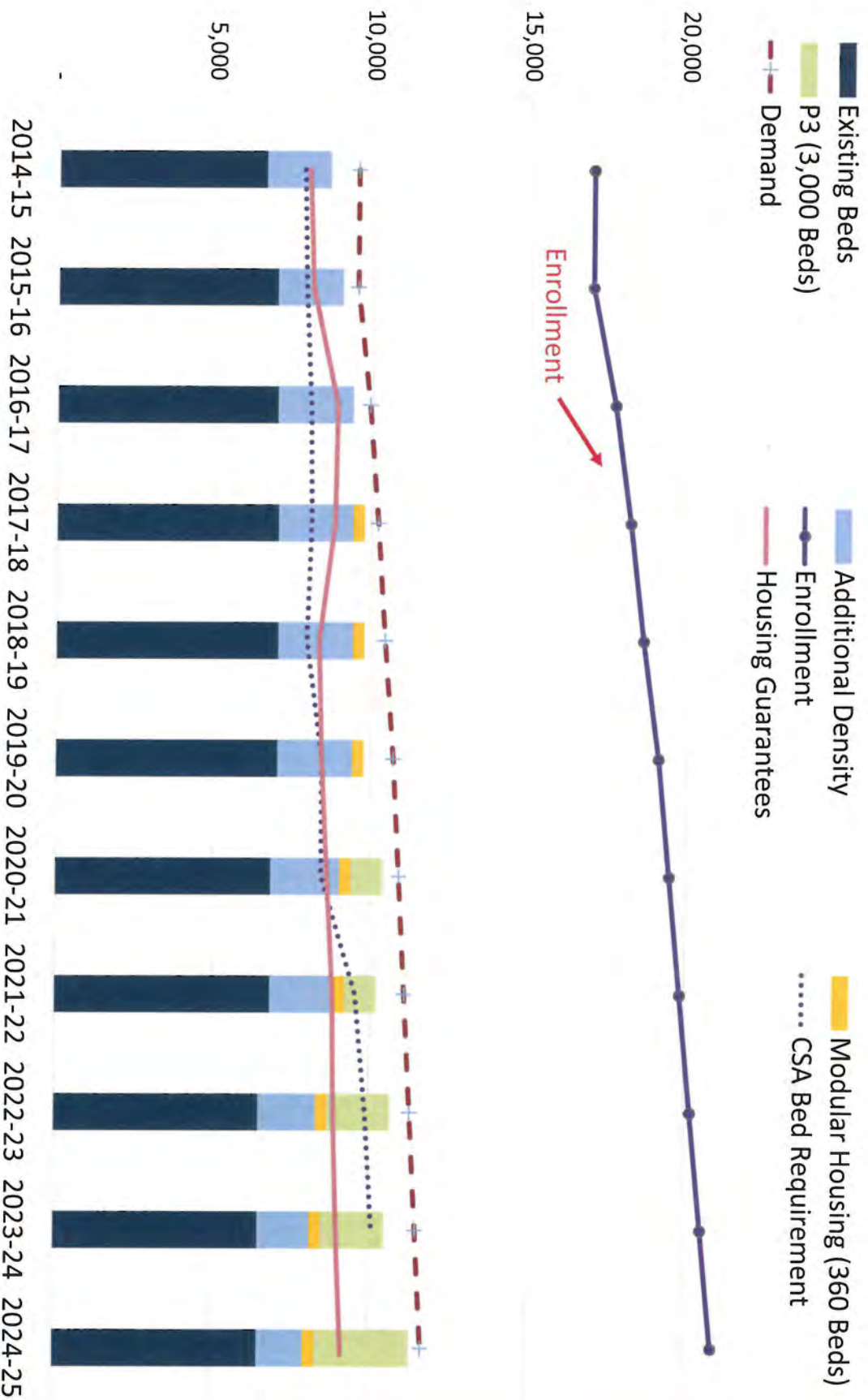
# Housing Context

*Campus strives to provide affordable on-campus housing that enhances the student living/learning experience*

- **Competitive rental housing market**
  - Less than 2% vacancy for rentals
  - Consistently in the top ten most expensive in US
- **Campus supply and demand**
  - Increasing waiting list (from 800 to 1,000)
  - Need to keep pace with enrollment
- **Maintain access and affordability**
  - Rates are competitive with off-campus rates



# Projected Bed Growth and Demand



\* CSA = 7,125 beds for first 15,000 on-campus enrollments plus 67% of enrollments in excess of 15,000

\* Demand = Total student demand for university sponsored housing (based on historical ratios)



UC SANTA CRUZ

# Housing Rates and Financial Forecast

## 2015-16 Rental Rate Comparison

On-Campus Double Occupancy Res Hall <sup>1</sup>	\$985	Off-Campus Double Occupancy 1Bedroom Apartment <sup>1</sup>	\$1,049	Difference	(\$64)
--	-------	---	---------	------------	--------

## 10-Year Housing Financial Forecast (\$'000s)

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Housing Revenues, existing <sup>2</sup>	\$124,661	\$137,911	\$139,040	\$145,172	\$151,175	\$151,207	\$154,008	\$153,775	\$156,593	\$161,845
Housing Expenses, excluding debt service, existing <sup>3</sup>	71,436	81,899	83,750	85,963	88,175	90,227	92,121	94,231	96,273	99,150
Housing Revenues, proposed	0	0	3,043	3,134	3,229	3,325	3,425	3,528	3,634	3,743
Housing Expenses, excluding debt service, proposed <sup>3</sup>	0	0	256	263	271	279	288	296	305	314
Housing Net Income, before Debt Service	\$53,225	\$56,012	\$58,077	\$62,080	\$65,957	\$64,026	\$65,025	\$62,775	\$63,648	\$66,124
Debt Service	\$21,103	\$19,693	\$17,673	\$18,562	\$16,850	\$21,733	\$25,320	\$24,899	\$25,274	\$25,592
Net Contribution to Housing Reserves	\$32,122	\$36,319	\$40,404	\$43,518	\$49,108	\$42,293	\$39,705	\$37,876	\$38,373	\$40,531
Housing Reserves <sup>4</sup>	\$117,347	\$84,721	\$92,657	\$112,393	\$139,929	\$168,650	\$196,914	\$221,079	\$247,788	\$275,989
<b>Housing DSCR</b>	<b>2.52</b>	<b>2.84</b>	<b>3.29</b>	<b>3.34</b>	<b>3.91</b>	<b>2.95</b>	<b>2.57</b>	<b>2.52</b>	<b>2.52</b>	<b>2.58</b>

- 1 Off campus rate source: RealFacts, Q4 2015; off campus rates include estimated \$55 utility allowance; all rates are per person and exclusive of meal plan costs.
- 2 Housing Revenues include Room, Board, transfer of Family Student Housing and Kresge College Apartments to P3 operation, overflow reduction & STIP, excludes Other income. FY15-16 rate at 2.64%, FY16-17 rate at 2.67%, 3% planned increase for all outgoing years.
- 3 For operations only, excludes Major Maintenance costs, Bank Loans / Commercial Paper / Admin Fees and Project Equity/Non Ops Equity drawdowns from Housing Reserves
- 4 Housing Reserves are dedicated towards capital replacement, renewal purposes, and new construction



# Project Locations

Building	Program
<p><b>1</b></p> <p><b>Student Housing (P3)</b></p>	<p>Up to 3,000 beds, dining, parking, academic and student programs</p>
<p><b>2</b></p> <p><b>College Eight and Porter Dining Expansion</b></p>	<p>Dining expansion</p>
<p><b>3</b></p> <p><b>Modular Student Housing</b></p>	<p>Up to 360 beds + infrastructure</p>



**UC Santa Cruz**



**UC SANTA CRUZ**

# Housing through Public-Private Partnership (P3)



*Part of Systemwide Master Developer solicitation process*

## Strategic Program

- Up to 3,000 beds
- Scaled to attract interest from developers and maximize return
- Addresses future demand and enrollment growth

## Timing

- Release RFQ in Fall 2016
- Selection of developer in early 2017
- Evaluate potential to open new beds in phases



UC SANTA CRUZ



# Immediate Need for Housing

## Project Drivers

- Accommodate any additional enrollment growth
- Respond to limited rental market (<2% vacancy rate)
- Provide student life options
- Provide decanting alternatives to support P3 development

## Project Alternatives

Construction Method	Delivery Model	Construction Cost	Construction Schedule
Pre-fabricated Modular Construction	Design-Build, for integrated design/construction, accelerated schedule, cost control	Approximately \$70,000/bed*	Approximately 9-12 months
Conventional On-site Construction	Design-Build, for integrated design/construction, accelerated schedule, cost control	Approximately \$172,000/bed*	Approximately 18-24 months

\*Budget forecast assumes anticipated building construction cost only and excludes site development and infrastructure, associated management fees and escalation.



# The Village - A Modular Success

*A diverse and affordable living community that has been on campus since 1997*



# Proposed New Modular Housing Site



## Selection

- Proximity to existing infrastructure
- Anticipated delivery - fall 2017
- Existing use: construction staging & overflow parking

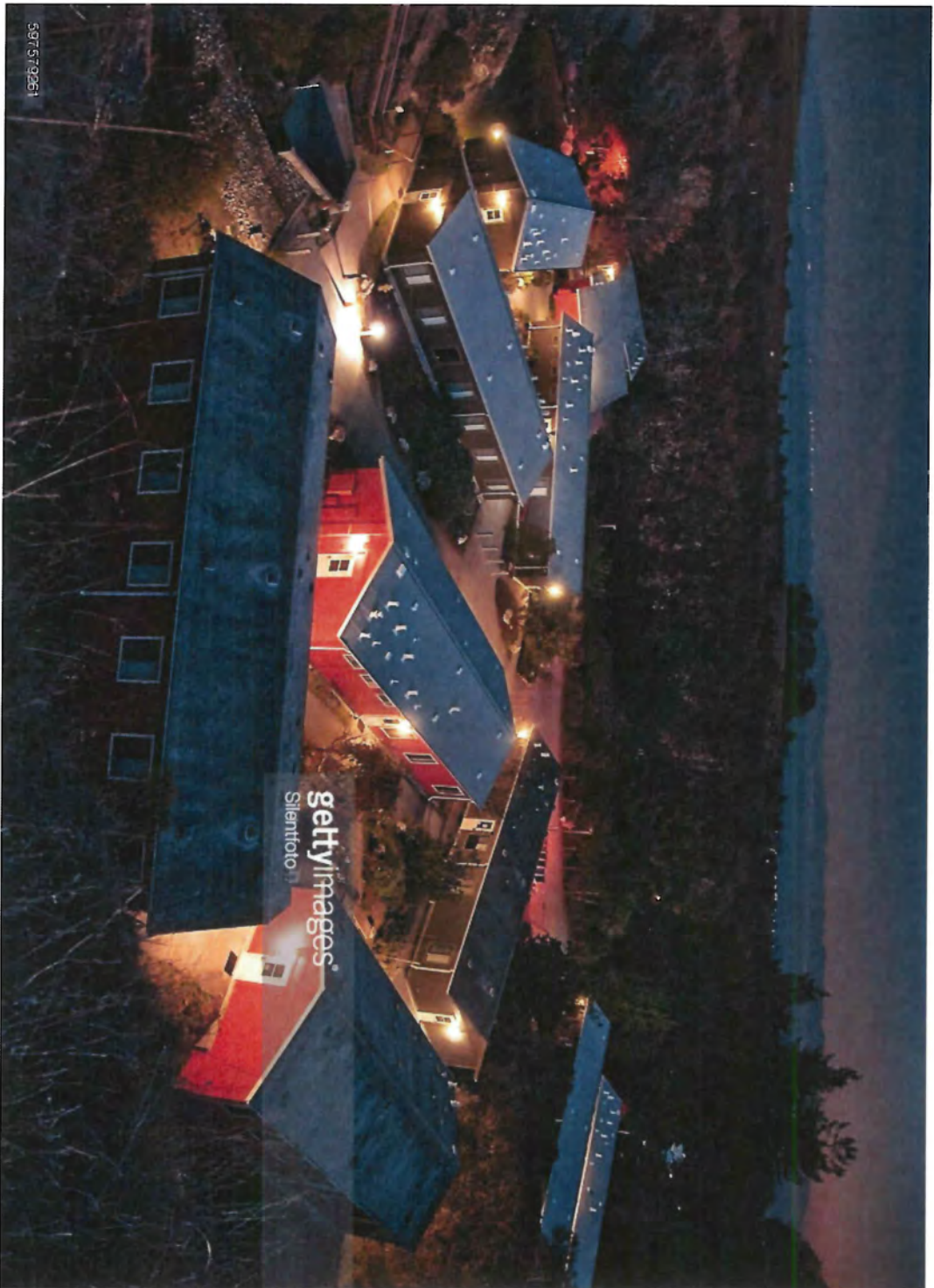
## Adjacencies

- Transportation stops (A)
- Recreation (B)
- Wellness facility (C)

## Program

- Up to 360 beds
- Unit kitchenette with dining, bathrooms, private bedrooms
- Shared laundry and community room with kitchen





597579261

gettyimages  
Silentfoto



UC SANTA CRUZ

# **EXHIBIT 6**

Hagar (East Meadow) Site - 17.3 acres



500 ft

## Hagar (East Meadow) Site Views - EXISTING



From R-DEIR fig. 4.1-15: "Existing View from Hagar and Coolidge Drive Intersection"



From R-DEIR fig. 4.1-17: "Existing View from Glenn Coolidge Drive"



From R-DEIR fig. 4.1-19: "Existing View from Glenn Coolidge Drive Intersection"

Hagar (East Meadow) Site Views - *PROPOSED (with 6 months of plant growth)*



From R-DEIR fig. 4.1-16a: “View from Hagar and Coolidge Drive Intersection with Project (6 Months Growth)”



From R-DEIR fig. 4.1-18a: “View from Glenn Coolidge Drive with Project (6 Months Growth)”



From R-DEIR fig. 4.1-20a: “View from Glenn Coolidge Drive with Project (6 Months Growth)”



Hagar (East Meadow) Site Views - *PROPOSED (with 10 years of plant growth)*



From R-DEIR fig. 4.1-16b: “View from Hagar and Coolidge Drive Intersection with Project (10 Years Growth)”



From R-DEIR fig. 4.1-18b: “View from Glenn Coolidge Drive with Project (10 Years Growth)”



From R-DEIR fig. 4.1-20b: “View from Glenn Coolidge Drive with Project (10 Years Growth)”

## Hagar (East Meadow) Site Views - EXISTING



From R-DEIR fig. 4.1-9: "Existing View from Hagar Drive and Village Road Intersection"



From R-DEIR fig. 4.1-11: "Existing View from Northwest Corner of Hagar Site"



From R-DEIR fig. 4.1-13: "Existing View from Ranch View Road and Coolidge Drive Intersection"

Hagar (East Meadow) Site Views - *PROPOSED (with 6 months of plant growth)*



From R-DEIR fig. 4.1-10a: “View from Hagar Drive and Village Road Intersection with Project (6 Months Growth)”



From R-DEIR fig. 4.1-12a: “View from Northwest Corner of Hagar Site with Project (6 Months Growth)”



From R-DEIR fig. 4.1-14a: “View from Ranch View Road and Coolidge Drive Intersection with Project (6 Months Growth)”

Hagar (East Meadow) Site Views - *PROPOSED (with 10 years of plant growth)*



From R-DEIR fig. 4.1-10b: “View from Hagar Drive and Village Road Intersection with Project (10 Years Growth)”



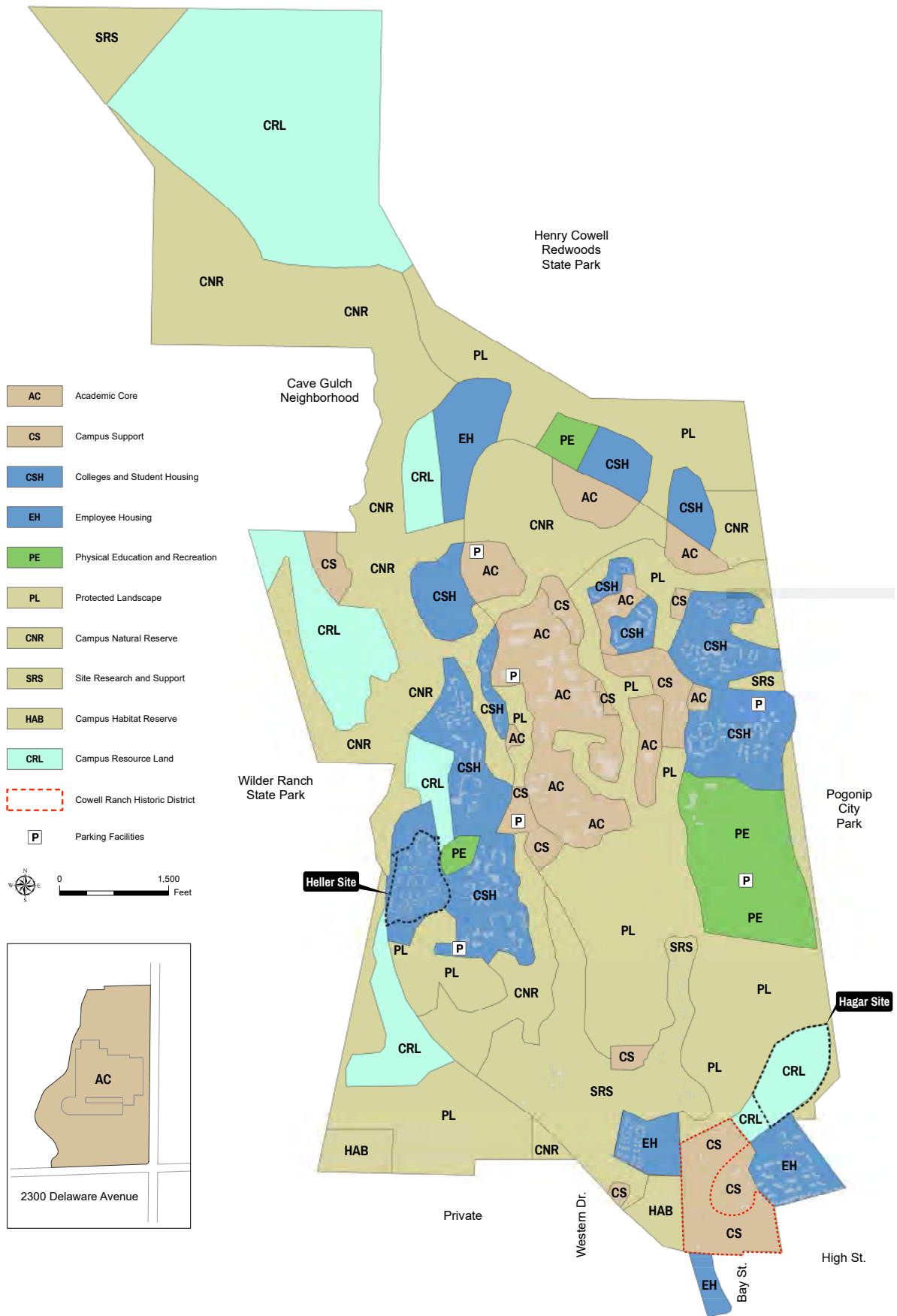
From R-DEIR fig. 4.1-12b: “View from Northwest Corner of Hagar Site with Project (10 Years Growth)”



From R-DEIR fig. 4.1-14b: “View from Ranch View Road and Coolidge Drive Intersection with Project (10 Years Growth)”

# **EXHIBIT 7**

From R-DEIR fig. 4.8-1: "LRDP Land-Use Designations" [2005 LRDP land-use map]



# **EXHIBIT 8**

Heller Site - 13 acres



500 ft



## Heller Site Views - EXISTING



From R-DEIR fig. 4.1-2: "Existing View from Porter Knoll"



From R-DEIR fig. 4.1-4: "Existing View from West Entrance"



From R-DEIR fig. 4.1-24: "Existing View of Heller Site from Koshland Way"

Heller Site Views - *PROPOSED*



From R-DEIR fig. 4.1-3: "View from Porter Knoll with Project"



From R-DEIR fig. 4.1-5: "View from West Entrance with Project"



From R-DEIR fig. 4.1-25: "View of Heller Site from Oakes Road with Project"