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October 24, 2014

MEMBERS OF THE REGENTS' COMMITTEE ON GROUNDS AND BUILDINGS

Enclosed for your information is the *Annual Report on Major Capital Projects Implementation: Fiscal Year 2013-14*. This report describes the aggregate status of major capital projects underway at the end of the 2013-14 fiscal year, and summarizes management initiatives and market conditions affecting project implementation.

Also enclosed are two supplemental items to the *Annual Report on Major Capital Projects Implementation: Fiscal Year 2013-14*. One is the *2013-14 All Active Major Capital Projects at FY End – 2013-14* report on projects over \$10 million; the other is the *2014-16 Capital Projects Look-Ahead List*, an excerpt of the first two years of proposed projects in the *2014-24 Capital Financial Plan*. At your request, these supplemental items were provided to you in the last fiscal year and have been updated, consistent with the updated reports to The Regents.

If you have any questions about the report, Vice President Patrick Lenz would be pleased to speak with you. He can be reached by telephone at (510) 987-9101, or by email at Patrick.Lenz@ucop.edu.

Yours very truly,

Janet Napolitano
President

Enclosures

cc: All Regents
Chancellors

University of California

ANNUAL REPORT ON MAJOR CAPITAL PROJECTS IMPLEMENTATION

Fiscal Year 2013-14

Budget and Capital Resources
University of California, Office of the President

October 2014

I. EXECUTIVE SUMMARY

The 2013-14 *Annual Report on Major Capital Projects Implementation* provides an update on the University's in-progress Capital Improvements Program. The report provides the status of major capital projects (projects over \$750,000), including budget and schedule changes and projects completed in the last fiscal year, as well as overviews of campus capital programs and project achievements, past and forecast construction market conditions, and University initiatives for improving project planning and delivery.

University-wide, 208 major capital projects totaling \$4.9 billion were active at the completion of Fiscal Year (FY) 2013-14, representing a nineteen percent dollar volume decrease from the \$6 billion total for 195 active projects in FY 2012-13. Total cumulative budget augmentations for all active projects amounted to 7 percent for the entire \$4.9 billion program. By contrast, in FY 2012-13, aggregate budgets for active capital projects had decreased by 2 percent, while in FY 2011-12, augmentations totaled 2.4 percent of aggregate budgets. In FY 2013-14, 32 percent of projects had schedule extensions compared to 35 percent last year.

State funding for capital improvement projects has been reduced over the past five years as a result of the economic downturn and the State's goal to reduce overall bond debt. The last voter-approved general obligation bond measure was in 2006, and legislation to place bond measures on the ballot in subsequent years has not been enacted. In 2013, the University worked with the State to allow State-funded debt service on capital outlay in the University's base budget, through provisions in that year's legislation (AB 94). A total of 19 project budgets have been approved by the State for the 2013-14 and 2014-15 fiscal years, and an additional 15 projects have been submitted for funding in 2015-16.

The construction industry is still recovering from years of contraction, but the trend in the previous few years with a majority of projects receiving favorable bids below cost estimate has ended. There are fewer contractors and subcontractors in California since the recession, and there are shortages of qualified trade contractors and skilled tradespeople across the industry. Many trade contractors are unable to post bid bonds on multiple projects at one time, and are limiting their commitments to projects with less perceived risk. While many bids exceeded construction estimates in 2013-14, they were generally within 5 to 10 percent of the estimate. UC project managers and planners are adjusting project estimates on upcoming projects to reflect these trends. The 2013 California Energy Code has increased requirements for energy conservation in new and renovated buildings. The University's green building policy and practices call for new construction to exceed energy code requirements, making UC a leader in energy-efficient design. However, the 2013 Energy Code, and future revisions to the code, is expected to increase building costs to some degree in the coming years.

The University will continue to employ an array of contracting strategies to deliver construction projects successfully. These include traditional Design-Bid-Build, Design-Build, CMAR (Construction Manager at Risk), IPD (Integrated Project Delivery) and privatized development. Over the last thirty years, the University has had over 90 privatized projects planned, in progress, or completed, and continues to explore the use of this project delivery option as opportunities permit. Additional strategies to enhance project delivery include Building Information Modeling (BIM); Best Value selection (for contractors and/or subcontractors), and utilizing Design-Assist

or Design-Build on specific trade packages within another overall delivery format. Capital Resources Management supports the various delivery methods with contracts development, training across campuses, and assistance on request. For example, to address the impact of energy related code changes, UCOP Design Services commissioned engineers and estimators to study potential cost pressures on University capital projects, and hosted systemwide trainings to present the results. The findings suggest that there may be some additional premiums, for example, supply-and-demand cost pressure due to a limited number of vendors and a limited range of code compliant products until manufacturers catch up with new code requirements, but in general the University is well positioned to implement the changes.

II. INTRODUCTION

Background and Purpose

The University of California (UC) *Annual Report on Major Capital Projects Implementation* provides broad indicators of project delivery performance for active and newly-completed major capital projects. This report documents major capital projects underway at the end of FY 2013-14 with a cumulative portfolio budget of \$4.9 billion. The report also assesses construction market conditions, trends, and UC initiatives to improve processes while managing project cost and risk.

The measures or indicators used to assess the general condition of the UC capital program are project budget changes and project schedule changes. It should be recognized that the University's ability to implement its capital program is affected by a number of factors, only some of which are within the control of the University. Those within University control include project delivery methods, program changes, and budgeting and funding strategies. Factors beyond University control include the construction industry bid climate, local and global market conditions, regulatory changes, State and non-State funding requirements, and unforeseen physical and environmental conditions.

It should also be recognized that some project budget and schedule changes are driven by circumstances that are intentional, necessary, and beneficial to the University's mission—such as incorporating program improvements, multiple project phasing, and leveraging of new funding opportunities.

Because many variables affect project delivery, simple indicators do not fully represent the complexity of factors that influence University capital project implementation. Nevertheless, these key indicators of budget and schedule provide valuable insights into program trends and can highlight where anticipatory or remedial action may be required.

Status of State-Funded Projects

State funding for capital improvement projects for the University has been reduced over the last eight years as a result of the State's objective to reduce overall bond debt. The University had anticipated approval of general obligation bond measures in the past few voting cycles, but legislation to place bond measures on the ballot was not enacted.

General Obligation Bond-Funded Projects

The last general obligation (GO) bond approved was in 2006. Some remaining amounts of this bond were appropriated in the 2013-14 Budget Act to fund a portion of Merced's Science and Engineering 2 building.

Assembly Bill No. 94

At the University's request, the State took action to pass legislation in 2013-14, Assembly Bill No. 94 (AB 94), Chapter 50, Section 8 which added, among other provisions, sections 92495 et seq. to the Education Code. This action provided flexibility to the University of California to use State General Funds to finance State-eligible capital outlay projects. Specifically, with this legislation, the University is able to use a portion of its State General Fund allocation to pay debt service on, and make equity contributions to University capital projects.

The University submitted a package to the Department of Finance (DOF) and the Joint Legislative Budget Committee (JLBC) in August 2013 and obtained approval for eight projects totaling \$132.3 million for the 2013-14 fiscal year. The University submitted a separate request in September 2013 for eleven 2014-15 projects totaling \$277.8 million, which was approved in July 2014. The Regents approved the budgets for these projects in November 2013, and the external financing in March 2014.

The University submitted a package of fifteen project budgets totaling \$297.9 million for 2015-16 in September 2014 to the DOF and JLBC. This request included funding for continuing phases of projects approved in prior years. The Regents approved the budgets for these projects in September 2014. Under the provisions of AB 94, the DOF will notify the University of these approvals of the 2015-16 capital outlay projects on or after, April 1, 2015. UC's proposal for 2015-16 focuses on continuing projects that require funding for completion, and new projects that address critical priorities. This proposal represents approximately 55 percent of the University's total funding need of \$544.3 million for State-eligible projects for 2015-16.

III. UC CAPITAL PROCESS

Capital Project Delivery in the University Context

The UC Office of the President (UCOP) and the individual campuses have unique roles and responsibilities to coordinate and to deliver a successful capital development program. At UCOP, Capital Resources Management (CRM) provides coordination, assistance, and oversight for the campuses. CRM serves to establish policy and recommend courses of action to the campuses and to UCOP leadership, to help campuses with policy compliance, and to provide accountability reporting to the Regents and other stakeholders.

The campuses, in turn, have experienced staffs of budget officers, planners, design managers, construction managers, and construction building code and quality assurance inspectors. In its capital program planning, each campus develops a ten-year Capital Financial Plan—a strategic plan of specific projects prioritized to meet the campus mission, academic, and support needs—that fit within the context of physical and funding opportunities and constraints.

The public contract environment in which the University operates can be challenging in its constraints. UC capital projects are subject to the California Public Contract Code (PCC) to promote a fair, transparent, and competitive bidding environment. Some of the areas governed by the PCC include competitive bidding procedures and strict restrictions on sole-sourcing of products. The campuses and CRM work together for continuous improvement in the delivery of quality facilities in the most cost-effective and timely manner, consistent with the research university environment and the constraints of public work. Different campuses may use certain delivery methods more often than others, depending on the particular circumstances of the local construction climate and individual projects. Factors such as skilled labor supply and cost, geographic proximity to or remoteness from large metropolitan areas, local custom, and expertise in the contracting community influence these decisions, as well as project-specific factors such as size, complexity, prominence (in terms of location, design, or use), perceived risk factors, and schedule. For example, Design/Build may be considered for projects with tight schedules and well-defined programs and design parameters; CM-at-Risk takes advantage of early input and commitment by the contractor for complex projects; Multiple Prime Trade contracting can give the campus more hands-on control during construction to mitigate the costs and impacts of changes and delays, and can increase bid competition; and traditional Design/Bid/Build is often suitable for projects in competitive markets.

The Office of the President continues its efforts to sponsor legislation that expands campus options for better project delivery. The University sponsored legislation in 2013 (enacted in 2014) that increases the limit for informal competitive bidding on construction projects from \$100,000 to \$640,000. The increased limit will take effect in January 2015. It is expected to save time and approximately \$7 million annually systemwide in administrative costs on a multitude of campus projects.

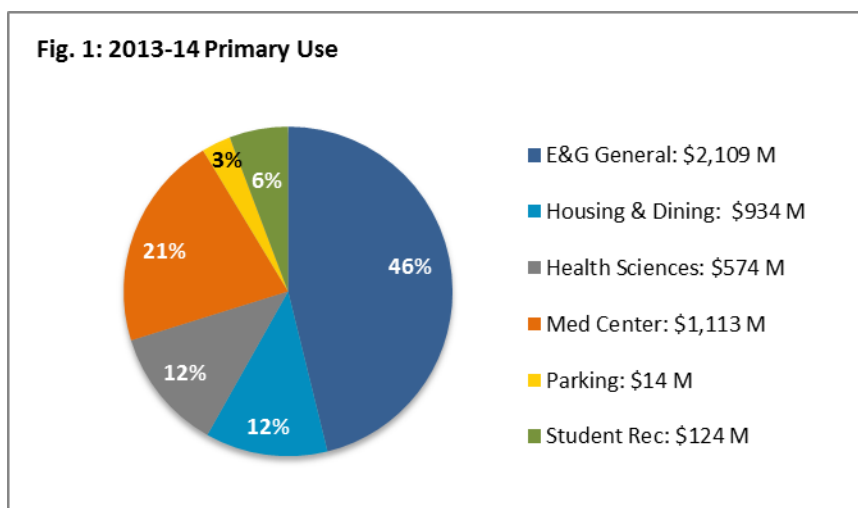
Campuses coordinate with CRM in the early stages of projects to discuss business case analysis, scope, schedule, budget, justification, and other issues specific to each project. CRM provides guidance to campuses on project schedule and milestones, budget and funding feasibility, alternatives analysis, environmental and physical planning requirements, delivery methods, contracting and other policy requirements, and on any special issues that might rise to the level of Regental concern. When projects are submitted to UCOP for Regental or senior administrative action, CRM provides staff analysis and recommendations, and coordinates issues related to the action with associated UCOP offices as needed, including the Office of the General Counsel, Office of the Secretary and Chief of Staff to the Regents, Capital Markets Finance, and senior administrators. The types of actions (which may occur separately and/or in different combinations) include budget, design, environmental approvals, physical planning, external finance, and real estate transaction approvals, and certain gift agreements and licenses. Projects with any funding provided directly by the State additionally and separately require approval of preliminary plans by the California State Public Works Board (SPWB), approval of construction documents with permission to proceed to bid by the State Department of Finance (DOF), and permission for award of bids by DOF. These projects with State funding are also subject to a new Labor Compliance Program recently overhauled by the State.

Under a current alternative mechanism (AB94) for use of State funds for capital outlay, the University will be responsible, on behalf of the State, to review and approve projects at suitable milestones, and provide ongoing monitoring and reporting to the State. The approval process, including the review of drawings, cost estimates and bids, has been delegated to the University.

Once a project receives necessary approvals and project funding, responsibility for successful completion rests with each campus. Regular project reporting for status of budget and schedule occurs annually for projects without State funding, and quarterly for State-funded projects. CRM has established protocols to communicate with each campus monthly to provide early notification to the President and the Regents of significant project challenges and potential changes. In addition, this annual Major Capital Projects Implementation Report provides information on the overall performance and status of the University’s capital program.

IV. CAPITAL PROGRAM FY 2013-14

Overall, campuses continue to successfully deliver a large and active capital program, using a variety of strategies to respond to local market conditions, manage risk, and complete projects in furtherance of the University’s mission and the campuses’ academic and support needs.



Primary use represented is a percentage of dollar value.

Active Projects

All projects that were active in 2013-14 (with approved budgets and in design or construction as of June 30, 2014) are included in this report. Thus, these data represent a snapshot of a cumulative process representing several years of ongoing efforts, and are not confined to the events of FY 2013-14.

The primary building types included in the FY 2013-14 active projects portfolio are shown in Figure 1. The systemwide distribution reflects the impact of enrollment growth, the statutory deadlines of Senate Bill 1953¹ for medical facility construction of seismic remediation, health sciences expansion, provision of more on-campus housing, student recreation amenities, and parking demand.

The cumulative budget of the portfolio of 208 active projects was \$4.9 billion, an eighteen percent dollar-volume decrease from the previous year’s total of \$6 billion for 195 projects.

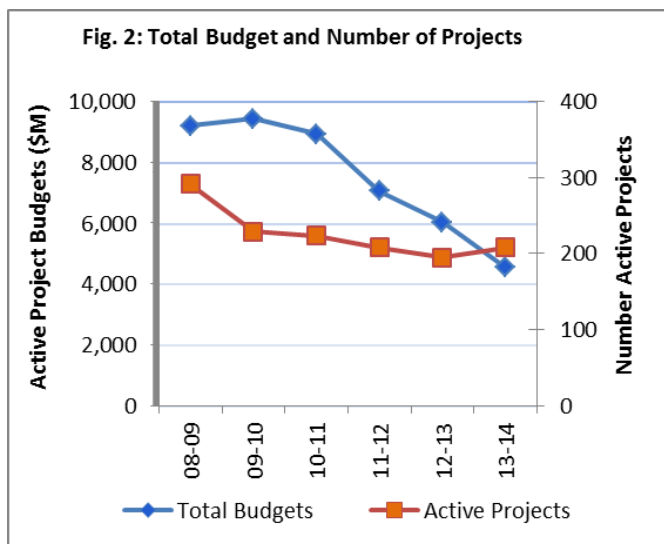
¹ Senate Bill 1953 requires seismic evaluations and compliance plans that will attain specified performance categories for structural and non-structural elements at all acute care hospitals within a specified timeframe.

Table 1 below provides the aggregate status of major capital project activity at the end of FY 2013-14, as compared to the previous fiscal year-end. All values that refer to either budget or schedule changes represent the cumulative changes from project budget approval until that fiscal year-end, and do not include data prior to official budget approval.

	2012-13	2013-14
Number of active projects	195	208
Amount of original budgets	\$6,142 M	\$4,547 M
Cumulative approved budget changes	(-\$125 M)**	\$321 M**
Year-end budget (excludes inflation*)	\$6,017M	\$4,868 M
Percent change from original budget	-2%	7%
Projects with budget changes	26	37
Projects with schedule changes (over 90 days)	69	66
* "Inflation" refers to authorized inflation adjustments on state-funded projects		
**SB & SF had cumulative savings of -\$38 M, off-setting augments at other campuses		

In FY 2013-14, 111 projects were completed and 96 new projects were added. With the completion of older projects, the addition of new projects, cumulative augmentations to previously approved projects, and reversions of funding or reductions in budgets due to bid savings, the total value of active projects decreased by \$1.1 billion (excluding adjustments for inflation). Figure 2 displays trends for the year-end budget totals and for the number of active projects for each fiscal year from FY 2008-09 through FY 2013-14.

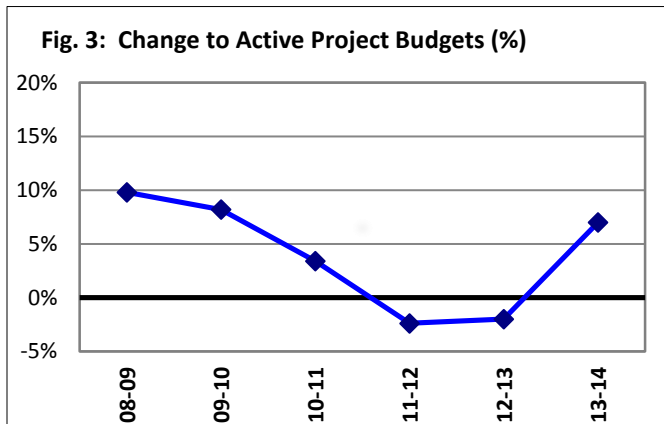
While the total number of active projects increased by approximately seven percent between FY 2012-13 and FY 2013-14, the total dollar value of active projects decreased by approximately nineteen percent. This was primarily due to the completion of 4 large projects (all valued over \$60 million) totaling \$2 billion.



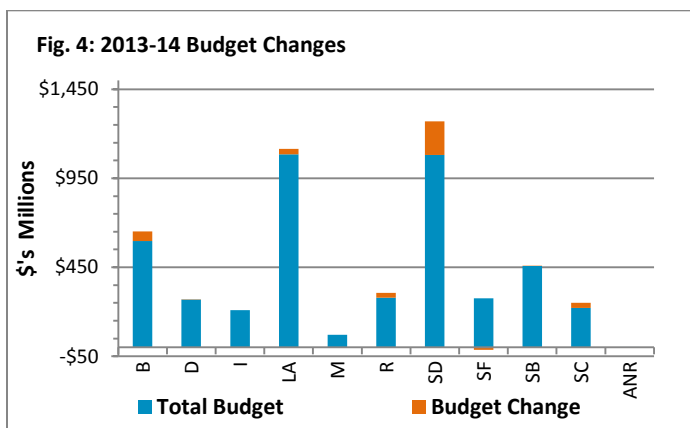
Budget Augmentations

Project budgets are augmented as necessary to accommodate program changes, additional scope, or unforeseen conditions, to cover other unexpected events, or to take advantage of opportunities during design and construction. Project budget decreases occur primarily when construction bids come in under budget. The net of these increases and decreases is displayed in Figure 3, reflecting the trend in the percent change in inflation-adjusted project budgets (net changes divided by total amount of original budgets) over the past six years.

There was a cumulative total of \$321 million in budget increases across all 208 active projects². While 82 percent of active projects maintained their original budgets, the net increase was generated by changes (increase or savings) to 37 project budgets. As noted previously, two large projects with significant project savings were completed in 2013-14 and are no longer reflected as active projects. These projects were UCLA’s Northwest Housing with \$150 million in project savings and UCSF Mission Bay Hospital with \$166 million in savings. Now that these amounts are not offsetting other budget changes, a net increase is reflected in 2013-14 versus a net savings seen in the prior year for active projects.



For those projects that were augmented, unforeseen site conditions, market conditions, errors and omissions in construction documents, and design and construction delays, were typical contributing factors with a few augmentations to take advantage of program opportunities.

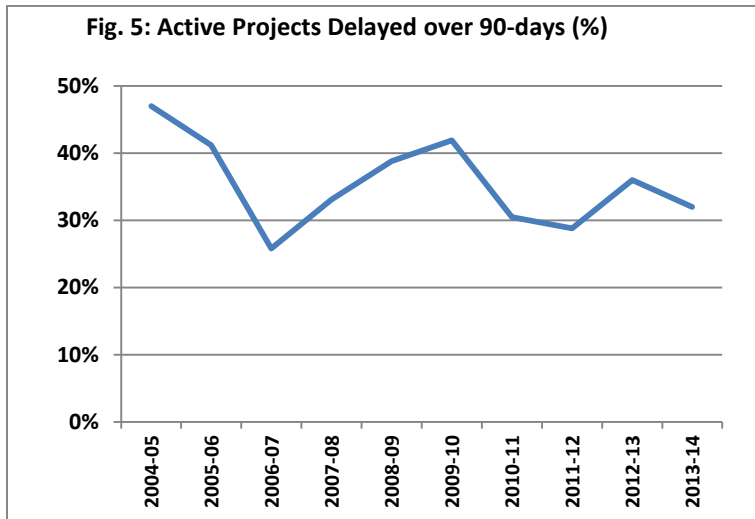


² Aggregated augmentations over the lives of all currently active projects (July 2013 - June 2014).

Schedule Changes

A project is considered “over schedule” if completion is delayed more than 90 days beyond the completion date specified at the time of approval. Reasons for delays include those caused by unforeseen conditions; protracted agency reviews, especially for hospitals; and campus issues and contractor performance during construction.

Figure 5 displays trends for the percentage of projects with schedule delays from FY 2004-05 through FY 2013-14. The percentage of projects with schedule changes decreased slightly from 35 percent in FY 2012-13 to 32 percent this past year.



Completed Projects

The compiled statistics for all active projects as of the last day of the fiscal year (June 30) are reported in Table 1 and discussed in detail above. However, it is also of interest to examine the projects completed during the fiscal year (i.e., projects that are not included in the analysis of active projects, above) in order to discern specific project trends, if any, related to the percentage of change to original budgets, and the average number of days over the original schedule.

There were 111 projects with budgets totaling \$2.6 billion completed in FY 2013-14. Completed projects are those for which Notices of Completion were filed or a Notice of Substantial Completion was received with no major outstanding financial or contract issues.

The aggregate original budgets for projects completed in FY 2013-14 decreased by a net ten percent over the time they were active. Three projects³ with significant budget savings or reversions were completed, balanced by other projects with small-to-significant increases in their budgets. However, 79 percent of projects completed in 2013-14 never experienced any changes to budget.

³UCLA Dykstra Repairs and Refurbishment; UCLA Northwest Campus Student Housing Infill; and UCSF Medical Center Mission Bay Clinical Facilities.

Table 2: Completed Major Cap Projects at Year End		
	2012-13	2013-14
Number of complete projects	114	111
Amount of original budgets	\$2,462 M	\$2,851M
Cumulative approved budget changes	\$12 M	(\$-287 M) [^]
Year-end budgets (excludes Inflation)	\$2,474 M	\$2,564 M
Percent net change from original budget	0.5%	-10%
Total year-end budget (includes inflation/reversion)*	\$2,474 M	\$2,564 M
Number of completed projects within original schedule	79	84
Number of completed projects over original schedule**	35	27
Average number of days over original schedule***	432	511
[^] LA, SF, SB had a cumulative savings of \$330 M that impacted all of the totals.		
*“Inflation/reversion” refers to State inflation or reversion adjustments to project budgets		
**“over schedule” if over more than 90 days		
***Average number of days exceeding the original schedule for the entire portfolio		

Also, as noted earlier, some project changes can represent a benefit for the project, though possibly extending the project time as well. These can be new funding opportunities, shifts in funding strategies, program updates that present opportunities, and coordination with other projects.

V. CONSTRUCTION MARKET CONDITIONS AND COST DRIVERS

California continues to recover from the economic recession that began in 2008, yet there are remaining structural deficits in the construction industry that will continue to affect UC capital projects. These deficits include ongoing financial instability in the construction industry; many firms have simply gone out of business. At the same time, there have been many buyouts and mergers amongst very large firms, such as AECOM’s recent acquisitions of the URS Corporation, Tishman Construction, and Hunt Construction Group.⁴ Although construction employment increased 5.2 percent in California during the last year, this only begins to close the gap resulting from the loss of one-third of construction jobs since 2007.⁵

The tightened financial market has made it difficult for contractors to regain the bonding levels they had before the recession, limiting both the number and the size of projects they can bid and perform. The reduced number of contractors and subcontractors will result in higher bids, as will material shortages and delays. Construction cost escalation is expected to be greater in urban centers that are experiencing high levels of construction activity, and in markets with “mega projects.”⁶ Construction activity has increased by about 8 percent in Southern California and 10 percent in Northern California this year⁷, which, combined with reduced capacity in the contracting workforce, may result in fewer and higher bids on construction projects. Many of our campuses are located near “mega-projects” including the Apple and Google headquarters, large developments in the LA basin, and statewide transportation and infrastructure projects.

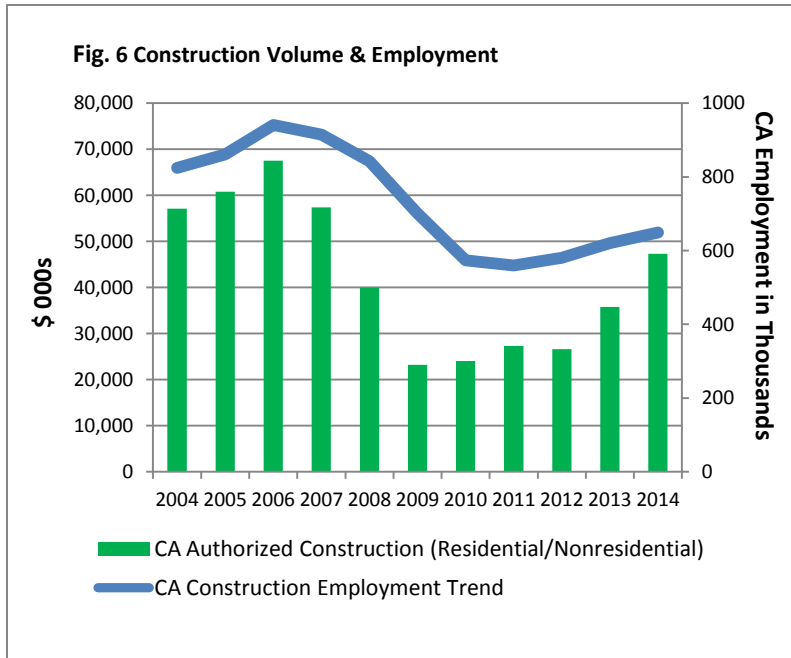
⁴http://california.construction.com/california_construction_projects/2014/0210-five-trends-to-watch-in-2014.asp

⁵<http://enr.construction.com/>

⁶<http://www.turnerconstruction.com/news/item/6604/The-Domestic-Non-Residential-Markets-Maintain-Growth-Trajectory-in-the-Second-Quarter>

⁷ Private communication with AECOM

The permanent loss of construction jobs results in a deficiency of skilled tradespeople. *Engineering News Record* and the *Los Angeles Times* note an unprecedented upcoming labor shortage. The AGC (Associated General Contractors of America) found that 74 percent of construction companies cannot find qualified workers for key trades. These construction firms have lost key staff members, many of whom are not returning to the construction industry. This is also true for the design professions. In many cases the seasoned professionals, skilled workers, project architects, and construction managers are simply not available. As a result many new and inexperienced workers are entering the market and are causing a rise in jobsite accidents and insurance claims.⁸



Nationally, construction materials prices are up two percent in the last year⁹, according to the August 15, 2014 producer price index (PPI) release by the U.S. Department of Labor. Some materials have experienced notably high increases over the last year, including softwood lumber (+9.5 percent), plumbing fixtures (+2.8 percent), concrete (+3.6 percent) and steel (+3.9 percent). There are additional sharp increases for specific materials based on regional issues. The mega-projects previously noted, coupled with the depleted labor force, result in fewer contractors bidding on campus projects.

The major indices (CCCI¹⁰, ENR¹¹, Rider Levett Bucknell¹², and Turner¹³) report a relatively wide range of construction cost increases in the last year, from a low of 2.15 percent (CCCI) to a high of 7.95 percent (Turner), see Figure 7 below. However, the indices do agree that over the last ten years, construction costs have risen by between 50 percent and 56 percent.

⁸ www.rosenbaumandassociates.com/lawyer-attorney-1973259.html

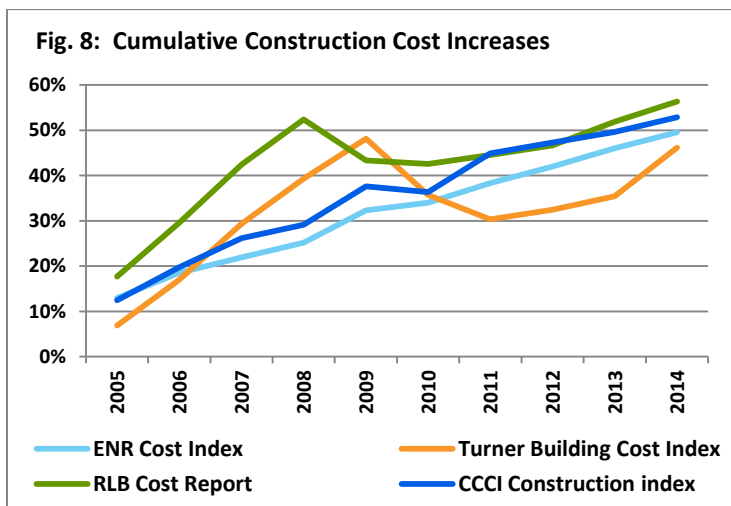
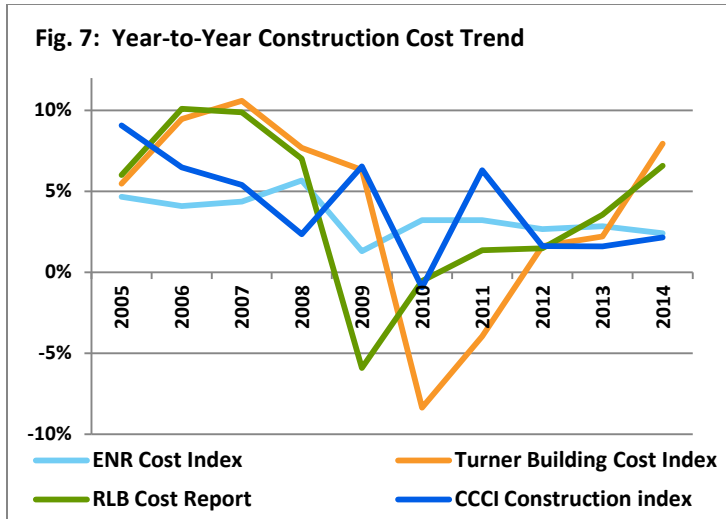
⁹ <http://www.amerisurv.com/content/view/12959/2/> Retrieved 9/5/14

¹⁰ <http://www.documents.dgs.ca.gov/resd/pmb/ccci/cccitabile.pdf> Retrieved 9/5/14

¹¹ http://enr.construction.com/economics/historical_indices/construction_cost_index_history.asp Retrieved 8/27/2014

¹² <http://rlb.com/wp-content/uploads/2014/06/rlb-usa-report-second-quarter-2014.pdf> Retrieved 8/27/2014

¹³ <http://www.turnerconstruction.com/cost-index> , Retrieved 8/27/2014



UC Trends

The trend in the previous few years - with a majority of projects receiving favorable bids below the cost estimate - has ended. As of summer 2014, most UC campuses are receiving bids that exceed project estimates. Campus architects share bid results from their capital projects each month. During 2013-14, many bids exceeded construction estimates, though they were generally within 5-10 percent of the estimate. UC project managers and planners are adjusting project estimates on upcoming projects to reflect these trends. Contractors are also wary of escalation and reflect this caution with higher bids to mitigate their risk in delivery of a project that will complete two years or more after submittal of their bid. Campuses are preparing bid packages with additive and deductive alternates in response to bidding uncertainties.

The University is experiencing an increase in bid protests. In years 2005-08, UC averaged six protests a year. These notices increased to 13 in 2010-11; 33 in 2011-12; 39 in 2012-13; and in 2013-14 there were 46 protests. Of these, only ten were appealed to the UC Construction Review Board (CRB). Of these ten, two were withdrawn by the protesting contractor; three were negated, so only five protests advanced to administrative hearings. This indicates that, while contractors may still be seeking to win bids through protests, campuses are able to resolve such issues in a way most contractors perceive as fair.

All UC campuses are increasingly using a variety of project contracting methods to best match delivery strategies to specific project needs. These include traditional Design-Bid-Build, Design-Build, CMAR (Construction Manager at Risk), and privatized development. There are additional strategies that the University employs that can add value to any of the delivery methods. These include Integrated Project Delivery (IPD); Building Information Modeling (BIM); a Best Value selection process (for contractors and/or subcontractors); and utilizing Design-Assist or Design-Build for specific trade packages within another overall delivery format. Capital Resources Management (CRM) supports the various delivery methods and strategies with development of new contracts and provisions, training of campus staff, sharing of best practices from within the system and other industry resources, and targeted individual campus training and assistance on request.

Contractor and Market Capacity

As noted above, there are fewer contractors and subcontractors in California since the recession and there are shortages of qualified trade contractors and skilled tradespeople across the industry. Many trade contractors are unable to post bid bonds on multiple projects at one time. They must select projects they can commit to and, generally, bid projects located near their home offices that are less complex, and with less perceived risk. More remote campuses, such as Riverside, Santa Barbara, Santa Cruz, and Merced, are experiencing difficulty in obtaining a competitive number of bids as contractors choose to bid local projects with less travel time for their staff, workers, and subcontractors. Campuses in or near large cities have difficulty in bid coverage on more complicated or custom projects and suffer from competition with regional mega-projects.

New California Energy Code Impacts

The effective date of the new California Energy Code was delayed six months until July 1, 2014. The University requested the California Energy Commission (CEC) to delay the implementation until the State-developed software was available to demonstrate code compliance. This delay was enacted for all jurisdictions within the State, based on the UC request. The new code increases requirements for energy conservation in new and renovated buildings, and advances the intent to revise future energy codes (updated every three years) such that all new buildings will be required to achieve ZNE (net zero energy) by 2020 (residential) and 2030 (commercial). The CEC's progression toward requiring all new buildings to be ZNEs aligns with the State of California's climate action goals and supports the University's climate action goals, including President Napolitano's initiative on Carbon Neutrality.

In 2013-14, Design Services at UCOP commissioned engineers and estimators to study the costs and impacts of these code changes on UC capital projects. The study also was delayed by slow release of the CEC software. The consultant team studied mandatory and prescriptive energy code changes; performance-based design options, and challenges in achieving the "20 percent better-than-code" requirement of the University's Sustainable Practices Policy. The team analyzed two recently completed UC projects: Merced's Student Services Building and one building in Davis' Tercero 3 student housing complex. These buildings were designed to exceed the 2010 Energy Code by more than 20 percent. The analysis concluded that both buildings would meet and exceed the requirements of the 2013 Energy Code by at least 14 percent.

The team, made up of consultants who design projects throughout the UC system as well as for other major owners, reviewed UC design practices and concluded that UC's capital projects

already commonly budget for and incorporate strategies that will allow projects to meet and even exceed the new, aggressive energy code. The team also concluded that the cost of the new energy code requirements will add between \$3.00 and \$16.00 per gross square foot to the cost of UC capital projects. Other owners who have not been as advanced in energy-efficient building design may experience significantly higher typical project budget increases. Specific requirements of the new code include occupancy sensors for HVAC equipment in addition to occupancy sensors for lighting; segregated electrical outlets for quick load-shedding; and required thermal breaks on all windows and exterior building skins.

The outcome of the study is a white paper titled “Impacts and Strategies for the 2013 California Energy Code Changes”.¹⁴ CRM has developed and presented trainings for campuses on the topic for new buildings and at the campuses’ request are developing a similar training for renovations and energy efficiency projects. Two other issues emanating from this exercise are the awareness that not all design professionals will be equally qualified to implement cost-effective designs in response to the new codes, and that there are several industries lagging in developing products to meet the new requirements. There is a specific lack of options related to commercial and residential windows. There may be some additional construction cost premiums due to a limited number of compliant products until additional products are on market. In addition, there may be some risk in product performance; “early-adopters” of new products often discover unresolved product features and durability issues.

VI. UC CAPITAL PROGRAM INITIATIVES

There are a number of ongoing efforts and initiatives related to the University’s capital program. In FY 2013-14, the University made continued progress in process improvement, cost control, and risk management. Specific gains were made in the following areas:

- Capital Program Leadership Forum (Forum)
- Pilot Phase of the Delegated Process (Delegated Process)
- Expanded Training Opportunities
- Pilot Best Value Program
- Alternative Delivery
- Construction Quality Assurance and Code Compliance
- Privatized Development
- University-Controlled Insurance Program (UCIP)

The progress over the last year is described below:

Capital Program Leadership Forum (Forum)

The Forum, chaired by Vice President for Budget and Capital Resources Lenz (VP), comprises Chancellor appointees from each campus who are responsible for the campus capital program. The Forum met twice during 2013-14, and discussed processes and procedures to implement the new AB 94 funding and project approvals; Regental review of medical center strategic plans prior to actions on associated capital projects; support for extension of the Pilot Phase of the Delegated Process; and assessing the benefits of privatized development in comparison to campus construction of capital projects.

¹⁴Detailed report can be requested from UCOP.

Pilot Phase of the Delegated Process (Delegated Process)

The Delegated Process, for eligible projects \$60 million and under, was extended for one additional year until March 31, 2015. In the five fiscal years (2009-10 through 2013-14) since the approval of the Delegated Process, 79 projects with 128 separate actions for budget and/or design approval (aggregate value of \$1.69 billion) were made.

The Capital Planning and Design Services units in Capital Resources Management continued their collaboration to combine two legacy capital project databases into a single new, more powerful database, while increasing ease of use and improved data analysis and reporting capability. The new database now enables campuses to enter all pertinent project data—from conception to completion—into a single database, thus streamlining both data input and resulting reports.

Expanded Training Opportunities

The Capital Programs Institute (CPI) has continued its robust training program and has added additional programs as needed. In FY 2013-14 CPI offered 23 training sessions, in collaboration with the Energy Efficiency Partnership, Environmental Health and Safety, Design Services, Capital Planning, Physical and Environmental Planning, and Real Estate Services. Training sessions attracted a variety of campus and OP personnel including safety managers, energy professionals, project managers, environmental planners, capital planners, contract administrators, architects, engineers, building officials and certain sessions were open to other public agencies as well. In FY 2013-14, more than 1,210 campus and OP staff participated in-person training sessions on a number of topics. The CPI sessions provide professional development that increases the knowledge and expertise of capital program administrators and staff. These critical sessions help ensure understanding of regulatory requirements and consistent management procedures from project planning phases through design and construction. The added training in best practices helps to manage considerable enterprise risk in a volatile environment.

Session topics are suggested by other UCOP units (e.g., Office of General Counsel or Risk Management Services), or requested by campuses. In response to increased training demands from the campuses and limited resources, UCOP Construction Services developed 90-minute webinar sessions on varied topics including Storm Water Management Requirements, Construction Close Out, and Changes in a Construction Contract. These webinars segment what would otherwise be full-day sessions into shorter “no-travel” sessions, to make it easier for more campus staff to participate with less disruption of their ongoing work and construction.

Notable sessions in 2013-14 included:

- Smart Labs for UC Campuses: How to Safely Cut Your Laboratory Energy Use in Half
- Understanding and Implementing LEEDv4 for Building, Design and Construction
- Benchmark-Based, Whole Building Energy Targets
- Understanding UC Contract Documents (first 2 sessions of a new webinar series)
- UC Real Estate Roundtable (bi-annual, 2-day roundtable)
- UC Construction and the Law (semi-annual)
- Managing BIM (Building Information Modeling)... Who Owns the Model?

Pilot Best Value Program

Best Value contractor selection at all UC campuses and medical centers has been in place as a pilot program since January 2012. UCOP Construction Services has trained more than 230 UC professional staff on policy, law, and procedures to execute a responsible Best Value selection program. Construction Services reviews and approves documents before advertisement to bid, and again before award, and compiles project/bid information and data for use in a report to the California Legislature due January 2016. Feedback from the campuses and their contractors has been positive. Capital projects benefit from the ability to evaluate contractors on their strongest attributes that offer value to a specific project. In Best Value, the lowest price is no longer the sole criterion for competition, and consequently the Best Value program has attracted a higher caliber of contractors than previously bid projects. Since 2012, the University has awarded construction contracts totaling \$161.5 million based on Best Value contractor selection systemwide, saving the University an estimated \$8 million in reduced costs from avoided claims and change orders¹⁵.

Alternative Delivery

UCSF has achieved substantial completion on their Mission Bay Hospital, the first IPD (Integrated Project Delivery) facility in the UC system. The project has been successful, completing on time and under budget. UCSF continues to lead on alternative delivery methods, though all UC campuses are expanding their delivery options to best serve their projects. There is a strong network of campus professionals sharing their best practices, often facilitated by Construction Services based on knowledge and success with specific construction methods. These alternate methods include IPD, Lean Construction, Design/Build, Design-Assist and CM at Risk.

Construction Services collaborates with campuses to develop and disseminate best practices and update standard University construction contracts to reflect these practices, while continuing to mitigate risks.

Construction Quality Assurance and Code Compliance

The University of California has its own authority to enforce building codes and standards. Nine of the ten campuses have their own building inspection departments and certified building inspection staffs (the remaining campus is seeking to bring these services in-house) who perform plan checking and construction code inspection in the same way municipalities and counties do, and undertake the added responsibility to inspect the contractors' work for conformance to plans and specifications—including quality assurance review of workmanship and installations. This does not relieve contractors of their responsibility to install work correctly, but can help catch problems and errors at a stage where they are more readily corrected. Campuses are increasingly utilizing special consultants during design and construction to advise on critical details and assemblies, most frequently for waterproofing issues.

Privatized Development

To date, starting in the mid-1980s, over 90¹⁶ public-private partnerships (P3), using a variety of transaction structures, have been developed or are in planning to deliver facilities that meet campus needs. Projects include: instructional ,office, research and clinical space; student rental housing, faculty for sale housing, hotels, a recreational facility, and parking structures; and projects designed primarily to generate income from land retained for UC future use.

¹⁵ Estimated based on University project cost data from 2008-2012

¹⁶Excluding most projects under \$1.0 million, and counting multiple-use or phased projects by use or phase.

Four key privatized project transaction structures (and the uses to which they are most applicable) have included:

- Ground Lease (auxiliary uses—i.e., revenue producing from third party tenants/buyers);
- Ground Lease/Leaseback (programmatic uses in furtherance of the University's mission);
- Donor Development (donor controls project delivery; typically programmatic use on or off UC land); and
- Developer Build-to-Suit for purchase by UC on completion (also known as turnkey projects—typically for programmatic use not on UC land).

At UC Merced, a P3 model new to UC (used in the United States for roads and infrastructure and a limited number of buildings) is being developed for a major expansion of the campus and would include infrastructure, academic, residential and recreational uses. UC Merced's 2020 Plan seeks to grow the campus in a single multi-phase transaction governed by a Concession Agreement. This is the first concession agreement/availability payment project delivery pursued by the University. In this P3 model, a development team assumes responsibility for design, build, finance and operation and maintenance (DBFOM) of the project for a 45-year term. A Request for Qualifications was published in April 2014 and revised in September 2014, with responses due by the end of the calendar year. A Request for Proposal that will be issued to the qualified respondents is being prepared, with proposals due in calendar year 2015. This project will be presented to The Regents for requisite approvals.

Ground Lease projects for auxiliary purposes include eighteen student and faculty rental housing projects, five faculty for-sale housing projects, eight motel and hotel projects, and two parking structures. Donor development projects, where a donor assumes complete financial responsibility for funding and constructing a project, have now been employed at six UC campuses, at two agricultural field stations, and one natural reserve.

The University's excellent financing makes it unlikely that a privatized project can produce significant savings compared to a well-managed UC project. The privatized delivery approach, however, affords the University the opportunity to augment its capital delivery system and shift project construction and operating risk to the developer.

University Controlled Insurance Program (UCIP)

The University Controlled Insurance Program (UCIP) provides general liability, excess liability, and workers' compensation for all enrolled projects with a construction value of over \$25 million. The program has been in place since January 2010 and is a Working Smarter initiative that was designed to reduce the cost of insurance for University construction projects. Benefits of this program include cost avoidance and savings; higher coverage limits; dedicated per-project limits; coverage for ten years post-construction for damage caused by negligent construction work (but not by poor workmanship); broad, uniform and consistent coverage; and enhanced and coordinated safety.

As of June 30, 2014, the University has enrolled 33 projects with a combined construction value of \$2.2 billion. Three projects are completed with the close-out process finalized, and another five projects have completed and are in the close-out process. Six additional projects are expected

to complete in the 2014-15 fiscal year, and another six are expected to start construction, covering another \$385 million of project construction value within the program. The current twenty-five active enrolled projects are expected to complete within the next three years of the program. In the coming years, more projects will be enrolled as they reach the bid and construction phases.

Independent audits were performed on the three completed projects with a construction value of \$98.5 million, and a combined total cost avoidance/savings of \$1.1 million was documented at finalized close-out. Contractors continue to face a hardening insurance marketplace for California worker's compensation. Rates for construction risks have increased at a rate of 5-10 percent a year due to increased benefits and medical costs which in turn increases workers' compensation insurance costs for contractors. In contrast, the UCIP costs are locked in for enrolled projects that complete by January 2018.

In addition to the projects enrolled in the UCIP, the UCSF Mission Bay Medical Center project is covered by a stand-alone UCIP program that was placed separately. This project, at \$775 million in construction value, may achieve cost avoidance/savings of up to 1.5 percent of construction value.

VII. Conclusion

The 2014-15 *Capital Financial Plan* proposes approximately \$2.6 billion worth of new capital projects for funding this year, including \$278 million in state-funded projects. Over the next 10 years, the University projects the need for \$16.3 billion in capital investment. The need for funding for State-eligible capital improvements, including seismic and life-safety projects and deferred maintenance, far outstrips the available resources.

At the same time, project costs currently are rising: the California construction market suffered long-term decrease in capacity in the recession, and now is expanding at an annual rate of 8-10%. The effect of inadequate capacity in a growing market has decreased bid competition and increased bid prices. The University continues to implement new or improved capital processes and practices to attract high-performing contractors and to help ensure quality construction at a fair price.

ALL ACTIVE MAJOR CAPITAL PROJECTS AT FY END - 2013-14

Cumulative Changes to Budget (dollars) and Schedule Subsequent to Project Approval

	Active Projects	Original Budget	Budget at End of 2013-14	Inflation Adjusted Budget 13-14	Total # with Budget	Changes to Original Budget	% Change from Original Budget	# with Schedule Changes	% with Schedule Changes	
ANR	1	\$1,850,000	\$1,850,000	\$1,850,000	0	\$0	0.0%	0	0.0%	
UC Berkeley	27	\$597,121,000	\$650,621,000	\$650,621,000	3	\$53,500,000	9.0%	8	29.6%	
UC Davis	24	\$268,426,000	\$271,802,000	\$271,802,000	5	\$3,376,000	1.3%	8	33.3%	
UC Irvine	8	\$209,123,000	\$209,123,000	\$209,123,000	0	\$0	0.0%	5	62.5%	
UC Los Angeles	57	\$1,084,871,000	\$1,115,192,000	\$1,115,192,000	8	\$30,321,000	2.8%	13	22.8%	
UC Merced	2	\$70,373,000	\$70,556,000	\$70,556,000	1	\$183,000	0.3%	0	0.0%	
UC Riverside	11	\$280,177,000	\$305,967,000	\$305,967,000	4	\$25,790,000	9.2%	8	72.7%	
UC San Diego	25	\$1,080,817,000	\$1,268,691,000	\$1,268,691,000	5	\$187,874,000	17.4%	7	28.0%	
UC San Francisco	23	\$276,045,000	\$263,545,000	\$263,545,000	1	(\$12,500,000)	-4.5%	15	65.2%	
UC Santa Barbara	16	\$457,117,000	\$459,018,000	\$459,018,000	5	\$1,901,000	0.4%	1	7.1%	
UC Santa Cruz	14	\$221,083,000	\$251,144,000	\$251,144,000	5	\$30,061,000	13.6%	1	7.1%	
TOTALS	208	\$4,547,003,000	\$4,867,509,000	\$4,867,509,000	37	\$320,506,000	7.0%	66	32.0%	
<i>Inflation Adjustments:</i>				\$0						
BUDGET CHANGES										
Reduced	5									
Increased	32									
SCHEDULE										
On Schedule	142									
Schedule Changed	66									
	State	22	\$936,092,000	\$957,790,000	\$21,698,000					
	Non-State	186	\$3,610,911,000	\$3,909,719,000	\$298,808,000					
TOTALS		208	\$4,547,003,000	\$4,867,509,000	\$320,506,000	37	\$320,506,000	7.0%	66	32.0%

2013-14 ACTIVE MAJOR CAPITAL PROEJCT SUMMARY (projects over \$10M)

PROJECT			FUND		TYPE and USE		BUDGET			SCHEDULE			COMMENTS
Campus	PAN	Project Name	State	Non-State	Primary Use	Type	Total Original Budget	Cumulative Augments or Savings	Total with Adjustments	Approved Substantial Completion	Revised Substantial Completion	Schedule Delays over 90 Days	Project reviewed via Delegated Process
													<input type="checkbox"/>
BERKELEY													
BK	912259	Berkeley Art Museum and Pacific Film Archive Seismic Replacement		X	Cultural	Reno	\$95,000,000	\$17,000,000	\$112,000,000	3/11/15	5/15/15		Additional scope added to increase gallery height; remediation of existing structure
BK	912017	Campbell Hall Seismic Replacement Building	X		Laboratory/Hospital	New	\$63,694,000		\$63,694,000	8/31/12	11/7/14	708	80 day add'l delay since last year. Floors 1-4 complete Sept 14, basement lab outfitting for newly id'ed occupants
BK	912314	LBL-Computational Research and Theory Facility		X	Laboratory/Hospital	New	\$90,444,000	\$34,500,000	\$124,944,000	5/31/11	6/30/15	1401	No add'l augments in 13/14. Delays associated with new Fed req'ts for elect safety and add'l cooling for new equip
BK	912605	Jacobs Hall (Soda Addition)		X	Classroom/Office	New	\$23,994,000		\$23,994,000	8/27/15	9/4/15		
BK	912562	Lower Sproul Improvements		X	Student Life	Reno	\$30,000,000		\$30,000,000	6/10/15	10/10/15	32	Demolition of Eshelman Hall took longer than expected, delayed all associated projects
BK	912520	Lower Sproul Projects		X	Student Life	Combo	\$193,000,000		\$193,000,000	6/10/15	10/10/15	32	Demolition of Eshelman Hall took longer than expected, delayed all associated projects
BK	912501	LBL-Solar Energy Research Center	X	X	Laboratory/Hospital	New	\$54,400,000	\$2,000,000	\$56,400,000	4/30/12	12/31/14	885	Delays result from additional Fed elect safety req'ts and constrained const/staging area; add'l augment for soils disposal
DAVIS													
DV	951820	CNPRC Respiratory Disease Center		X	Laboratory/Hospital	New	\$14,228,000	\$4,085,000	\$18,313,000	11/1/13	10/1/14	244	No additional delays or augments in 13/14
DV	952270	International Complex Phase 1		X	Classroom/Office	New	\$28,521,000		\$28,521,000	7/1/16	7/1/16		
DV	952110	Jan Shrem and Maria Manetti Shrem Museum of Art		X	Cultural	New	\$30,000,000		\$30,000,000	9/1/16	9/1/16		
DV	932160	Music Instruction & Recital Building		X	Cultural	New	\$15,928,000	(\$1,664,000)	\$14,264,000	9/15/15	1/1/16	18	Design/Build team failed to meet contract completion date
DV	951800	Tercero Student Housing Phase III		X	Housing/Dining	New	\$80,243,000		\$80,243,000	7/31/14	8/1/14		
DV	951860	Walker Hall Renewal and Seismic Corrections	X		Classroom/Office	Reno	\$31,157,000		\$31,157,000	8/1/17	11/1/17		
IRVINE													
IR	990500	Business Unit 2	X		Classroom/Office	New	\$48,371,000		\$48,371,000	12/11/14	12/11/14		Design/CEQA only app'd via Delegated Process
IR	994014	Chao Comprehensive Digestive Disease Center Expansion		X	Laboratory/Hospital	Combo	\$17,500,000		\$17,500,000	7/31/14	12/1/16	763	Project augmentation in Aug'14 revised completion date 12/2016. Project currently meeting revised schedule
IR	996296	Mesa Court Expansion		X	Housing/Dining	New	\$133,757,000		\$133,757,000	8/1/16	8/1/16		

2013-14 ACTIVE MAJOR CAPITAL PROJEXT SUMMARY (projects over \$10M)

PROJECT			FUND		TYPE and USE		BUDGET			SCHEDULE			COMMENTS
Campus	PAN	Project Name	State	Non-State	Primary Use	Type	Total Original Budget	Cumulative Augments or Savings	Total with Adjustments	Approved Substantial Completion	Revised Substantial Completion	Schedule Delays over 90 Days	Project reviewed via Delegated Process
													<input type="checkbox"/>
LOS ANGELES													
LA	948943	CHS Seismic Correction and Fire Safety	X		Laboratory/Hospital	Infra	\$52,155,000		\$52,155,000	11/30/16	11/30/16		
LA	945920	CHS South Tower Seismic Renovation	X		Laboratory/Hospital	Reno	\$219,902,000		\$219,902,000	12/31/14	12/31/14		
LA	940250	Engineering VI - Phase 1		X	Laboratory/Hospital	New	\$53,000,000	\$4,500,000	\$57,500,000	9/30/14	2/28/15	61	Construction start delayed to issue addenda to bidders; high bids required budget augmentation
LA	940252	Engineering VI - Phase 2		X	Laboratory/Hospital	New	\$72,700,000		\$72,700,000	9/30/17	9/30/17		
LA	946485	Hitch Suites Renovation		X	Housing/Dining	Combo	\$24,300,000		\$24,300,000	9/30/14	9/30/14		
LA	945905	Jules Stein Seismic Correction and Program Improvements		X	Laboratory/Hospital	Reno	\$57,000,000		\$57,000,000	9/30/16	9/30/16		
LA	948273	Landfair and Glenrock Apartments Redevelopment		X	Housing/Dining	New	\$57,538,000	\$8,292,000	\$65,830,000	8/31/14	8/31/14		No additional augments in 13/14
LA	946375	Luskin Conference and Guest Center		X	Housing/Dining	New	\$162,425,000		\$162,425,000	6/30/16	6/30/16		
LA	940177	Ostin Music Center		X	Cultural	New	\$20,000,000	\$1,000,000	\$21,000,000	2/28/14	8/31/14	94	Construction start delayed because of unforeseen site conditions; budget augmented to meet higher than expected
LA	948532	Saxon Suites Renovation		X	Housing/Dining	Combo	\$31,970,000		\$31,970,000	9/30/15	9/30/15		
LA	944665	Semel - IPCN Renovation		X	Laboratory/Hospital	Reno	\$14,920,000	\$3,068,000	\$17,988,000	10/31/12	8/31/14	579	Project delayed by OSHPD approvals and inspections, and delays in vacating existing space
LA	948224	SMUMC MNP A-Level Medical Surgical Unit Renovation		X	Laboratory/Hospital	Reno	\$15,942,000		\$15,942,000	10/31/16	10/31/16		
LA	944020	Teaching and Learning Cener for Health Sciences		X	Classroom/Office	New	\$104,700,000		\$104,700,000	8/31/16	8/31/16		
LA	944030	Telemedicine and PRIME Facilities Phase 1	X		Laboratory/Hospital	Equip	\$20,200,000		\$20,200,000	6/30/10	8/31/14	1433	Delays result from OSHPD approval process and delays in vacating existing space
LA	944036	Telemedicine and PRIME Facilities Phase 2	X		Laboratory/Hospital	Reno	\$25,300,000		\$25,300,000	12/31/11	10/31/14	945	Delays result from OSHPD approval process and delays in vacating existing space
LA	948456	Wasserman Tenant Improvements		X	Laboratory/Hospital	Reno	\$43,782,000		\$43,782,000	2/28/14	8/31/14	94	Delay in completion of the Donor-Developed core/shell base project
MERCED													
MC	900310	Central Plant Completion/Telecom Reliability Upgrade	X		Infrastructure	Infra	\$16,400,000	\$183,000	\$16,458,300	2/28/16	4/30/16		
MC	900290	Classroom and Academic Office Building	X		Classroom/Office	New	\$53,973,000		\$53,973,000	4/30/16	4/30/16		Design/CEQA only app'd via Delegated Process

2013-14 ACTIVE MAJOR CAPITAL PROJCT SUMMARY (projects over \$10M)

PROJECT			FUND		TYPE and USE		BUDGET			SCHEDULE			COMMENTS
Campus	PAN	Project Name	State	Non-State	Primary Use	Type	Total Original Budget	Cumulative Augments or Savings	Total with Adjustments	Approved Substantial Completion	Revised Substantial Completion	Schedule Delays over 90 Days	Project reviewed via Delegated Process
													<input type="checkbox"/>
RIVERSIDE													
RV	950462	Boyce Hall and Webber Hall Renovations	X		Laboratory/Hospital	Infra	\$31,000,000	\$1,676,000	\$32,676,000	9/30/10	10/10/14	1381	No additional delays or augments in 13/14
RV	950463	East Campus Infrastructure Improvements Phase 2	X		Infrastructure	Infra	\$11,702,000	\$3,500,000	\$15,202,000	6/30/09	10/25/14	1853	Additional delay from unforeseen conditions on TES tank: add'l surveying and blasting; subsequent failure of installed tank
RV	950456	Environmental Health & Safety Expansion	X		Corp Yard	New	\$11,964,000	\$7,476,000	\$19,440,000	2/28/11	2/28/16	1736	Sub completion date revised in 2007 w/ new scope. Add'l delays result from litigation (ending in 13/14). Bid and award delays required augmentation.
RV	956334	Glen Mor 2 Student Apartments		X	Housing/Dining	New	\$144,462,000	\$13,138,000	\$157,600,000	6/30/13	8/26/14	332	No additional delays in 13/14. \$3.3M augment in 13/14 from A/E firm closure and assoc. impacts on CDs
RV	956366	Lothian Seismic Upgrades		X	Housing/Dining	Reno	\$11,630,000		\$11,630,000	9/1/16	9/1/16		
RV	950523	Student Recreation Center Expansion		X	Student Life	Combo	\$52,200,000		\$52,200,000	10/31/13	1/11/15	347	No additional delays in 13/14.
SAN DIEGO													
SD	966270	Argo Hall Fire and Life Safety Improvements		X	Life Safety	Reno	\$13,675,000		\$13,675,000	9/30/14	9/30/14		
SD	963970	Central Research Services Facility		X	Laboratory/Hospital	New	\$27,131,000	\$5,626,000	\$32,757,000	9/30/13	10/31/14	306	Delays associated with unforeseen conditions on utility work, campus added additional scope (technology & bldg systems).
SD	964710	Clinical and Translational Research Institute Building		X	Laboratory/Hospital	New	\$269,000,000	\$5,188,000	\$274,188,000	7/31/15	1/31/16	94	Additional scope to build-out previously sheeled area for MRI suite and equipment
SD	963990	Nimitz Marine Facility Pier Replacement	X		Infrastructure	New	\$25,053,000		\$25,053,000	12/31/15	1/31/16		
SD	966260	Revelle Plaza Cafe Renovation		X	Housing/Dining	Reno	\$15,000,000		\$15,000,000	1/31/15	1/31/15		
SD	964580	UCSD Medical Center East Campus Bed Tower		X	Laboratory/Hospital	New	\$663,800,000	\$175,560,000	\$839,360,000	10/17/16	7/31/18	562	Augments for increased scope: add'l built-out space, oper. Rms and in-patient beds; plus add'l OSHPD req'ts
SD	966248	UCSDMC Hillcrest Main Operating Rooms HVAC Upgrade		X	Laboratory/Hospital	Infra	\$11,500,000		\$11,500,000	4/30/17	4/30/17		
SAN FRANCISCO													
SF	12520370	A-4 Hematology Clinic and treatment Center Renovation		X	Laboratory/Hospital	Reno	\$14,000,000	\$1,775,000	\$15,775,000	10/31/13	8/15/14	198	Add'l equipment in 3 rooms (gift funded); higher bids delayed award of contract
SF	12560004	MB 4th Street Public Plaza		X	Infrastructure	Infra	\$13,645,000		\$13,645,000	6/2/14	8/22/14		
SF	9000352	MB Block 25A Faculty Office Building		X	Classroom/Office	New	\$118,600,000		\$118,600,000	9/15/14	9/15/14		

2013-14 ACTIVE MAJOR CAPITAL PROJEXT SUMMARY (projects over \$10M)

PROJECT			FUND		TYPE and USE		BUDGET			SCHEDULE			COMMENTS
Campus	PAN	Project Name	State	Non-State	Primary Use	Type	Total Original Budget	Cumulative Augments or Savings	Total with Adjustments	Approved Substantial Completion	Revised Substantial Completion	Schedule Delays over 90 Days	Project reviewed via Delegated Process
													<input type="checkbox"/>
SANTA BARBARA													
SB	981230	Davidson Library Addition and Renewal	X		Classroom/Office	Combo	\$59,600,000	\$19,418,000	\$79,018,000	1/30/15	1/30/15		No additional delays in 13/14. \$7.9M agugment in 13/14to cover increased seismic work and bid overages
SB	981740	Faculty Club Renovation and Guest House Addition		X	Housing/Dining	Combo	\$17,480,000		\$17,480,000	6/30/15	3/18/16	172	Campus unable to get full bid coverage; delaying award.
SB	981650A	Bioengineering Building	X		Classroom/Office	New	\$47,884,000		\$47,884,000	3/30/17	3/30/17		
SB	981650B	Academic Support Facility	X		Classroom/Office	New	\$25,050,000		\$25,050,000	3/30/17	3/30/17		
SB	986470	San Joaquin Apartments		X	Housing/Dining	New	\$175,000,000		\$175,000,000	8/30/16	9/15/16		
SB	986265	Sierra Madre Apartments		X	Housing/Dining	New	\$80,000,000	\$7,480,000	\$87,480,000	3/31/15	3/31/15		Bid market in SB area is very tight, diffiulct to get bid coverage in all trades, high bids required the augmentation.
SANTA CRUZ													
SC	970250	Coastal Biology Building	X		Laboratory/Hospital	New	\$72,742,000		\$72,742,000	8/1/16	9/30/16		
SC	976120	Cogeneration Plant Replacement Phase 1		X	Infrastructure	New	\$26,046,000	\$11,054,000	\$37,100,000	4/30/14	8/30/14		No additional delays or augments in 13/14
SC	976401	Infill Apartments Repairs		X	Housing/Dining	Reno	\$33,978,000	\$9,462,000	\$43,440,000	5/15/15	5/15/15		Addiional construction defects concealed at initial assessment
SC	976328	Merrill College Capital Renewal		X	Housing/Dining	Combo	\$44,457,000	\$6,799,000	\$51,256,000	1/31/15	1/31/15		Additional structural defects concealed at initial assessment, project bid over budget
SC	973820	Telecommunications Infrastructure Improvements Phase A		X	Infrastructure	Infra	\$16,374,000		\$16,374,000	5/31/15	5/31/15		

2014-16 CAPITAL PROJECTS LOOK-AHEAD LIST

ABBREVIATIONS

AR	Auxiliary Reserves	HR	Hospital Reserves
AUX	Auxiliary (Program Category)	MC	Medical Center (Program Category)
CF	Campus Funds	New	New Construction (Type)
Combo	Combination of New Construction and Renovation (Type)	OG	Other Grant
DD	Donor Development	PR	Privatized Development
E&G	Education & General (Program Category)	Reno	Renovation (Type)
DF	External Finance	SE	State-Eligible
FG	Federal Grant	SG	General Funds (State)
Infra	Infrastructure (Type)	UR	University Fee Reserves
GF	Gift Funds		

Note Some projects have prior funding, or future funding beyond 2015/16. The total project budget reflects the complete project budget at this time.

PR Any programmatic or auxiliary project constructed on or off campus to directly or indirectly support UC's mission where UC contracts with and relies on another entity to act as the developer of the project. Costs are paid out of operating budget.

Campus	Project	Program Category	Type	2014-15		2015-16		Total Project Budget (\$000s)
				CFP (\$000s)	Fund Source	CFP (\$000s)	Fund Source	
AGRICULTURE& NATURAL RESOURCES, DIVISION								
ANR	REC Facilities Renewal and Improvements	E&G	Reno	200	GF			2,050
ANR	Intermountain REC Field Laboratory and Multipurpose Facility	E&G	New	200	SG	1,786 100	SG GF	2,086
BERKELEY								
BK	Bowles Hall Renovation	AUXIL	Reno		PR			PR
BK	Campus Capital Renewal	E&G	Reno	35,700	EF	23,100	EF	228,800
BK	Capital Projects \$750K to \$5M (E&G)	E&G	Reno	7,500	CF	7,500	CF	75,000
BK	Donner Lab Seismic Replacement	E&G	Infra		PR			PR
BK	Moffitt Library Renovation Phase 1	E&G	Reno	10,000	GF			10,000
BK	Southside Student Residences	AUXIL	New		PR			PR
BK	Tolman Hall Seismic Replacement	E&G	New	65,400 75,000	EF SG			150,000
BK	Wheeler Hall: Capital Renewal	E&G	Reno	1,100	CF	19,400	SG	20,500
BK	2223 Fulton Seismic Demolition	E&G	Infra			2,500	CF	2,500
BK	2111 Bancroft Seismic Demolition	E&G	Infra			2,500	CF	2,500
BK	Architect & Engineering Building Seismic Demolition	E&G	Infra			500	CF	500

2014-16 CAPITAL PROJECTS LOOK-AHEAD LIST

Campus	Project	Program Category	Type	2014-15		2015-16		Total Project Budget (\$000s)
				CFP (\$000s)	Fund Source	CFP (\$000s)	Fund Source	
DAVIS								
DV	1919-1920 5th Street	E&G	Reno		PR			PR
DV	225 Hopkins Road	E&G	Reno		PR			PR
DV	Activities and Recreation Center Expansion	AUXIL	Reno	10,000 5,000	EF AR			15,000
DV	Administrative Support Building 2nd Floor Renovations (Sacramento Campus)	E&G	Reno	6,000	CF			6,000
DV	Aggie Stadium Phase 2	AUXIL	New			40,000	GF	40,000
DV	Animal Science Teaching Facility Relocation	E&G	New	9,600	EF			9,600
DV	Briggs Hall Safety Improvements and Building Renewal	E&G	Infra			2,777	SE	28,967
DV	Capital Projects \$750K to \$5M (E&G)	E&G	Combo	14,000	CF	14,000	CF	140,000
DV	Central Plant Boiler Replacement	E&G	Infra	14,000	EF			14,000
DV	Chemistry Seismic and Life Safety Corrections	E&G	Reno	3,482	SG	31,076	SG	34,558
DV	Dairy Relocation	E&G	New	15,700	EF			15,700
DV	Data Center Upgrades (Sacramento Campus)	MC	Infra	12,000	HR			12,000
DV	Deferred Maintenance	E&G	Reno	15,000	EF			45,000
DV	Health Sciences Education Expansion Phase 1 (Sacramento Campus)	E&G	New	10,000 45,000	GF EF			55,000
DV	Health System Projects \$750K to \$5M	MC	Combo	22,000	HR	20,000	HR	192,000
DV	Hospital Seismic Upgrade Fire, Life, Safety (Sacramento Campus)	MC	Infra	10,100	HR			10,100
DV	Hospital Seismic Upgrade Stair Tower & Exit Corridor Upgrades (Sacramento Campus)	MC	Reno	12,945	HR			12,945
DV	Hospital Seismic Upgrade University Tower 1 Remodel (Sacramento Campus)	MC	Reno	13,603	HR			13,603
DV	Intercollegiate Athletics Projects \$750K to \$5M	AUXIL	Reno	5,000 4,500	GF AR	1,500	GF	37,000
DV	International Center Phase 1	AUXIL	New	11,723	EF			28,521
DV	La Rue Bridge Renewal	E&G	Infra	1,000 5,200	CF FG			6,200
DV	Laboratory for Energy-related Health Research (LEHR) Remediation	E&G	Reno	10,800	EF			10,800
DV	Large Lecture Hall	E&G	New	22,000	EF			22,000
DV	Main Hospital Seismic Compliance 2nd Floor Hospitalists (Sacramento Campus)	MC	New	10,800	EF			10,800
DV	Main Hospital Seismic Compliance Children's Surgery Replacement (Sacramento Campus)	MC	New	20,000 8,400	CG HR			28,400
DV	North Addition Office Building (Sacramento Campus)	MC	New	80,000	EF			80,000
DV	Recreation Pool Renovation	AUXIL	Reno	10,000	AR			10,000
DV	Silo North Phase 2	AUXIL	Reno	10,000	EF			10,000
DV	Softball Complex Relocation	AUXIL	New	5,300	CF			5,300
DV	Student Affairs Division- Wide System Renewal \$750K to \$5M	AUXIL	Infra	1,000 1,000	AR UR	700 700	AR UR	21,400
DV	Student Affairs Recreation, MU, Unitrans Projects \$750K to \$5M	AUXIL	Combo	6,750	AR	750	AR	18,750
DV	Student Housing Projects \$750K to \$5M	AUXIL	Reno	3,000	AR	1,000	AR	21,700
DV	SVM Student Services and Administration Center (Scrubs Dining Facility)	E&G	New	3,045	CF			27,944
				14,240	EF			
		Auxil		8,527	EF			
				2,132	CF			
DV	Tercero Dining Commons Mechanical Room Renovation	AUXIL	Reno	7,200	AR			7,200
DV	Tercero Student Housing Phase 4	AUXIL	New	44,340 14,780	EF AR			59,120
DV	UCDHS Child Care Center (Sacramento Campus)	MC	New	500	CF	6,500	CF	7,000
DV	Walker Hall Renewal and Seismic Corrections	E&G	Reno	27,917	SG			31,169
DV	Critical Infrastructure Phase 2	E&G	Infra			14,000	EF	14,000
DV	Cruess Hall Pilot Plant Expansion	E&G	Reno			13,000	EF	13,000
DV	Data Center (Davis Campus Portion)	E&G	Infra			56,000	EF	56,000
DV	Data Center (UCDMC Portion)	MC	Infra			21,500	EF	21,500
DV	Emergency Power Upgrade Phase 2 (Sacramento Campus)	MC	Infra			12,500	HR	12,500
DV	Freeborn Hall Renewal	AUXIL	New			15,000	AR	15,000
DV	Haring Hall Safety Improvements and Building Renewal Phase 1	E&G	Infra			3,100	SE	32,421
DV	Intercollegiate Athletics Administrative Space	AUXIL	New			14,000	GF	14,000
DV	Orchard Park Renewal or Redevelopment	AUXIL	New				PR	PR
DV	Steam Distribution Improvements Phase 1	E&G	Infra			15,000	EF	15,000
DV	Surface Water Project Plant	E&G	New			7,000	EF	7,000
DV	Translational Science Center (Sacramento Campus)	E&G	Reno			12,300	CF	12,300
DV	UC Davis Institute for Regenerative Cures Phase 5 (Sacramento Campus)	E&G	Reno			6,000	CF	6,000
DV	Veterinary Medical Center	E&G	Combo			179,000	GF	517,000

2014-16 CAPITAL PROJECTS LOOK-AHEAD LIST

Campus	Project	Program Category	Type	2014-15		2015-16		Total Project Budget (\$000s)
				CFP (\$000s)	Fund Source	CFP (\$000s)	Fund Source	
IRVINE								
IR	Beckman Laser Expansion and Renovation	E&G	Combo	25,000	GF			25,000
IR	Business Unit 2	E&G	New	1,068 3,205	SG GF			48,524
IR	Capital Projects \$750K to \$5M (E&G)	E&G	Combo	10,000	CF	10,000	CF	140,000
IR	Capital Projects \$750K to \$5M (MC)	MC	Combo	11,897	HR	15,000	HR	146,897
IR	Chao Comprehensive Digestive Disease Center Expansion	MC	Combo	3,103 827	HR GF			19,776
IR	Classroom/Office Building	E&G	Combo	45,000 5,000	EF CF			50,000
IR	East Campus Commercial Development	AUXIL	New		PR			PR
IR	Hewitt Hall Basement Buildout of Shell Space	E&G	New	10,000	GF			10,000
IR	On-Campus Hotel	AUXIL	New		PR			PR
IR	Primary Electrical Improvements Step 4	E&G	Infra	19,462	SG			19,462
IR	Space Conversion for Transmission Electron Microscopy	E&G	Reno	15,000	EF			15,000
IR	Student Services Building	E&G	Reno	40,000	EF			40,000
IR	UCI Center for Living Peace	E&G	New		DD			DD
IR	UCIMC Cancer Center 4th Floor Clinic Remodel	MC	Reno	5,200	HR			5,200
IR	UCIMC OSHPD Chiller Plant Expansion	MC	Infra	5,200	EF			5,200
IR	UCIMC Chiller Plant Expansion	MC	Infra	27,250	EF			27,250
IR	UCIMC Facilities Building	MC	New	8,400	HR			8,400
IR	UCIMC Medical Center Drive/Dawn Way Improvements	MC	Infra	8,000	EF			8,000
IR	UCIMC Office Building	MC	New	48,400	EF			48,400
IR	UCIMC Site Preparation, Development and E-Power	MC	Infra	16,000	HR			16,000
IR	University Extension Classroom Building	E&G	New	37,253 15,000	EF AR			52,253
IR	Capital Renewal and Infrastructure Improvements Program Phase 2	E&G	Infra			30,000	EF	30,000
IR	Capital Renewal Program	E&G	Combo			6,400	SE	32,000
IR	Child Development Center	E&G	New			13,000	GF	13,000
IR	Fire and Life Safety Improvements Phase 1	E&G	Infra			34,290	SG	34,290
IR	Health Sciences Parking Lot Expansion	AUXIL	Infra			5,400	EF	5,400
IR	Law Building	E&G	New			40,000 45,000	GF EF	85,000
IR	Outpatient Clinical Center	MC	New			50,600	GF	50,600
IR	UCIMC Ambulatory Care Center	MC	New			134,820 100,000 30,000	EF GF CG	264,820
IR	UCIMC Patient/Visitor Parking Structure	MC	New			51,360	EF	51,360
LOS ANGELES								
LA	Basketball Practice Facility	AUXIL	New	35,000	GF			35,000
LA	Capital Equipment Replacement Lease Funding	MC	New	75,000	HR	75,000	HR	550,000
LA	Capital Projects \$750K to \$5M (Auxil)	AUXIL	Reno	15,700	AR	12,700	AR	73,800
LA	Capital Projects \$750K to \$5M (E&G)	E&G	Combo	15,000	CF	15,000	CF	150,000
LA	Capital Projects \$750K to \$5M (Med Center)	MC	Reno	5,000	HR	5,000	HR	50,000
LA	CHS South Tower Post-Occupancy Improvements	E&G	Reno	50,000	EF			50,000
LA	Football Performance Center	E&G	New	50,000	GF			50,000
LA	Undergraduate Student Apartments Real Estate Acquisition No. 1	AUXIL	New	5,000 20,000	AR EF			30,000
LA	UNEX Building Seismic Correction	E&G	Reno	20,000	CF			20,325
LA	Capital Renewal	E&G	Infra			10,000	SE	90,000
LA	CHS - Biomedical Library Tower Renovation	E&G	Reno			40,000	SE	40,000
LA	CHS - SOM East Building Renovation	E&G	Reno			5,000	SE	70,000
LA	CHS - SOM West Seismic Renovation	E&G	Infra			25,000 15,000	SG CF	40,000
LA	Franz Hall Seismic Renovation	E&G	Reno			50,000	SE	50,000
LA	Undergraduate Student Apartments Real Estate Acquisition No. 2	AUXIL	New			5,000 20,000	AR EF	30,000

2014-16 CAPITAL PROJECTS LOOK-AHEAD LIST

Campus	Project	Program Category	Type	2014-15		2015-16		Total Project Budget (\$000s)
				CFP (\$000s)	Fund Source	CFP (\$000s)	Fund Source	
MERCED								
MC	Project 2020 (Privatized Development)	AUXIL E&G	New		PR		PR	PR
MC	Capital Projects \$750K to \$5M (E&G)	E&G	Combo	1,000	CF	1,000	CF	10,000
MC	Central Plant/Telecom Reliability Upgrade	E&G	Infra	15,183	SG			16,583
MC	IT Next Generation Network (Phases 1-4)	E&G	New	3,000	EF	3,000	EF	12,000
MC	Classroom and Academic Office Building	E&G	New			4,951	SG	54,845
MC	Downtown Administration Building	E&G	New			7,200	EF	72,000
MC	Science and Engineering Building 1 Space Renovations	E&G	Reno			2,000	EF	2,000
RIVERSIDE								
RV	A-I RSO and Market at Aberdeen	AUXIL	Reno	13,516 500	EF AR			14,016
RV	Barn Expansion	AUXIL	Reno	26,962 1,607	EF AR			28,569
RV	Campus Events Center	AUXIL	New	20,000 20,000	GF CF			40,000
RV	Capital Projects \$750K to \$5M (Auxil)	AUXIL	Combo	6,300	AR	3,500	AR	57,800
RV	Capital Projects \$750K to \$5M (E&G)	E&G	Combo	1,411	CF	681	CF	8,332
RV	Interdisciplinary Research Building	E&G	New	150,000	EF			150,000
RV	A-I Residential Restaurant Replacement	AUXIL	New			34,834 2,000	EF AR	34,834 2,000
RV	Batchelor Hall Building Systems Renewal	E&G	Infra			17,777	SG	18,179
RV	BCOE Wetlabs	E&G	Reno			10,000	SG	10,000
RV	Elevator Modernization	E&G	Infra			2,276	SG	2,276
RV	Environmental Health and Safety Expansion	E&G	New			369 1,611	SG CF	369 1,611
RV	Fawcett Instructional Laboratory Renewal	E&G	Reno			3,048	SE	3,048
RV	Fawcett Laboratory 2nd Floor Modernization	E&G	Reno			11,262	SE	11,262
RV	Highlander Hall Replacement Facilities	E&G	New				PR	PR
RV	Mechanical Systems Renewal	E&G	Infra			14,121	SE	14,121
RV	Palm Desert Ambulatory Care Facilities	E&G	New				PR	PR
RV	Physics Building Instructional Space Renewal	E&G	Reno			9,516	SG	9,516
RV	Pierce Hall Improvements	E&G	Reno			34,680	SG	34,680
RV	Repair / Replace Roofs	E&G	Infra			4,469	SG	4,469
RV	School of Business Administration	E&G	New			38,000	GF	38,000
RV	School of Medicine Research Building - First Floor Fit-Out	E&G	Reno			7,303	SG	7,303

2014-16 CAPITAL PROJECTS LOOK-AHEAD LIST

Campus	Project	Program Category	Type	2014-15		2015-16		Total Project Budget (\$000s)	
				CFP (\$000s)	Fund Source	CFP (\$000s)	Fund Source		
SAN DIEGO									
SD	Campus Life Safety Improvements	E&G	Infra	49,010	SG			51,055	
SD	Capital Projects \$750K to \$5M (Auxil)	AUXIL	Combo	5,000	AR	5,000	AR	50,000	
SD	Capital Projects \$750K to \$5M (E&G)	E&G	Combo	10,000	CF	10,000	CF	100,000	
SD	Capital Projects \$750K to \$5M (Medical Center)	MC	Combo	10,000	HR	10,000	HR	100,000	
SD	Center for Novel Therapeutics Building	E&G	New		PR			PR	
SD	East Campus Parking Structure 2	AUXIL	New	25,500	EF			29,000	
				3,500	CF				
SD	Interstate 5 / Gilman Bridge and Roadway Improvements	E&G	Infra		PR			PR	
SD	Outpatient Pavilion	MC	New	115,220	EF			140,000	
				7,500	GF				
				12,500	HR				
SD	Projects Related to San Diego Region Transportation Projects	AUXIL	New		PR		PR	PR	
SD	Single Graduate and Professional Student Housing	AUXIL	New	200,000	EF			208,600	
				8,600	AR				
SD	SIO Emergency Power Upgrades	E&G	New	6,000	CF			6,000	
SD	Southwest Fisheries Science Center, Building D Renovations	E&G	Reno	9,000	EF			9,000	
SD	UCSD Medical Center East Campus Bed Tower	MC	Combo	20,000	HR			859,360	
SD	Utility Infrastructure Improvements	AUXIL	Infra	20,000	EF			20,000	
SD	Biological and Physical Sciences Building	E&G	New			55,800	SG	111,600	
							46,700		EF
							4,600		CF
SD	Extended Studies Public Programs (ESPP) Expansion Phase 1	E&G	New			20,000	EF	35,000	
							15,000		CF
SD	Faculty For Rent Transitional Housing	AUXIL	New			45,000	EF	50,000	
						5,000	CF		
SD	State-Funded Capital Renewal Program	E&G	Combo			10,000	SE	90,000	
SAN FRANCISCO									
SF	ACC 5 Heart & Vascular	MC	Reno	8,000	HR			8,000	
SF	Capital Projects \$750K to \$5M - Infrastructure (E&G)	E&G	Infra	33,936	CF	24,235	CF	216,204	
SF	Capital Projects \$750K to \$5M - Infrastructure (Med Center)	MC	Infra	6,200	HR	4,900	HR	44,340	
SF	Capital Projects \$750K to \$5M - Parking	AUXIL	Infra			4,371	EF	19,650	
SF	Capital Projects \$750K to \$5M - Renovation	E&G	Reno	22,572	CF	22,931	CF	273,899	
				18,798	EF				
SF	Capital Projects \$750K to \$5M - Renovation (Med Center)	MC	Reno	10,000	HR	7,400	HR	80,040	
SF	Clinical Sciences Building (CSB) Seismic Retrofit and Renovation	E&G	Reno	2,800	SG	52,001	EF	91,468	
				5,751	EF	21,735	SG		
						6,781	CF		
SF	Long Hospital 4th Floor Hybrid Operating Room & Intraoperative MRI	MC	Reno	23,200	HR			23,200	
SF	Moffitt / Long 3 Radiology Imaging, IR, Waiting & Patient Holding Remodel	MC	Reno	13,196	HR			13,196	
SF	Moffitt / Long 3 Radiology XMR MRI & Interventional	MC	Reno	6,226	HR			6,226	
SF	Moffitt / Long 7,11,12 & 15 Nursing Unit Renovations	MC	Reno	32,317	HR			32,317	
SF	Mission Bay Building Project 1	E&G	New			160,800	EF	160,800	
SF	Ophthalmology Clinic Consolidation	MC	Reno			8,938	HR	17,938	
							9,000		CF
SF	SFGH Academic Building Seismic Program	E&G	New			6,828	CF	160,408	
SF	UC Hall Seismic Program	E&G	Infra			30,310	CF	161,945	
							131,635		EF

2014-16 CAPITAL PROJECTS LOOK-AHEAD LIST

Campus	Project	Program Category	Type	2014-15		2015-16		Total Project Budget (\$000s)
				CFP (\$000s)	Fund Source	CFP (\$000s)	Fund Source	
SANTA BARBARA								
SB	Aquatics Center	AUXIL	New	18,000	GF			18,000
SB	Capital Projects \$750K to \$5M (Auxil)	AUXIL	New	2,600	AR	3,950	AR	34,700
						1,000	CF	7,750
SB	Capital Projects \$750K to \$5M (E&G)	E&G	Reno	5,000	GF	5,000	GF	29,000
				5,200	CF	4,000	CF	9,200
SB	Infrastructure Renewal Phase 1	E&G	Infra	12,136	SG			18,827
SB	Jeff and Judy Henley Hall - Institute for Energy Efficiency Building	E&G	New	50,000	GF			51,500
				1,500	CF			
SB	KITP Residence	AUXIL	New		DD			DD
SB	North Campus Faculty Housing Phase III	AUXIL	New	16,094	EF			16,094
SB	San Joaquin Apartments	AUXIL	New	7,544	AR			182,544
SB	Bioengineering Building	E&G	New			830	CF	47,884
						800	EF	
SB	Campbell Hall Replacement Building	E&G	New			15,787	SG	15,787
						15,787	CF	15,787
SB	Davidson Library Addition and Renewal	E&G	Combo			1,094	SE	79,037
SB	Infrastructure Renewal Phase 2	E&G	Infra			14,502	SE	19,671
						4,953	CF	
SB	North Campus Faculty Housing Phase IV	AUXIL	New			16,000	EF	16,000
SANTA CRUZ								
SC	Alterations for Academic Programs	E&G	Reno	20,000	EF			20,000
SC	Capital Projects \$750K to \$5M (Auxil)	AUXIL	Reno	6,690	AR	5,973	AR	47,523
				4,338	UR	1,282	UR	
				2,975	CF	2,000	CF	
SC	Capital Projects \$750K to \$5M (E&G)	E&G	Reno	17,100	CF	8,281	CF	47,446
				2,626	OG			
SC	Coastal Biology Building	E&G	New	64,127	SG	2,000	SE	73,642
SC	Crown College Major Maintenance and ADA Improvements	AUXIL	Reno	6,000	AR			6,000
SC	Life Safety Upgrades	E&G	Reno	10,201	SG			10,201
SC	Statewide Energy Partnership (SEP) Program	E&G	Reno	700	CF	1,875	CF	15,700
				1,500	EF	5,625	EF	
SC	Telecommunications Infrastructure Improvements Phase B	E&G	Infra	844	CF	12,623	SE	13,467
						263	AR	263
						150	UR	150
SC	Upper Quarry Amphitheater Renovation and Expansion Phase 1	AUXIL	Combo	775	UR	2,613	UR	7,388
						4,000	CF	
SC	Upper Quarry Amphitheater Renovation and Expansion Phase 2	AUXIL	Combo	33	GF			10,629
				586	CF			
SC	2015-16 Deferred Maintenance and Capital Renewal	E&G	Reno			4,454	SE	4,566
						112	CF	
SC	Environmental Health and Safety Facility	E&G	New			19,437	SE	19,437
SC	Expansion of the Center for Ocean Health	E&G	New			756	GF	12,603
SC	Infrastructure Improvements Phase 3	E&G	Infra			8,657	SE	8,657
SC	Institute of the Arts and Sciences	E&G	New			2,900	GF	55,000
SC	Science & Engineering Library Renovations	E&G	Reno			1,080	GF	18,000
SC	Telecommunications Infrastructure Improvements Phase C	E&G	Infra			8,187	EF	10,463
						225	AR	
						1,044	UR	
						1,007	CF	
SC	UCO Instrumentation Facility	E&G	New			10,930	EF	11,230
						300	CF	
SC	West Campus Student Housing Development Phase 1	AUXIL	Combo			190,370	EF	206,558
						16,188	AR	
SC	West Jordan Gulch Pedestrian Bridge	E&G	Infra			434	CF	7,648