

An investment in UC pays dividends far beyond what can be measured in dollars. An educated, high-achieving citizenry is priceless.

2010-20 Consolidated State and Non-State
Capital Financial Plan



FOREWORD

This *2010-20 Consolidated State and Non-State Capital Financial Plan (2010-20 Consolidated Plan)* reports the University's multi-year program of proposed capital construction and renovation. Submitted annually for acceptance by the Regents, the *2010-20 Consolidated Plan* brings together the following required reports: annual Budget for State Capital Improvements; University of California Five-Year Capital Program State Funds; and Annual Report on Campuses' Ten-Year Capital Financial Plans. Subsequently, the *2010-20 Consolidated Plan* is being submitted to the State of California in compliance with legislative reporting requirements.

This document presents information about proposed capital projects in a larger context of goals and needs, economic conditions, and specific circumstances. It demonstrates the University's actions to adapt its proposals to anticipated conditions of demography, academic initiatives, safety-code requirements, financial resources, and public service to California. It also provides a perspective for and analysis of the University's capital program, followed by a chapter for each campus presenting the capital projects necessary to achieve its goals. The report includes projects the University expects to propose for State funding between 2011-12 and 2019-20 and the projects planned to be funded from non-State sources for 2010-11 and the succeeding

nine years. More detailed project information may be viewed at <http://budget.ucop.edu/capital/201020/2010-20ConsolidatedState&Non-StateCapitalFinancialPlan.pdf>.

Because resources for capital construction are constrained, a more comprehensive planning strategy has been developed to ensure prudent investment of capital funds. In 2008, the Regents adopted measures to integrate capital planning even more thoroughly into related financial planning, campus-wide physical plans, design standards, and land use objectives. The horizon for capital planning has been extended from five years to ten.

Responsibility for the capital program rests with the Regents, but the earlier practice of bringing all major projects to the Regents for individual review has been streamlined in a pilot program for most projects with values less than or equal to \$60 million. Regents' acceptance of a *Capital Financial Plan* and *Physical Design Framework*, in concert with the campus academic plan and *Long Range Development Plan (LRDP)*, provides the opportunity for Chancellors to approve non-State project budgets and design for these projects. The Office of the President reviews project compliance with legal requirements and consistency with approved plans. After review, responsibility for approval and implementation resides with the Chancellors as well as follow-up reporting responsibilities. Review and audit responsibility

rests with the Office of the President. Through this process, the Regents exercise portfolio oversight of capital projects; the Office of the President provides due diligence regarding approval processes, and legal, financial, or policy risks; and the campuses have greater responsibility and accountability for the successful delivery of capital projects.

Projects of a higher dollar value – or those which may pose legal, financial, or policy risks – will continue to be reviewed by the Regents and will follow designated steps for approval and implementation.

The projects included in this *2010-20 Consolidated Plan* have been carefully reviewed for suitability of their scope, cost, and funding plans. They include projects funded with debt financing, campus funds, gifts, auxiliary reserves, federal funds, and State funds. As campuses refine their plans and take advantage of new opportunities, the proposals included in this report may be updated.

These campus *Capital Financial Plans*, however, do not encompass all of the University's capital needs. The broader spectrum of needs to be addressed in future capital programs is included in each campus's discussion of its goals, priorities, and long-range plan.

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PERSPECTIVE

The University of California (UC) was founded in 1868 as a public, State-supported land grant institution. The State Constitution establishes UC as a public trust to be administered under the authority of an independent governing board, the Regents of the University of California. The University maintains ten campuses: Berkeley, Davis, Irvine, Los Angeles, Merced, Riverside, San Diego, San Francisco, Santa Barbara, and Santa Cruz. Nine of the campuses offer undergraduate, graduate, and professional education; only San Francisco is devoted exclusively to health sciences graduate and professional instruction. The University operates teaching hospitals and clinics on the Los Angeles and San Francisco campuses and in Sacramento, San Diego, and Orange counties.

Designated as the primary State-supported academic institution for research, the University has exclusive jurisdiction in public higher education instruction in the professions of law, medicine, dentistry, and veterinary medicine. The *1960 Master Plan for Higher Education* articulated the University's three primary missions:

- Instruction of qualified individuals through undergraduate, graduate, professional, and post-doctoral programs.

- Research programs with an emphasis on teaching research at both the undergraduate and graduate levels.
- Public service, including outreach and K-14 improvement programs, cooperative agricultural extension programs, and health sciences clinical care programs.

The curriculum outlined in the University's Charter has also been embodied at dozens of ancillary sites throughout the State – institutes, research stations, cultural centers, ecological preserves, hospitals and clinics, observatories, agricultural extension offices, conference centers, a scholarly press, super-computing installations, and overseas affiliates. The University's Agricultural Field Stations, Cooperative Extension offices, and the Natural Reserve System benefit all Californians. In addition, the University provides oversight of the Lawrence Berkeley National Laboratory and is a partner in limited liability corporations that oversee two additional Department of Energy laboratories.

The capital improvement program for the University of California stems from a sentence in the University's Charter of 1868:

Sec. 25. The Regents shall devise, and with the funds appropriated for that purpose

cause to be constructed, such buildings as shall be needed for the immediate use of the University.



Berkeley: South Hall

UC's first permanent building, South Hall, was completed in 1873 in Berkeley and remains in daily use. It is home currently to the School of Information, a fitting assignment because the University's founders intended their new institution to encompass the entire scope of human knowledge:

The University shall have for its design, to provide instruction and thorough and complete education in all departments of science, literature, art, industrial and profession pursuits, and general education, and also special courses of instruction in preparation for the professions of

Agriculture, the Mechanic Arts, Mining, Military Science, Civil Engineering, Law, Medicine and Commerce.

By the start of the twentieth century, the University's programs in Berkeley and San Francisco had risen to national prominence and were recognized as major contributors to California's successes in agriculture, engineering, commerce, and the arts. In 1919, the University's "Southern Branch" was established in Los Angeles, quickly becoming a major resource in the development of southern California. Other regions of the State soon recognized the benefits of higher education to their economies and their communities, and some of UC's affiliated sites rose to the status of independent campuses.



UCLA: Anderson Graduate School of Management

After the Second World War, it was widely acknowledged that California had assumed national leadership in technological advancement. New industries and new population centers recognized that higher education and incisive research could be keys to their success. The University benefited from demographic shifts, economic growth, government sponsorship of research, receipt of Nobel prizes and other awards, and legislative support to expand its facilities and to plan and build new campuses – the latest of which, Merced, admitted its first class of undergraduates in 2005. During the twentieth century, enrollments at UC campuses grew significantly and rapidly, and the University evolved into what Clark Kerr famously called "the multiversity."

Since 1873, the inventory of the Regents' capital assets has grown to include over 5,000 structures enclosing 125 million square feet on approximately 30,000 acres. Over the course of 140 years, the University of California has grown to become the most diversified and eminent institution for acquiring and disseminating knowledge.

THE UNIVERSITY'S CONTRIBUTIONS TO CALIFORNIA

The University of California makes fundamental contributions to the State's economy and the quality of life of its citizens. Through its instruction, research, and public service programs, the University provides social, cultural, and economic benefits to the people

of California by:

- contributing a highly educated workforce needed by high-tech business, agriculture, health care, education, and other sectors of the economy;
- conducting research that creates jobs, generates new products and services, and increases productivity, leading to higher standards of living;
- encouraging innovation and an entrepreneurial spirit, essential elements for the businesses that drive California's competitiveness;
- providing an unmatched combination of state-of-the-art patient care facilities, leading-edge research programs, and high-quality health education programs for Californians; and
- working with K-12 schools to improve the quality of instruction and expand educational opportunities for future generations.

The excellence of the University's programs leverages billions of dollars in federal and private funding and promotes the discovery and dissemination of new knowledge that fuels economic growth. To maintain California's leadership role and to meet the changing needs of future generations, California must continue to invest in the University.

ECONOMIC IMPACT OF UC CAPITAL INVESTMENT

In addition to the economic benefits to the State arising from the instruction and research enterprise, such benefits also accrue from capital investment in the University. A 2004 economic impact study, commissioned by the Davis campus, suggested that capital investment resulted in a 1:1 ratio of direct capital investment expenditures to indirect or secondary expenditures. On average, then, every \$100 million in University capital funding generated an additional \$100 million in other economic activity, with a total of about 3,400 jobs created on a direct and an indirect basis.

Over the past several years, the average annual budget for the combined State and non-State capital program has been about \$1.5 billion. Using the multiplier effect of 1:1, this level of direct expenditure would generate an equal amount of indirect or induced expenditures, yielding a total economic impact of \$3 billion per year.

The Davis study also examined the expenditure impacts in terms of job creation. This level of economic activity generates approximately 56,600 jobs in the State, half as a result of direct expenditures and half as a result of indirect expenditures.

CAPITAL NEEDS

The major factors that determine the capital needs of the University of California are:

- preserving existing capital assets through investment in renewal of facilities, including seismic correction and systematic modernization;
- enrollment demand, consistent with the University's commitment to student access under the *Master Plan for Higher Education*; and
- change and obsolescence in academic and research program needs.

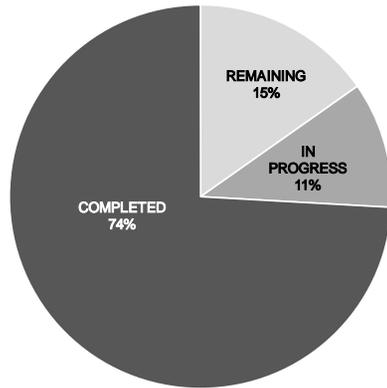
Preservation of Capital Assets

As campus facilities age, the need to maintain and improve their physical condition and functional utility is a high priority for capital outlay. Regular funding is needed for the systematic renewal of building systems that wear out under normal use and require periodic replacement. These systems (including mechanical systems for heating, ventilation, and air conditioning; plumbing; elevators; electrical equipment; fire protection; roofs; and built-in equipment) generally have useful lives of 20 to 40 years and may require replacement two or three times over the life of a building.

The University also has a substantial backlog of deferred maintenance and repairs. This backlog is the result of inadequate funding for systematic renewal and replacement of building and infrastructure systems. In addition, long-term underfunding of routine maintenance has exacerbated the effects of this shortfall of capital renewal funding by reducing the useful life of building systems. Moreover, roughly 54% of the University's State-supported space is more than 35 years old, most of it constructed during the 1950s and 1960s. As a result, the University's annual facilities renewal needs are projected to increase steadily through 2019-20 as the systems in these buildings reach the end of their useful function.

Finally, the University needs to continue its program of seismic corrections, a major consideration in the preservation of the University's capital assets. As of September 2010, approximately 22.2 million square feet of space that required correction has been seismically retrofitted, has been vacated, or has corrections to the space underway (see Display 1). Correction of approximately 4.0 million square feet of space remains to be addressed at eight campuses: Berkeley, Davis, Los Angeles, Riverside, San Diego, San Francisco, Santa Barbara, and Santa Cruz. Of the space remaining to be addressed, nearly 78% (3.1 million square feet) is educational space.

Display 1: Status of University of California Poor and Very Poor Buildings (September 2010)



Approximately 76% of the space remaining to be corrected is at the Berkeley and Los Angeles campuses. A study is underway to review campus plans for mitigation of the seismic risk and completion of the remaining seismic work.

Enrollment Demand

In recent decades, enrollment growth – and the increasingly complex nature of the space required to support that growth – has been a critical determinant of the University’s space needs (new and renovation). The University’s undergraduate enrollment planning is based on UC’s student-access requirements under the *Master Plan*. These specify that the top 12.5% of California high school graduates, as well as transfer students from the California Community Colleges who have successfully completed specified college work,

shall be eligible for admission to the University. Graduate and professional enrollment planning is based on assessments of State and national needs, program quality, and available financial support.

The facilities needed to accommodate enrollment growth at the University have become increasingly diverse and complex. Nearly half of the University’s State-supportable square footage is located in buildings that require complex utility systems. Typical examples include biological laboratories, high-energy physics laboratories, climate-controlled animal-research facilities, and specialized greenhouses. The high proportion of laboratory and specialized research space reflects the University’s role as California’s primary academic research institution and the State’s decision to prioritize instruction and research in the sciences, engineering, and other technical areas.

The University’s 1999 long-term enrollment plan called for annual enrollment growth of about 5,000 FTE students over the following decade. The State was expected to provide funding for this enrollment growth at the agreed-upon marginal cost of instruction as adjusted annually. However, the University experienced far more rapid enrollment growth than projected, with the result that UC’s student enrollment exceeded the number for which it was funded in both 2006-07 and 2007-08. Unfortunately, due to the current fiscal crisis, the 2008-09 and 2009-10 State budgets provided no new resources for enrollment growth. As a result, although enrollment funding is

provided in the 2010-11 State budget, this year the University is enrolling 11,570 FTE students for whom the State has not provided funding.

To reduce the level of unfunded enrollments, the University took action in 2009-10 and 2010-11 to reduce numbers of new California resident freshmen by a total of 3,800 students over two years. This reduction was offset by a planned increase of 1,000 California community college transfer students. Unless State funding is provided to fully fund enrollments, the University will continue to constrain entering freshman classes in order to bring total enrollments to a level consistent with resources.

Because of the uncertainty of State support for enrollment, for capital planning purposes all general campuses except the newest at Merced have assumed enrollment reductions to 2007-08 levels through 2014-15, with modest increases in the following five years. To ensure that UC Merced continues to develop as a comprehensive campus, its enrollment will continue to expand.

Changing Nature of Academic and Research Programs

The University’s need for different types of specialized space has been influenced by both rapid advances in technology and the changing nature of academic programs. Academic programs must be at the forefront of learning by developing and using innovative processes and technologies that support

discovery, expand knowledge, and give competitive advantage to California. As science, industry, and commerce change in response to new knowledge and opportunities, so must the academic programs responsible for preparing students and conducting research. As instruction and research objectives evolve and the boundaries between academic disciplines disappear, the methods and tools used also must evolve. Academic facilities must be renovated and updated to accommodate those changes.

RECENT DEVELOPMENTS

A number of State-mandated and University-determined program requirements are expected to affect the implementation of capital projects in future years.

Delegated Capital Approval Process

Since 2007, the University has been engaged in efforts to achieve administrative efficiencies in the planning and implementation of its capital improvement program. In March 2008, the Regents authorized a pilot phase of a program to re-design the process for review and approval of capital projects. Campuses each prepare a ten-year *Capital Financial Plan* and a *Physical Design Framework* that demonstrate integrated academic, physical, and capital plans, and financial feasibility. Acceptance of these plans by the Regents, in concert with campus

academic plans and *Long Range Development Plans (LRDP)*, authorizes campus participation in the pilot phase and delegates to the Chancellors approval for projects with values less than or equal to \$60 million (delegated process). These coordinated documents provide the Regents with a comprehensive understanding of the frameworks and processes that are guiding the long-term programmatic and physical development, and the financial strategies that are being implemented at each campus. Through this process, the Regents exercise portfolio oversight of capital projects; the Office of the President provides due diligence regarding approval processes and legal, financial, or policy risks; and the campuses have greater responsibility and accountability for the successful delivery of capital projects.

The feasibility of external financing for delegated projects is particularly scrutinized given the long-term implications of financing commitments. The analysis is based on existing business models for auxiliaries (self-supporting programs and facilities such as housing and parking), education and general debt (for core instruction, research and support space), medical center debt (for campuses with patient care facilities and medical center support space), and plant operations (such as the energy savings programs). The external financing feasibility model has been reformulated; the University is in the process of implementing the model at the campuses and will use it to evaluate financing feasibility going forward.

Since adoption of the redesigned approval process, the Regents have reviewed and accepted a *Capital Financial Plan* and a *Physical Design Framework* for all the campuses. At the November 2010 meeting, the UC Davis Medical Center is presenting its *Physical Design Framework* for acceptance; the Center's *Capital Financial Plan* was incorporated in the previously accepted Davis campus *Capital Financial Plan*. To date, seven campuses have utilized the delegated process to implement 25 eligible projects, and more are anticipated in coming months.

Acceptance of the campuses' capital financial plans has been phased over the past 18 months. This *2010-20 Consolidated State and Non-State Capital Financial Plan*, the first consolidated report of the campuses' ten-year capital financial plans, presents information about the University's multi-year program of proposed capital construction and renovation. The *Consolidated Capital Financial Plan* will be reported annually to the Regents.

OP/Campus Capital Program Leadership Forum

Over the past year, the Office of the President (OP) has been working actively with the Regents to develop additional strategies for improving administrative efficiencies. At the March 2010 meeting, the Regents endorsed a number of initiatives and recommendations set forth in the 2005 report entitled *Transforming Capital Asset Utilization*:

Opportunities for Reducing Project Costs and Achieving More Program for the University's Capital Dollar. Subsequently, at the May 2010 meeting, the Regents adopted five recommendations from the 2005 report that addressed accountability; planning and decision-making; streamlined processes; flexible contracting; and development of system-wide metrics and benchmarks. In addition, the Regents expressed a desire to receive earlier notification of material changes to budget, scope, and schedule of capital projects.

To implement those initiatives and recommendations, the Office of the President formed a bi-monthly OP/Campus Capital Program Leadership Forum. The Forum is intended to forge new approaches to improve capital program delivery based on the adoption of the 2005 report's recommendations, as well as to provide a venue for the proactive consideration of issues, constraints, and opportunities. Four work groups, composed of campus and Office of the President staff, have subsequently been formed to implement a number of recommended actions. Over time, additional work groups may be established to address emerging needs.

State-Mandated Labor Compliance Reporting Requirements

California law requires public works project contractors to pay their workers prevailing wages based on rates established by the State Department of Industrial Relations. Effective August 1, 2010, changes in law significantly increased the number of University projects in which a Labor Compliance Program (LCP) would be required by broadening the criteria to any project funded in whole or in part by State bond funds.

The new laws and regulations led to the creation of the Compliance Monitoring Unit (CMU) under the California Department of Industrial Relations (DIR). The CMU, acting as a monitoring and investigative group to aid in enforcement, will be funded by a charge to every project subject to the law. Entities, such as the University, which award a public works construction contract can seek a waiver of the CMU fee by establishing their own LCP and by performing all of the required activities. These activities include weekly jobsite inspections, monthly jobsite worker interviews, review of all certified payroll reports from all contractors and subcontractors on each project subject to the LCP, and withholding of contract payments when payroll reports are incomplete or inaccurate. Three University campus units elected to pay the fee and have the CMU monitor their projects; the balance elected to seek a waiver of the fee and perform the required tasks under their own LCP, with

or without some assistance from a private third party. Regardless of the method used, the additional costs of monitoring contractor labor compliance will be included in project budgets. In October, the DIR suspended the LCP, but resumption of the program at a later date is anticipated.

University Controlled Insurance Program (UCIP)

Property under construction is not covered by the University's property self-insurance and insurance programs, but rather by insurance specifically designed for construction risks. A master Builder's Risk insurance program, procured by the Office of the President Risk Services, has been in place since 1989. This program is designed to provide coverage for direct physical loss or damage to construction projects and is required for all projects valued in excess of \$200,000. Coverage is extended not only to the Regents, but also to the general contractors, sub-contractors, construction managers, and others associated with the project.

To cover worker's compensation and general and excess liability, UC historically has required all contractors and all subcontractors to provide their own insurance. UC has paid for this coverage through costs embedded in the contractor's bids. On January 1, 2010, the University implemented a master University Controlled Insurance Program (UCIP), purchased and controlled by UC for its construction projects. A single insurance program, it provides

uniform and consistent coverage for workers compensation and general and excess liability for all contractors performing work at the project site. UCIP is designed specifically for all UC projects with an anticipated construction value over \$25,000,000. The goal of UCIP is to provide better coverage, and it is anticipated that substantial cost savings will be achieved on construction projects.

CapEquip Program

On July 14, 2010, the Regents authorized \$204.2 million in debt financing to fund the CapEquip Program, an initiative designed to finance capital equipment acquisitions in lieu of third-party leasing. The program, which is expected to save campuses \$1-2 million in interest costs annually, is a component of an internal loan program that leverages UC's high credit rating to make low borrowing costs available for purposes beyond construction.

Public-Private Partnerships

The University of California has successfully employed Public-Private Partnerships (PPP) to deliver approximately 65 projects ranging from medical office buildings and research facilities to student apartments and hotels. For most institutions and governmental entities, a primary motivation for utilizing PPPs is access to capital. Because UC has robust financing capability, the University's focus, when considering PPPs, is on other beneficial aspects. These include

risk allocation and the management efficiencies intrinsic to experienced private development teams, particularly those that specialize in a particular building type. It is anticipated that, as a delivery method, PPPs are considered routinely as one of the means for delivering UC capital solutions.

As an alternative delivery mechanism for on-campus capital projects, Public-Private Partnerships increasingly are being considered and successfully implemented at the University. Over 65 PPPs, using a variety of transactional structures, have been planned or developed at UC over the past several years. These structures include:

- Ground Leases
- Donor Development
- Ground Lease-Leasebacks
- Developer Build-to-Suit for purchase by UC on completion ("Turnkey" projects)

Ground Lease projects typically are used to support auxiliary functions such as student rental housing projects, faculty for-sale housing projects, and motels and hotels. Donor development projects, in which a donor assumes 100% responsibility for funding and construction of a project, have been implemented at four UC campuses and at two agricultural field stations. The University also has implemented three Ground Lease-Leaseback projects, most notably a project underway at the San Francisco campus with an innovative approach to tax-exempt financing. This

structure has led to development of a new family of documents that support future ground lease-leaseback transactions without giving up most of the advantages afforded by a UC financed project. This approach is now available to campuses to consider as an alternative delivery mechanism for their on-campus capital projects.

BUDGET CHALLENGES

During the past few years, the University's capital program has been faced with an especially challenging and uncertain fiscal environment arising from:

- an unpredictable construction market;
- the absence of general obligation bond measures in 2008 and 2010; and
- challenges in philanthropic endeavors.

Construction Market Conditions

Prior to 2008-09, budgets for both State and non-State projects were undermined by extraordinary increases in construction market costs. These conditions created a highly volatile context for project implementation.

Beginning in late 2008, the global economic downturn led to a dramatic decline in construction spending nationwide. During 2009-10, the California construction market continued the downward spiral that began in 2007-08, and cost indices for materials

and labor as well as overhead and profit showed unprecedented declines. As in the previous year, intense competition among contractors who vied for fewer and fewer jobs resulted in bids that often reflected no margin or negative margins. These market conditions are a boon to owners with liquidity, such as the University, and in 2009-10 these conditions resulted in 74% of bids coming in 10%-40% lower than pre-bid estimates.

The economic recovery is expected to be slow, with construction activity and construction inflation projected to continue at a low level. In recent weeks, national reports of cost increases in construction materials suggest that, at least for some sectors, the construction market may be showing signs of improvement.

Absence of General Obligation Bond Measures in 2008 and 2010

In 2008, the University anticipated approval of a two-year general obligation bond measure of approximately \$890 million to meet the University's high-priority capital investment needs for general campuses and health sciences. The measure was expected to be placed before the electorate in November 2008. However, with the State's fiscal condition continuing to deteriorate, legislation to authorize the needed bond funds was not enacted. The University received \$261.3 million in 2008-09, primarily from lease-revenue bonds, and \$30.9 million

in 2009-10 from unspent general obligation bonds that were reserved primarily to support medical education and telemedicine projects. In 2010, the University again sought legislative approval of a four-year bond measure of \$450 million per year for general campuses and another \$100 million per year for health sciences programs. Once again, legislation to authorize the funds was not enacted in response to the State's ongoing fiscal crisis. In 2010-11, the University received \$352.7 million, primarily from lease-revenue bonds. Over the three-year period, less than half of the funding required to meet high-priority needs, as anticipated from the two proposed bond measures, was actually provided to the University, resulting in a significant backlog of unfunded projects.

Because State funding does not fully meet the University's needs, when the State fails to authorize bond funds – either by not authorizing new appropriations, as in 2008 and 2010, or by suspending existing appropriations, as occurred in the 2008 when the PMIB suspended State-funded loan disbursements – campuses must make funding decisions for critical projects that cannot be delayed. In some cases, campuses may choose to direct non-State funds to those projects that otherwise would have been funded with State resources. To the extent these non-State funds are used to support core academic capital needs, less funding is available to support those needs which traditionally cannot be

supported by the State. Therefore, predictability in the amount of State funding that will be available in the future is necessary for the campuses to develop reasonable alternate resource plans.

Going forward, the most significant issue impacting the University's State-funded capital program will be the uncertainty regarding a 2012 general obligation bond measure.

Challenges in Philanthropic Endeavors

While the continuing recession has severely impacted the University – by limiting the State's ability to provide sufficient funds to support its operations and fund capital investments – it has had an impact in other ways as well. Donors who otherwise would have made gifts to the University have been unable or reluctant to commit to current or future funding for both facilities and programs.

These challenges require each campus to consider carefully how to deploy resources to optimize the benefit to the academic programs and the campus as a whole. The Office of the President works with the campuses in this process, providing guidance and perspective relative to Regental and State policies and expectations. The resulting decisions reflect campus priorities and are identified in the list of projects scheduled in the multi-year, capital financial plan presented for each campus.

STATE CAPITAL IMPROVEMENT PROGRAM: 2011-12 BUDGET REQUEST

When the State did not pursue a new general obligation bond measure in 2008, the University sought and received \$261.3 million to support a portion of its 2008-09 capital plan – \$204.6 million provided through lease revenue bond funding, with the remainder financed from unspent funds from previously authorized general obligation bonds. The University sought a similar amount of financing for 2009-10; however, only \$30.9 million in previously approved general obligation bond funds was provided, primarily to support medical education and telemedicine projects.

When the State did not pursue a new general obligation bond measure again in 2010, the University sought and received a total of \$352.7 million – nearly \$343 million from lease revenue bonds to support four major building and renovation projects at four campuses, and \$9.7 million from existing general obligation bonds for four projects, including two infrastructure projects at Merced. Over the three-year period, less than half of the funding anticipated from bond measures in 2008 and 2010 was provided to the

University for high-priority needs, resulting in a backlog of essential projects that require funding.

It is the University's intent to pursue additional State lease revenue bonds for 2011-12 to address a portion of the backlog of essential projects that require funding as well as to address emerging capital needs. The University also intends to pursue a four-year general obligation bond for voter approval in 2012. This would provide at least \$450 million per year for general campuses to meet renewal and seismic improvement, enrollment, and modernization needs, and another \$100 million per year for health sciences programs to help address California's need for more healthcare providers and for improved clinical facilities.

Within this context, the University's 2011-12 capital budget proposal, shown on page 10, totals \$768.6 million for essential infrastructure and renewal, expansion related to prior enrollment growth, seismic and life safety improvements, and new health

sciences initiatives. The capital budget proposal meets two objectives:

- Restore projects that have been included in the University's budget plans since 2008-09, but were not funded.
- Provide funding for additional projects included in the campuses' ten-year capital plans that address critical needs for seismic and life safety, enrollment growth that has already occurred, facilities renewal, and new health sciences initiatives.

Of the 2011-12 State funding request, approximately 40% will address infrastructure improvements and building systems renewal, 16% will be used for seismic and other life-safety needs, 36% will be used to address existing enrollment needs, and 8% will be directed to new health sciences program initiatives.

2011-12 BUDGET FOR STATE CAPITAL IMPROVEMENTS
(\$000s)

PROJECT	BUDGET YEAR		TOTAL PROJECT BUDGET	Seismic/Life Safety	PRIMARY OBJECTIVE					New Construction, Renovation, Both, Infrastructure
	PreFunded	2011-12			Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements		
BERKELEY										
Tolman Hall Seismic Replacement		P 9,200	202,500	•		•				N
DAVIS										
Briggs Hall Safety Improvements and Building Renewal		PW 2,402	24,026	•		•				I
Chemistry Building Renovations Phase 1		PW 1,237	11,329	•			•			R
Engineering 4	P 2,350 X	WC 49,512 E 500 X	52,362				•			N
Music Instruction and Recital Building	P 893 X	WC 16,086 E 517 X	17,496				•			N
Seismic Corrections Thurman Laboratory		PWC 760	760				•			I
Walker Hall Renewal and Seismic Corrections		PWC 26,414	26,414				•			R
IRVINE										
Business Unit 2		PWC 39,595 PWC 4,645 G	48,371		•					N
Humanities Building	PWC 25,726 PWCE 10,000 LB	E 2,267	37,993		•					N
Humanities and Social Sciences Classroom Renovations		PWC 2,420	2,420				•			R
Health Sciences Instruction and Research Building		DC 46,777	49,777		•					N
Primary Electrical Improvements Step 4		PWC 12,214	12,214				•			R
Engineering Renovations	D 92 X	DC 8,401	8,493				•			R
LOS ANGELES										
Electrical Distribution System Expansion Step 6C	P 281 X	WC 11,033	11,314	•		•				R
CHS Courtyards Seismic Correction		PWC 8,743	8,743	•		•				I
Clarke Library Seismic Correction		PWC 8,552	8,552	•		•				I
School of Medicine High-Rise Fire Safety Phase 1	P 358 X	WC 14,839	15,197	•		•				I
MERCED										
Castle 1200 Facilities Renewal		PWC 14,884	15,451				•			R
Site Development and Infrastructure Phase 5		PWC 6,077	6,077				•			I
Social Sciences and Management Building	PWC 45,622	E 2,028	47,650		•					N
Classroom and Academic Office Building	P 1,730 X	WC 37,018	41,200		•					N
RIVERSIDE										
Batchelor Hall Building Systems Renewal	P 402	WC 13,034	13,436				•			I
Engineering Building Unit 3		PWC 70,158	75,546					•		N
Psychology Phase 2		PWC 16,077	16,952					•		N
West Campus Infrastructure Improvements Phase 1		P 568	15,460					•		I
West Campus Graduate and Professional Center		P 1,595	50,094					•		N

PROJECT	BUDGET YEAR		TOTAL PROJECT BUDGET	Seismic/Life Safety	PRIMARY OBJECTIVE					New Construction, Renovation, Both, Infrastructure
	PreFunded	2011-12			Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements		
SAN DIEGO										
Campus Storm Water Management Phase 2		PWC 6,200	6,200				•			I
Satellite Utilities Plant		PWC 25,699	25,699				•			I
SIO Research Support Facilities	PW 613	C 5,735	6,348					•		N
Biological and Physical Sciences Building		PWC 82,903	85,903		•					N
Structural Materials Engineering Building	PWC 78,365 E 4,244 X	E 917	83,526		•					N
SAN FRANCISCO										
Medical Sciences Building Improvements Phase 3		WC 27,036	27,036	•		•				I
Electrical Distribution Improvements Phase 2	PWC 1,417	C 16,091	17,508	•		•				I
MB Helen Diller Family Cancer Research Building 4th Fl Build-out		DC 16,416	16,416				•			N
SANTA BARBARA										
Infrastructure Renewal Phase 1	PW 741 PWC 5,950 X	C 11,311	18,002				•			I
Infrastructure Renewal Phase 2	PWC 5,110 X	PW 956	18,340				•			I
Bioengineering Building	P 2,393 X W 3,074 LB	C 25,000 C 1,287 X C 39,500 LB	72,884					•		N
SANTA CRUZ										
Alterations for Physical, Biological, and Social Sciences		PWC 14,228	14,228	•			•			R
Biomedical Sciences Facility	PWC 75,860 PWE 5,704 X C 7,192 CRM	E 2,220	90,976		•					N
Infrastructure Improvements Phase 2	PW 684	C 7,449	8,133	•		•				I
Infrastructure Improvements Phase 3		PWC 16,645	16,645				•			I
Cogeneration Plant Replacement Phase 1	P 1,021 X	WC 21,211	22,232				•			N
Coastal Biology Building		PWC 48,697	49,739					•		N
Environmental Health and Safety Facility		PWC 16,117	16,117	•				•		N
AGRICULTURE AND NATURAL RESOURCES										
Intermountain REC Field Laboratory and Multipurpose Building		PWC 1,891 E 50 G	1,941	•		•				R

STATE FUNDING	768,613
ASSOCIATED NON-STATE FUNDING	46,499
TOTAL STATE PROGRAM	815,112

LEGEND

D - Design
P - Preliminary Plans
W - Working Drawings
C - Construction
E - Equipment

2010-20 CONSOLIDATED STATE AND NON-STATE CAPITAL FINANCIAL PLANS

Historically, the University has relied on a wide range of fund sources to support its capital program, including State funds, gifts, grants, University equity funds (derived from auxiliary enterprise revenues, certain fees and other discretionary resources), and long-term debt financing. A description of the University's major fund sources is found in Appendix 1. All of these sources are critical to the success of the University capital program; however, State funds and long-term debt financing are two sources that have played a prominent role in achieving the University's capital goals over the past decade.

State funds traditionally have supported the general campus and medical education facility

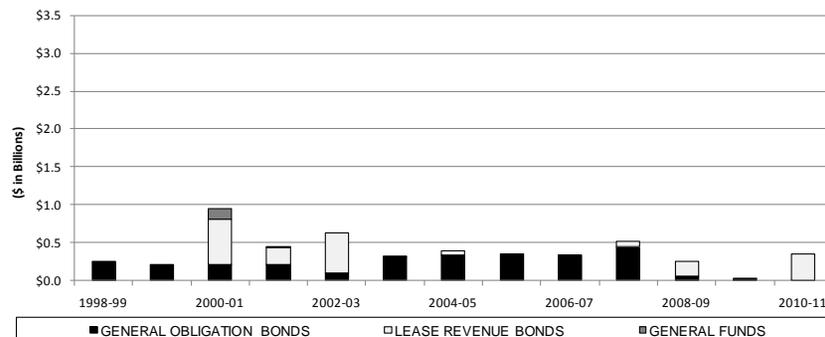
needs. Between 1998 and 2010, total State funding provided to the University for capital improvements was more than \$5 billion (see Display 2), of which nearly \$2.9 billion was from general obligation bonds approved by the electorate. Because the University has been without new funding from a general obligation bond since the voters approved a two-year bond in 2006, the University has been forced to rely on lease revenue bonds and the remaining unspent balances of previously approved general obligation bonds. While welcome, the availability of these funds has been unpredictable and unreliable.

Self-supporting activities such as housing, parking, athletics, and medical enterprises generally are not

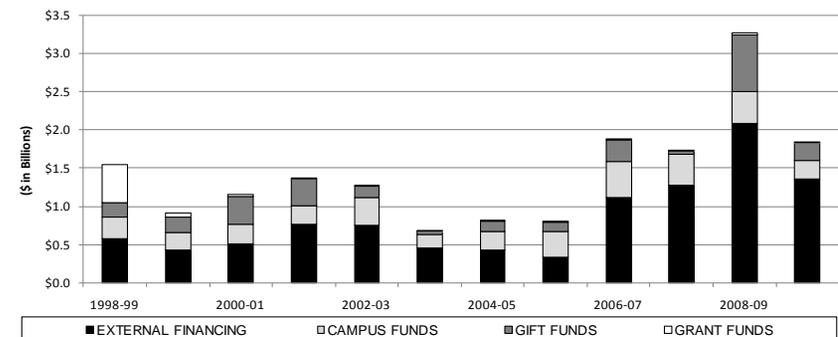
eligible for State funding and must be supported from other sources. The use of long-term debt (external) financing has played an increasingly pivotal role in supporting the University's non-State capital program in recent years. Display 3 shows types of non-State fund sources from 1998-99 through 2008-09.

The 407 projects proposed in this *2010-20 Consolidated Plan* continue to depend on this diverse array of State and non-State fund sources. As shown in Display 4, about 35% of the funding is composed of anticipated State resources, including about \$753 million specifically designated for health sciences education and clinical programs. Nearly 31% of the funding plan

Display 2: State Funding 1998-99 through 2010-11

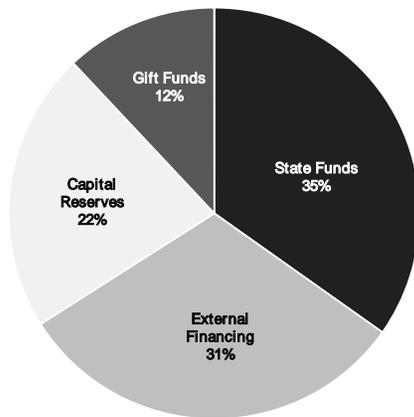


Display 3: Non-State Funding 1998-99 through 2009-10



is expected to come from external financing. Anticipated gifts represent 12% of the funding, while capital reserves (campus, auxiliary, and hospital reserves) represent about 22%. Each campus has proposed a funding plan it considers financially feasible within the context of the campus's resources. A summary of each funding plan is found on pages 149-150.

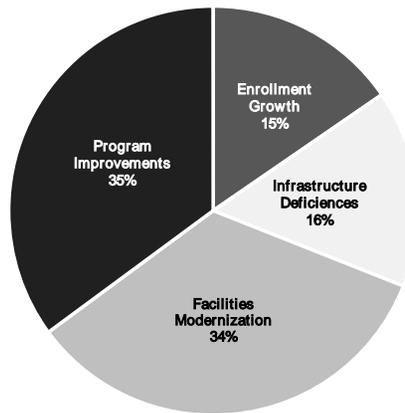
Display 4: 2010-20 Fund Sources



This *2010-20 Consolidated Plan* proposes approximately \$15.1 billion in funding to address identified primary needs or project objectives. All the campuses need funding to upgrade and improve their existing capital assets. Approximately \$5.1 billion would address facilities modernization and another \$2.4 billion would address infrastructure deficiencies. Included within these two categories are projects that

address seismic and other life-safety needs totaling approximately \$3.4 billion. Space to accommodate prior enrollment growth at several campuses would require approximately \$2.3 billion. Finally, approximately \$5.3 billion would support program improvements, including over \$2 billion at UC's five medical centers and close to \$2 billion for academic health sciences programs. Display 5 shows proportionally the project objectives or needs addressed.

Display 5: 2010-20 Primary Project Objectives

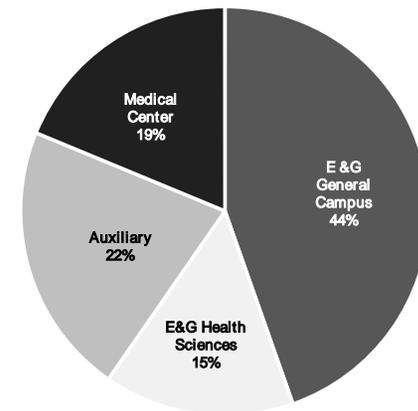


Tables displaying the campuses' project objectives or needs addressed by this plan are found on pages 151-152.

Nearly \$9.0 billion of the funding in this plan is for educational and general projects that support the academic mission of the University: \$6.7 billion for

programs at the general campuses and \$2.3 billion for health sciences. Approximately \$3.3 billion of the funding is associated with auxiliary and student-fee-supported projects. The remaining project funding of approximately \$2.8 billion is allocated to medical centers.

Display 6: 2010-20 Program Categories



Tables showing the categories of projects for each campus are found on pages 153-154.

It is important to note that this *2010-20 Consolidated Plan* is constrained by the availability of resources over the next ten years. The University's capital needs far exceed what is financially feasible at this time. Currently, the University estimates more than \$1 billion annually is required over the next five years to address its most pressing State-supportable facility needs.

These include those which support core academic programs, including seismic renovation of existing facilities, expansion and renewal of critical infrastructure, and new construction and renovation of instruction and research facilities. Support to address other urgent needs in areas traditionally not supported by the State, such as student and faculty housing, parking, and other facilities serving the public as well as the University also is required.

Because both State and non-State capital resources are limited, when a potential capital need is identified, campuses prepare a rigorous business case analysis, a practice consistent with Regents' initiatives on administrative efficiencies. Campuses typically evaluate a range of alternatives to address identified programmatic objectives, which may include reallocation and/or renovation of existing space, leasing off-campus space, a new capital project, and various project delivery methods. Going forward, the implementation of a more focused business case analysis of capital needs will help campuses in their decision-making process. Finally, the availability of funding for maintenance costs is being carefully scrutinized. The State's current fiscal circumstances have severely impacted the campuses' operating budgets. While operations and maintenance (OMP) costs are taken into consideration when evaluating whether a project

should proceed, in this period of budget reductions campuses are analyzing projects even more carefully to ensure funding for OMP costs.

The chapters that follow provide a plan for capital development by campus, with a summary of capital projects to be funded from State and non-State resources between 2010-11 and 2019-20. Each chapter provides the context for the campus's capital financial plan including:

- a discussion of its capital needs;
- a summary table of State and non-State projects expected to be funded; and
- descriptions of projects proposed for 2011-12 and 2012-13.

An expanded online edition of this report provides a description for each project that campuses anticipate will be implemented during 2010-20; the expanded online edition is located at:

<http://budget.ucop.edu/capital/201020/2010-20ConsolidatedState&Non-StateCapitalFinancialPlan.pdf>.

A key to the symbols referenced in the following tables is found on pages 157.

PLANNING ASSUMPTIONS

For planning purposes, this *2010-20 Consolidated Plan* relied on a number of assumptions in its development. These assumptions will be evaluated annually for validity and campus

planning will be revised as appropriate. Future planning will be most impacted by these factors.

State Funding

Campuses assumed that at least \$450 million per year would be provided by the State for general campuses to meet enrollment, renewal, seismic improvement, and modernization needs, and another \$100 million per year would be provided for health sciences programs. These assumptions reflect the University's anticipated general obligation bond funding over the next ten years, but may be unrealistic in the first two years of the plan given the State's current fiscal circumstances and absence of a bond measure for 2010. Decisions regarding a bond measure in 2012 will be a defining factor.

Enrollments

Because of the uncertainty of State support for enrollment, for capital planning purposes, all general campuses except Merced have assumed an enrollment reduction to 2007-08 levels until 2014-15, after which enrollments would grow modestly at about 1% per year. To ensure that UC Merced continues to develop as a comprehensive campus, its enrollment will continue to expand.

Significantly over-enrolled by 2008-09, the University took actions in 2009-10 and 2010-11 to reduce the number of new California freshmen

over a two-year period. This reduction was offset by increases in community college transfer students. The University received no increases in enrollment funding in 2008-09 and 2009-10. Even with the increase provided in 2010-11, the University remains significantly over-enrolled. Unless State funding is provided to fully fund enrollments, the University will continue to constrain entering freshman classes to bring total enrollments to a level consistent with resources. This action will have a significant impact on the State and non-State program.

Long-Term Debt Financing

Given the long-term implications of financing commitments, campuses analyze the feasibility of external financing projects. This analysis is based on existing business models for auxiliaries (self-supporting programs and facilities such as housing and parking), education and general debt (for core instruction, research, and support space), medical center debt (for campuses with patient care facilities and medical center support space), and plant operations (such as the energy savings programs). The external financing feasibility model has been reformulated; the University is in the process of implementing the model at the campuses and it will be used to evaluate financing feasibility going forward. To the extent that other University needs require long-term debt financing,

the ability to provide financing for capital needs may be constrained.



BERKELEY

As the founding campus of the University of California, UC Berkeley today remains a national and international leader in education, research, and public service.

Since Berkeley is a densely developed urban campus, its capital investment program reflects a dual strategy of conservation and new construction. When feasible, academic and administrative facility needs are met through more intensive space use and selective renovation of existing buildings. When these measures are inadequate, Berkeley considers expansion or replacement of deficient buildings with new construction. In buildings where seismic and code upgrades are required, those upgrades are often combined with capital renewal and program improvements through multi-source funding plans, which leverage State funds with gifts and other non-State funds to maximize the benefit of each project to the University mission.

BERKELEY CAMPUS FACTS:	
Established	1873
FTE Enrollment 2009-10	
Undergraduates	27,142
Graduate Students	8,220
Health Science Students	805
Campus Land Area	1,290 acres
Campus Buildings	10.5 million ASF
Nobel Laureates (active & emeritus)	8
University Professors (active & emeritus)	7

CAMPUS GOALS AND PRIORITIES

Capital investment at Berkeley is guided by the following policy documents:

- *Strategic Academic Plan* (June 2002)
- *2020 Long Range Development Plan* (January 2005)
- *2009-19 Capital Financial Plan and Physical Design Framework* (November 2009)

The capital investment program outlined in this 2010-20 update to the UC Berkeley *Capital Financial Plan* is driven by several factors:

Life Safety

Although improvements to 4.6 million gsf of Berkeley space are complete, underway, or in design, 1.9 million gsf with seismic deficiencies remain to be corrected. Seismic improvement, along with related life-safety, access, and other code upgrades, continues to be the primary driver of the Berkeley capital program.

Although State funds have been the primary funding source for seismic improvements, the Berkeley campus has also utilized a variety of other funding sources when the nature of the project permits. However, non-State funds are not a viable option for the seismic renovation of most academic buildings;



Durant Hall

for those buildings, State funds remain an essential resource. For this reason, the seismic program is expected to continue to consume the vast majority of State capital funds allocated to Berkeley for at least the near term.

2010-20 CFP. The plan includes the seismic remediation of 13 buildings. Four would be replaced: Campbell, Tolman, Eshleman, and the Art Museum. Another would be vacated and demolished, and eight other buildings would be renovated. By 2020, if the requisite State funds are made available, over 85% of the space requiring seismic improvements would be complete, vacated, or underway. Although the seismic program continues to depend primarily on State funds, the replacement of the Art Museum would be financed with gifts, and the replacement of

Eshleman Hall with funds from a spring 2010 student fee initiative and other campus funds.

Capital Renewal

Many of our instructors and researchers struggle with spaces and systems compromised not only by age, but also by decades of inadequate reinvestment. The renewal of our buildings and infrastructure is crucial to our ability to recruit and retain exceptional individuals and to pursue new topics of research and new models of instruction.

State funds play a crucial role in the renewal of both buildings and infrastructure. Currently, there are no significant alternatives to State funding for the renewal of buildings and infrastructure beyond the limited resources of the campus.

2010-20 CFP. The plan envisions a capital renewal program of \$6 million per year in State funds combined with \$5 million per year in campus in-year funds. The plan also includes, as a separate line item, the completion of the campus information infrastructure with campus funds, as well as completion of the final four years of the five-year Strategic Energy Partnership.

Academic Programs

Over the past decade, student enrollment at Berkeley has grown from 31,347 in fall 1999 to 36,167 in fall 2009, an increase of 14%. Berkeley also continues to experience growth in sponsored research, as well as

transformative trends in instruction and research methods.

Grants and gifts are often a viable source of capital funds for facilities which either house new academic initiatives or expand and enhance existing instructional and research programs. These projects not only provide new space able to meet the performance demands of the 21st century, they accommodate its increasingly team-based, interdisciplinary work styles. This is already evident in several new projects recently completed or now underway: the new Stanley Hall, home of the CISI-supported Institute for Quantitative Biosciences; Sutardja Dai Hall, home of the CISI-supported Center for Information Technology Research; and the Center for Biomedical & Health Sciences, home of the CIRM-supported Center for Stem Cell Research.



Sutardja Dai Hall

2010-20 CFP. The plan includes a multi-phase renovation and expansion of the Haas School of

Business to accommodate a 70% growth in enrollment as well as significant changes in instructional practices over the past 15 years. A new East Asian Studies Center would unite the various programs focused on Asian languages and cultures into a single, integrated center to complement the recently completed Starr East Asian Library. The Community Health Campus, the first phase of which is included in the plan, would bring several health sciences disciplines together to catalyze new initiatives at the intersection of research, practice, and policy.

Intellectual Community

Berkeley is more than the sum of its programs. A great research university also requires a vital intellectual community, one that provides exposure to a wide range of cultures and perspectives and generates the encounters and interactions that lead to discovery.

While the compact size of the central campus encourages an interactive culture, until recently the campus had few places conducive to informal interactions. The *Strategic Academic Plan* recognized this need in its goals to enhance the role of the library as an intellectual commons and to create 'places of interaction' at key nodes of campus activity.

The *Strategic Academic Plan* also recognized the critical role of housing in a vital intellectual community. The constrained and expensive housing

market near the Berkeley campus has driven both students and faculty to live farther and farther away, making it increasingly difficult to engage fully in campus life. The price of housing also continues to be a formidable obstacle in campus efforts to recruit and retain exceptional graduate students and faculty.

2010-20 CFP. The plan includes the renovation of Moffitt Undergraduate Library and its transformation into a place conducive to group interaction, as well as individual study, with state-of-the-art spaces for team-based projects and presentations. The *2010-20 CFP* also proposes the multi-phase Lower Sproul projects, which include not only the seismic replacement of Eshleman Hall, but the renovation or expansion of several other buildings within the campus student



Lower Sproul Rendering

center. The majority of funding will come from a spring 2010 student fee initiative.

The campus has used housing revenues to increase the number of University-owned student bed spaces by 20% since the late 1990s. Construction of another 424 student bed spaces will begin in fall 2010.

Housing investments in the *2010-20 CFP* include the renewal of 490 bed spaces in Bowles and Stern Halls, as well as the third phase of the 840-bed renewal of the Clark Kerr Campus.

Environment and Sustainable Design

Capital investment is required not only to preserve the magnificent legacy of historic buildings and landscaping on the Berkeley campus, but to meet campus and University goals for the reduction of water and energy consumption and the emission of greenhouse gases. Nearly 80% of those emissions are associated with campus buildings. The Berkeley campus's objective is to reduce its emissions to 1990 levels by 2014, six years earlier than required by University policy.

RESOURCES

The Berkeley capital investment program reflects not only a mix of renovation and new construction, but the use of multiple sources of capital funds – a necessity given the decline in State support to the University. Since many of these fund sources are suitable only to certain types of investments, the capital program strives to optimize the value of each funding source. The sequence of projects listed in the *2010-20 CFP*

reflects both the priority and urgency of each project and the anticipated timing of funding.

State Funds

State funds are prioritized for seismic improvements and renewal of buildings and infrastructure. The level of State funding for general campus projects in the plan, adjusted for escalation, represents an increase of roughly 14% over the previous plan, due primarily to the inclusion of three new seismic projects in the last years of the plan's time frame. With the anticipated funding in 2010-11 for the Campbell Hall replacement, Tolman Hall becomes the campus's highest seismic priority, due to both its size and its structural deficiencies. Other seismic projects in the plan are sequenced to correspond with the assumed future pace of State funding.

Gift Funds

Gift funds are prioritized for new academic initiatives, expansion and transformation of existing academic facilities, and investments in intellectual community. The level of gift funding assumed in the plan is consistent with the targets in the previous plan, based on projections extrapolated from the campus-wide gift campaign now underway. Within this category, the priority of the Art Museum replacement is due primarily to the seismic deficiency of the existing facility, while the priority of the Moffitt Library

renovation is due to its central and indispensable role in the undergraduate experience.

Student Fees

Revenue from student fees is prioritized to fund life-safety improvements and those projects approved through student referenda. The Lower Sproul projects, the multi-phase effort to replace seismically deficient Eshleman Hall and 2111 Bancroft and enhance student programs and services, have been added to the 2010-20 CFP as the result of the spring 2010 student fee initiative. The fee revenue covers over half the costs, the remainder of which will be met with other campus funds.

Campus Equity

Campus in-year funds are prioritized for repair and renewal of buildings and infrastructure, as well as for other urgent and unanticipated in-year needs.

External Financing

Most of the non-auxiliary debt in the plan, including debt supported by student fees, is designated for the Lower Sproul projects. The strategic use of campus debt may also be warranted in the future for certain projects – for example, for gift projects where a small balance is yet to be raised and the use of debt to complete the funding would avoid a prolonged delay and cost escalation. The housing projects in the plan

are financed primarily with debt plus the strategic use of auxiliary reserves.

CAPITAL FINANCIAL PLAN UPDATE

Major changes in the *2010-20 CFP* from the prior version, accepted by the Regents in November 2009, include:

New to Plan

Seismic Renovations: The ongoing seismic remediation program at Berkeley has been augmented with the inclusion of State-funded renovations of McLaughlin, Wellman, and Giannini Halls in the final two years of the plan time frame, along with the non-State-funded renovation of the Haas Clubhouse.

Lower Sproul Projects: This multiphase capital investment program in student facilities is the result of a student fee initiative passed in spring 2010 and includes replacement of the seismically poor Eshleman Hall as well as renovations of other buildings in the 50-year-old student center. Already completed are the interim partial retrofits to correct the most serious hazards in Eshleman and 2111 Bancroft, as listed in the previous version of the CFP.

Haas Business School Renovation & Expansion: This multi-phase capital investment program, the result of a two-year analysis of the existing Haas School

facilities, responds both to a 70% growth in degree program enrollment and to fundamental changes in programmatic needs since construction of the school in 1995.

Other Major Changes

Tolman Hall has been re-scoped from a seismic renovation to a replacement.

The Greek Theatre has been re-scoped from a partial seismic retrofit to a complete retrofit plus historic restoration, financed in part with operator revenues.

No Longer in Plan

Several projects listed in the *2009-19 CFP* are now complete or under construction and, therefore, do not appear in the *2010-20 CFP*. They include:

- 2111 Bancroft and Eshleman Hall Partial Seismic Retrofits
- King Union Seismic Retrofit
- Memorial Stadium Seismic Renovation
- Helios Energy Research Facility (named Energy Research Facility West Site in *2009-19 CFP*)

One other project which has received budget approval by the Regents does not appear in the *2010-20 CFP*:

- Solar Energy Research Center (named Energy Research Facility East Site in *2009-19 CFP*)

Berkeley

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE				New Construction, Renovation, Both, Infrastructure	(\$ in 000s)							TOTAL PROJECT BUDGET	
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements		PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16		2016-17 to 2019-20
State Funded Program															
E & G - GENERAL CAMPUS															
Campbell Hall Seismic Replacement	•		•			N	6,400	65,205 2,000 X 11,000 F		2,800 G				87,405	
Tolman Hall Seismic Replacement	•		•			N			9,200	188,000	5,300			202,500	
Lewis Hall Seismic Renovation	•		•			R				2,000	2,000	44,100		48,100	
Mulford Hall Seismic Renovation	•		•			R					2,700	2,700	60,500	65,900	
Dwinelle Annex Seismic Renovation	•		•			R					200	200	5,400	5,800	
Hearst Gym Seismic & Program Renovation & Expansion	•		•			B						5,100 G	50,600 45,400 G	101,100	
McLaughlin Hall Seismic Renovation	•		•			R							34,700	34,700	
Wellman Hall Seismic Renovation	•		•			R							31,200	31,200	
Giannini Hall Seismic Renovation	•		•			R							49,000	49,000	
Capital Renewal				•		I		5,000 X	5,000 X	6,000 5,000 X	6,000 5,000 X	6,000 5,000 X	6,000 5,000 X	24,000 20,000 X	98,000
E & G - HEALTH SCIENCES															
Community Health Campus - Phase 1					•	N				6,300 G	6,300 G	62,400 49,800 G		124,800	
STATE FUNDING								65,205	9,200	194,000	13,300	73,300	53,000	255,400	663,405
NON-STATE FUNDING								18,000	5,000	14,100	11,300	54,800	10,100	65,400	178,700
TOTAL STATE PROGRAM								83,205	14,200	208,100	24,600	128,100	63,100	320,800	842,105

Berkeley

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE				New Construction, Renovation, Both, Infrastructure	(\$ in 000s)							TOTAL PROJECT BUDGET	
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements		PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16		2016-17 to 2019-20
Non-State Funded Program															
E & G - GENERAL CAMPUS															
Greek Theatre Seismic Retrofit	•		•			R		9,450 LB						9,450	
Art Museum Seismic Replacement	•		•			N		20,000 LB 69,500 G						89,500	
Moffitt Library Renovation				•		R		56,700 G						56,700	
Haas Business School Renovation & Expansion		•				B		98,500 G						98,500	
Information Infrastructure Improvements				•		I		8,500 X	5,000 X.	2,500 X	5,000 X	2,500 X		23,500	
Haas Clubhouse Seismic Renovation	•		•			R			6,400 LB					6,400	
2223 Fulton Demolition	•		•			B					3,000 X			3,000	
East Asian Studies Center				•		N						51,500 G		51,500	
Capital Projects \$750K to \$5M				•		I		10,000 X	10,000 X	10,000 X	7,000 X	10,000 X	10,000 X	40,000 X	97,000
AUXILIARY - STUDENT HOUSING & DINING															
Anna Head West Student Housing				•		N		63,500 LB 6,400 N						69,900	
Bowles Residence Hall Renovation				•		R				39,000 LB 4,800 N				43,800	
Stern Residence Hall Renovation				•		R						36,700 LB 2,200 N		38,900	
Kerr Campus Renovation - Phase 3				•		R							26,300 LB 4,100 N	30,400	
AUXILIARY - STUDENT ACTIVITIES, RECREATION, ATHLETICS (FEE)															
Lower Sproul Projects	•		•			B		210,200 LB 13,000 X						223,200	
TOTAL NON-STATE PROGRAM							565,750	21,400	56,300	15,000	102,900	40,400	40,000	\$841,750	
TOTAL STATE PROGRAM							83,205	14,200	208,100	24,600	128,100	63,100	320,800	\$842,105	
TOTAL NON-STATE PROGRAM							565,750	21,400	56,300	15,000	102,900	40,400	40,000	\$841,750	
TOTAL CAPITAL PROGRAM							648,955	35,600	264,400	39,600	231,000	103,500	360,800	\$1,683,855	

CAMPBELL HALL SEISMIC REPLACEMENT

- Existing building has 'poor' seismic rating, inadequate and obsolete building systems.
- Replace existing Campbell Hall (1959) with new building on same site to house Departments of Physics and Astronomy.
- Basement to house low vibration physics labs with NIST funding for lab improvements
- P and W state funds appropriated by state in 2007-08; C funds expected to be appropriated by state in 2010-11.

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
ASF	53,300
GSF	81,600

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$71,605,000
Federal Funds	\$11,000,000
Campus Funds	\$2,000,000
Gift Funds	\$2,800,000
Total Budget	\$87,405,000

CAPITAL RENEWAL

- Renewal of existing building and infrastructure elements beyond their useful lives.
- Renew or replace utility systems; building systems and equipment; roofs, walls, and windows.
- Plan envisions annual contributions of both State and campus funds.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$48,000,000
Campus Funds	\$50,000,000
Total Budget	\$98,000,000

TOLMAN HALL SEISMIC REPLACEMENT

- Existing building has 'poor' seismic rating, inadequate and obsolete building systems.
- Replace existing Tolman Hall (1962) with one or more new buildings on one or more alternate sites, to house Dept of Psychology, School of Education, classrooms and research units.
- \$9.2 million in state P funds proposed for 2011-12.
- Two buildings, or one building constructed in two stages, may be desirable not only to accommodate size of program but also to spread cost over more than one State budget.
- Budget includes \$9.0 million allowance for demolition of existing Tolman Hall once replacement(s) complete.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	138,600
GSF	240,900

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$202,500,000
Total Budget	\$202,500,000



Starr & Doe Libraries

ANNA HEAD WEST STUDENT HOUSING

- Part of program to meet 2020 LRDP objective to provide single-student beds to equal 100% of entering freshmen plus 50% of entering transfers and graduate students.
- Project provides 424 new bed spaces on an existing surface parking site.
- Project also includes spaces for study, fitness, and academic advising.

Budget Approval	
Budget Year	2010-11

Financing	
Long-Term	\$63,500,000
Est. Annual Debt (Yrs 1-10)	\$3,808,200
Est. Annual Debt (Yrs 11-20)	\$6,535,000
Terms: 6% (only yrs 1-15)	30 years
<u>Anticipated Repayment Source:</u>	
• Auxiliary Reserves	

Project Scope Summary	
ASF	88,700
GSF	135,000

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
Auxiliary Funding	\$6,400,000
External Financing	\$63,500,000
Total Budget	\$69,900,000



Blum Center Under Construction

ART MUSEUM SEISMIC REPLACEMENT

- Replaces existing facility (1970) with new facility on downtown site to house Berkeley Art Museum and Pacific Film Archive.
- Existing building has 'poor' seismic rating, inadequate access and building systems, inflexible layout.
- Downtown location selected to improve transit access, enable synergy with downtown arts venues.
- Adaptive renovation of vacant UC printing plant plus new construction on site created by demolition of a portion of a university parking structure.
- Campus will proceed to budget approval only when financial strategy is determined to be viable, based on fundraising progress.
- Budget will be further scrutinized in the business case analysis for alternative investment strategies, including alternative delivery models such as public/private partnerships.

Budget Approval	
Budget Year	2010-11

Financing	
Long-Term	\$20,000,000
Est. Annual Debt Service	\$1,453,000
Terms: 6%	30 years
Interest During Construction:	\$3,500,000
<u>Anticipated Repayment Source:</u>	
• General Revenue Bonds	
<u>Anticipated Fund Source:</u>	
• Opportunity and/or Educational Funds	
• Art Museum Revenues	

Project Scope Summary	
ASF	57,600
GSF	90,200

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
Gift Funds	\$69,500,000
External Financing	\$20,000,000
Total Budget	\$89,500,000

Gift Campaign Summary	
Gifts in Hand	\$13,000,000
Gifts Pledged	\$6,300,000
Gifts to be Raised	\$50,200,000
Total Budget	\$69,500,000

CAPITAL PROJECTS \$750K to \$5M

- \$10 million per year in campus in-year funds; in 2013-14 \$3 million will go toward the 2223 Fulton Demolition Project (shown separately).
- Includes space alterations, emergency repairs, preliminary studies, and other small expenses.
- Includes ongoing programs to improve universal access and to remediate Richmond Field Station.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Campus Funds	\$97,000,000
Total Budget	\$97,000,000

GREEK THEATRE SEISMIC RETROFIT

- Seismic improvement and historic restoration of Greek Theatre (1903: National Register).
- Building has 'very poor' seismic rating, substantial deterioration.
- \$4.0M project in previous CFP included only partial retrofit to 'poor' rating and no historic restoration; new version will improve seismic rating to a minimum of 'fair.'
- The project also includes life-safety and access upgrades triggered by the seismic work.
- Debt to be financed roughly 50% with contribution from operator revenues, balance with campus funds.

Budget Approval	
Budget Year	2010-11

Financing	
Long-Term	\$9,450,000
Est. Annual Debt Service	\$973,000
Terms: 6%	15 years
Interest During Construction:	TBD
<u>Anticipated Repayment Source:</u>	
• General Revenue Bonds	
<u>Anticipated Fund Source:</u>	
• Opportunity and/or Educational Funds	
• Operator Revenues	

Project Scope Summary	
ASF	5,400
GSF	11,900

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
External Financing	\$9,450,000
Total Budget	\$9,450,000



Live Oak Grove

HAAS BUSINESS SCHOOL RENOVATIONS & EXPANSION

- Renovations of spaces in Haas School (1995) to accommodate changes in instructional models and increased team-based work.
- Expansion to accommodate 70% enrollment growth in the School since 1995.
- Budget approval date reflects current plan to bring entire multiphase program to Regents for single approval.
- Program comprises seven subprojects; sequence and schedule of construction depends on fundraising. Subprojects include two additions, courtyard improvements, and renovations to Library and Cheit, Bakar, and Student buildings.
- Campus will proceed to budget approval only when financial strategy is determined to be viable, based on fundraising progress.
- Budget will be further scrutinized in the business case analysis for alternative investment strategies, including alternative delivery models such as public/private partnerships.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
<u>Renovation</u>	<u>Amount</u>
Gift Funds	\$37,700,000
<u>Expansion</u>	
Gift Funds	\$60,800,000
Total Budget	\$98,500,000

Project Scope: Renovation	
ASF	131,900
GSF	234,100

Project Scope: New Expansion	
ASF	23,000
GSF	41,800
Efficiency	55%

Gift Campaign Summary	
Gifts in Hand	\$1,500,000
Gifts Pledged	\$2,900,000
Gifts to be Raised	\$94,100,000
Total Budget	\$98,500,000

HAAS CLUBHOUSE SEISMIC RENOVATION

- Seismic improvement of Haas Clubhouse (1959) includes structural reinforcement plus required code/life safety upgrades.
- Existing building has 'poor' seismic rating.
- Part of Strawberry Canyon recreation complex.
- LEED™ target depends on scope of project (if any) beyond seismic and code/life-safety improvements.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	7,800
GSF	11,800

Financing	
Long-Term	\$6,400,000
Est. Annual Debt Service	\$465,000
Terms: 6%	30 years
Interest During Construction:	TBD
<u>Anticipated Repayment Source:</u>	
• General Revenue Bonds	
<u>Anticipated Fund Source:</u>	
• Opportunity and/or Education Funds	

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
External Financing	\$6,400,000
Total Budget	\$6,400,000

INFORMATION INFRASTRUCTURE IMPROVEMENTS

- Completes multiphase upgrade to campus information infrastructure.
- Earlier 5 phases implemented through ad hoc pathways such as old utility conduits; many of these pathways are at capacity or damaged or hazardous, precluding further upgrades.
- Program will complete phases 6 through 9 by 2014-15.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
Campus Funds	\$23,500,000
Total Budget	\$23,500,000

LOWER SPROUL PROJECTS

- Stage 1: replaces seismically poor Eshleman Hall, relocates Career Center from seismically poor space to new space, renovates lower Sproul Plaza.
- Stage 2: renovates and expands King Student Union; renovates Chavez Center and Anthony Hall.
- Debt serviced partly by spring 2010 student fee initiative, partly by campus funds.
- Budget approval date reflects current plan to bring entire multiphase program to Regents for single approval.
- Budget will be further scrutinized in the business case analysis for alternative investment strategies, including alternative delivery models such as public/private partnerships.

Budget Approval	
Budget Year	2010-11

Project Scope: Renovation	
ASF	42,200
GSF	63,000

Financing	
Long-Term	\$210,200,000
Est. Annual Debt (yrs 1-10)	\$12,600,000
Est. Annual Debt (yrs 11-20)	\$18,300,000
Terms: 6% (only yrs 1-10)	30 years
Interest During Construction:	\$13,100,000
<u>Anticipated Repayment Source:</u>	
• General Revenue Bonds	
<u>Anticipated Fund Source:</u>	
• Lower Sproul Plaza Fee (OP approved 7/2010)	
• Campus Fund Source TBD	

Project Scope: New Construction	
ASF	49,000
GSF	81,600

Summary of Budget by Fund Type	
<u>Stage 1</u>	<u>Amount</u>
External Financing	\$110,800,000
Campus Funds	\$13,000,000
<u>Stage 2</u>	
External Financing	\$99,400,000
Total Budget	\$223,200,000

Note:
Entire project (all stages) to be submitted for budget approval in 2010-11; Budgets are escalated to match fee initiative and budget approval item.

MOFFITT LIBRARY RENOVATION

- Comprehensive renovation of Moffitt Undergraduate Library (1970).
- Renovation will transform Moffitt into a place conducive to group study, including spaces for social interaction and team-based projects and presentations.
- Renovation will also include universal access and upgrades to obsolete building infrastructure, including state-of-the-art information networks.
- Campus will proceed to budget approval only when financial strategy is determined to be viable, based on fundraising progress.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Funding Source	Amount
Gift Funds	\$56,700,000
Total Budget	\$56,700,000

Project Scope Summary	
ASF	90,600
GSF	130,600

Gift Campaign Summary	
Gifts in Hand	\$7,600,000
Gifts Pledged	
Gifts to be Raised	\$49,100,000
Total Budget	\$56,700,000



Sathergate

DAVIS

Physically the largest of the ten UC campuses with 5,300 acres, the Davis campus has 32,153 students, annual research funding exceeding \$675 million, a comprehensive health sciences center, and 13 specialized research centers. The campus offers more than 100 undergraduate majors in four colleges – Agricultural and Environmental Sciences, Biological Sciences, Engineering, and Letters and Science – and advanced degrees from five professional schools – Education, Law, Management, Medicine, and Veterinary Medicine. Graduate study and research opportunities are offered in nearly 90 programs along with a number of interdisciplinary graduate study programs. The large number of students and faculty engaged in laboratory-intensive science programs is a significant driver of facility and infrastructure needs in the capital program.



Davis Campus

During the past decade, with rapid growth spurring the expansion of new facilities, the Davis campus has invested more than \$1.6 billion in capital construction. Despite this level of investment, expansion efforts have not kept pace with campus needs. Additional facilities are needed for departments that are not properly accommodated, and a substantial number of aging buildings require renovation or replacement. The campus's unusually extensive network of infrastructure systems requires substantial investment to provide increased capacity, support system renewal, and cover deferred maintenance. High-priority initiatives focused on sustainability and reduction of the campus's carbon footprint compete for limited capital resources.

Complicating this picture is the uncertainty of current economic conditions. State funding for UC Davis's capital program over the past three years has been substantially less than anticipated in earlier *Capital Improvement Plans*, forcing the campus to substitute scarce campus resources to address long-planned and time-critical infrastructure projects originally programmed for State funding.

<u>DAVIS CAMPUS FACTS:</u>	
Established	1905
FTE Enrollment 2009-10	
Undergraduates	24,950
Graduate Students	4,413
Health Science Students	2,250
Campus Land Area	5,993 acres
Campus Buildings	8.3 million ASF
Hospitals and Clinics	1.7 million ASF
Veterinary Hospital	212,000 ASF

Many of the issues that informed the campus's inaugural *Capital Financial Plan*, accepted by the Regents in September 2009, remain unchanged – in particular, substantial uncertainty about the State's ability to provide capital funding equivalent to past levels of support. As a result, the campus must now fund the most critical infrastructure projects that cannot wait for resumption of State funding. Another significant funding obstacle continues to be the lack of future State budget allocations for operation and maintenance of new facilities (OMP). One new factor in the updated *2010-20 CFP* is the campus's recent kick-off of a comprehensive fund-raising campaign.

CAMPUS GOALS AND OBJECTIVES

Chancellor Linda Katehi recently released *A Vision of Excellence* to lead and inspire the campus community for the coming decade. The document

articulates six broad goals that build on the land-grant heritage of UC Davis and span the teaching, research, and public service mission of the campus:

- Foster a vibrant community of learning and scholarship
- Drive innovation at the frontiers of knowledge
- Embrace global issues
- Nurture a sustainable future and propel economic vitality
- Champion health, education, access, and opportunity
- Cultivate a culture of organizational excellence, effectiveness, and stewardship

The campus has developed conceptual strategies and assessment measures for each of the six primary goals of the *Vision of Excellence*. While many of these strategies will be accomplished on a campus-wide basis, the success of each goal is dependent on the individual and combined efforts of the campus's academic schools, colleges, and divisions in creating objectives that embrace and help achieve the vision. These high-level strategies provide a framework from which academic and administrative action plans will emerge. To implement the vision, the academic plans of individual schools and colleges will require varying levels of capital investment.

CAPITAL NEEDS AND PRIORITIES

The Davis campus's capital priorities face many challenges in this era of increasing uncertainty. They fall into four general categories:

- Continuing need for new facilities
- Need for major building renovations
- Need for renewal of infrastructure systems
- Necessary investments to achieve sustainability

New Facilities

Despite the recent history of investment and the campus's plan to reduce enrollments to align with State-funded levels, new academic facilities are still needed to accommodate growth that has already occurred. In addition, continued underfunding of core instructional programs has increased the need for larger classroom spaces to accommodate larger class sections. The Music Instruction and Recital Building has been deferred for three years, and planning for the Engineering 4 building has been delayed because of fluctuating availability of capital resources. In addition, the health sciences need additional basic research space and facilities to support the new School of Nursing and other important programs. As proposed in the *2010-20 CFP*, Research IV Building at the Sacramento campus is one such project.

Additional non-State projects to accommodate past enrollment growth include expansion of the

Memorial Union/Bookstore, the final phase of new student housing, and the redevelopment of antiquated units to complete the Tercero Residence Hall neighborhood program. This last project is part of a campus strategic plan to expand on-campus housing for second-year and transfer students. The campus recently broke ground for a new Student Community Center to consolidate various student activities and services.



Earth & Physical Sciences Building

Building Renewal

The 2008-2009 academic year marked the Davis campus centennial. A source of immense pride for the campus, the event also highlighted one of its significant challenges. Of the more than 950 buildings on the main campus, comprising nearly 10 million gross square feet with an estimated replacement value of \$5 billion, 60% were constructed more than 25 years ago. Many are in

need of significant renewal and renovation to adequately serve campus needs.

Construction of new facilities in support of enrollment growth creates secondary effects when departments vacate older buildings. Re-use of such buildings raises many challenges including appropriateness of the space for different programs, deficiencies of aging building infrastructure, hazardous materials abatement, and mandatory upgrades to meet current building, seismic, and accessibility code standards. Currently, addressing fire and life-safety deficiencies in Briggs Hall and the Chemistry Building remain the highest priorities for renewal projects. The campus has also identified the renovation of Walker Hall as a high priority to address not only seismic concerns, but the need for large classroom facilities and the redevelopment of a key location in the heart of the campus.

As part of a phased renewal strategy, the campus is continuing its analyses of several aging campus buildings (i.e., Wickson Hall, Physics, and Haring Hall) to determine feasibility, cost, and priority. Because the campus also is re-evaluating the seismic condition of its older facilities, it is anticipated that additional projects will be candidates for upgrades. As these are identified, they will be articulated in future *CFP* updates; they are currently identified in the *2010-20 CFP* with generic titles such as Building Renewal and Seismic Correction.

Implicit in building renewal is the improvement of energy efficiency to reduce operational costs, a high priority for the campus. The campus is also aggressively pursuing energy efficiency projects as part of the Strategic Energy Partnership program.

Infrastructure Renewal

The Davis campus, which evolved within a rural setting where basic urban infrastructure was not available, owns and operates virtually all infrastructure support systems. In addition to systems for steam and chilled water common to most other campuses, the Davis campus operates its own water supply and distribution system, providing water for domestic use and for irrigation of landscaping and agricultural research lands. The campus also operates its own landfill, wastewater treatment plant, and electrical substation and distribution system, independent of the neighboring community. Although the existence of these systems frees the campus from many of the town-gown issues facing other UC campuses, they create additional demands for campus capital and operating resources. Lack of adequate State funding has created a backlog of capital renewal and deferred-maintenance costs in excess of \$160 million, or nearly 25% of the estimated \$650 million current replacement value.



Installation of High-Efficiency Chiller

As a result, a substantial portion of the *2010-20 CFP* focuses on the renewal and upgrade of campus infrastructure systems. The plan includes major projects to improve and/or upgrade campus chilled water and steam distribution, domestic water quality and reliability, the wastewater collection and disposal system, and electrical system reliability. In the context of the State's current fiscal condition and lack of public funding, the campus has re-directed its own funds to meet essential infrastructure needs. In 2010-2011 alone, the campus will invest more than \$25 million in critical infrastructure renewal because previously anticipated State funds are not expected to be available.

Sustainability

Consistent with State law and Regents' policy, the campus attempts to address sustainability on many

levels. Because consumption of electricity and natural gas is a major factor in the campus's carbon footprint, new facilities will be designed and constructed with a particular focus on energy efficiency and use of the best available cost-effective technologies. Similarly, renovation of existing facilities will focus on strategies to reduce energy consumption. The campus also will seek to use energy from renewable sources to reduce environmental impacts.

The campus currently is preparing its *Climate Action Plan* to identify the various initiatives needed to comply with State law and Regents' policy.

Although the *Climate Action Plan* will require capital expenditures, at this time it includes only "placeholder" projects for carbon reduction and green-energy procurement until detailed projects and funding strategies can be developed.

RESOURCES

State Funding

Historically, State resources have comprised between one-quarter and one-third of the campus's capital program. For the past three years, however, anticipated levels of State support have not materialized on either the capital or operating side the University's budget, and the prospects for a return to prior levels of State support remain unclear.

Although for several years the State capital program has included a number of important infrastructure system improvements for the Davis campus, funding for such projects has not been available since the 2007-08 fiscal year. Further delay of the most critical projects poses unacceptable risks to campus operations. As a result, campus resources have been redirected to the necessary infrastructure improvements, including Chilled Water System Improvements 7A & 7B, Electrical Improvements Phase 5, Domestic Well #4 Replacement, Campus Wastewater System Improvements Phase 1, Steam System Improvements, and Road and Pathway Improvements. Currently, the Davis campus is dedicating nearly \$38 million of campus debt to approved and proposed infrastructure improvements.



Residence Hall

Another challenge to the infrastructure program is posed by the limitations of lease-revenue bond funding, the only State funding option currently

available. Because lease revenue bond funding requires an asset (building) for security, the funding structure is incompatible with infrastructure and renovation projects. As two of the campus's highest priorities, these projects cannot reasonably be paired to this funding source. In addition, the potential amount of lease revenue bond funding in a given year is dependent upon existing State budget considerations, making planning for State resources, both for the University as a whole and the campuses, even more challenging.

For planning purposes, the *2010-20 CFP* assumes State support in the form of general obligation bonds will resume in the 2011-12 fiscal year and continue throughout the life of the plan consistent with the University's assumptions regarding new voter-approved general obligation bonds. However, the Davis campus is developing contingency plans in the event that such levels of State funding are not realized.

Finally, campuses have been informed to expect no further State allocations of OMP funding for new facilities. Therefore, every new project approval on the Davis campus must include the identification of an ongoing funding source to pay for operating and maintaining new space.

External Financing

Projects requiring external financing are evaluated for feasibility based on University-wide policies that

assess the business models for auxiliary programs, such as housing and parking, and the project's underlying ability to pay for centrally funded debt (via the campus debt model). The Davis campus debt model suggests the campus has capacity for centrally funded debt in excess of \$100 million. The campus is proposing two new centrally funded debt projects: 1) Research IV Building at the Sacramento campus, which is anticipated to include net new research activity sufficient to cover its debt service and OMP costs within five years, and 2) a group of critical infrastructure projects that can no longer wait for uncertain State funding.

Gift Funding

Although successful with fundraising for certain capital projects, the campus will launch a comprehensive fundraising campaign this fall with a goal of \$900 million to \$1 billion in private philanthropic support. It remains unclear how much gift funding may be available for capital projects. The campaign will afford opportunities for further feasibility testing and major prospect development. Projects shown to include gift funding in the *2010-20 CFP* will be advanced when gift funding targets have been achieved.

Federal Funding

Many campus programs receive funding from various federal sources, notably the National

Institutes of Health (NIH) for health sciences-related research, and the National Science Foundation for research in physical and social sciences and engineering. The campus has competed successfully for federal funding sources made available under recent economic stimulus legislation; those projects are reflected in this plan. As the campus continues to secure such funding, it will be reflected in subsequent updates.

PUBLIC-PRIVATE PARTNERSHIPS

UC Davis has successfully implemented several campus projects employing partnerships with third-party entities to deliver capital assets in support of the campus mission. These partnerships have resulted in the completion of several student housing projects, as well as a Hyatt Place Hotel, which opened in March of this year. Perhaps the most ambitious third-party effort included in this plan is the West Village project, a mixed-use residential community that includes housing for students, faculty, and staff; the Davis Center of the Los Rios Community College District; a Village Square at the heart of the community that will include local-serving retail and other services; and a recreational field complex. Following completion of a backbone infrastructure project, the campus's development partner recently broke ground with on-site infrastructure work and the first phase of apartment construction. The first units are expected to be

available for occupancy in fall 2011. The campus will continue to explore similar opportunities where such partnerships provide advantages to meeting the campus mission in the most cost-effective manner.



The 2010-20 update of the Davis campus *CFP* continues the relatively conservative approach set out in the inaugural version in September 2009. Continuing uncertainty in the availability of State resources may require the campus to deploy increasingly scarce resources to address critical needs. In addition, as the Chancellor's vision is translated into implementation strategies by the schools, colleges and divisions, new capital priorities are expected to be articulated. Finally, the campus's need to balance any necessary additional capital investment against the many competing needs on the operating side of the campus budget will require careful analysis and thoughtful consideration in a process of continuing consultation with campus leadership and the campus community.



Food & Wine Center

Davis

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE					(\$ in 000s)							TOTAL PROJECT BUDGET*
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements	New Construction, Renovation, Both, Infrastructure	PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	
State Funded Program														
E & G - GENERAL CAMPUS														
Music Instruction and Recital Building				•		N	893 X		16,086 517 X					17,496
Engineering 4				•		N	2,350 X		49,512 500 X					52,362
Briggs Hall Safety Improvements & Building Renewal Phase 1	•		•			I			2,402	21,624				24,026
Chemistry Building Renovations Phase 1	•			•		R			1,237	10,092				11,329
Seismic Corrections, Thurman Laboratory				•		I			760					760
Walker Hall Renewal & Seismic Corrections				•		R			26,414					26,414
Chemistry Building Renovations Phase 2	•			•		R				9,766				9,766
Solano Water Treatment Plant			•			I				8,000				8,000
Capital Renewal	•			•		I				5,119	5,119	5,119	5,119	25,609
Chemistry Building Renovations Phase 3	•			•		R					9,766			9,766
Building Renewal Phase 1				•		R					21,566			21,566
Chilled Water System Improvements Phase 7A (TES)			•			I				8,496				8,496
Chemistry Building Renovations Phase 4	•			•		R						9,766		9,766
Infrastructure Renewal Phase 1			•			I						18,573		18,573
Building Renewal Phase 2	•			•		R							18,218	18,218
Seismic Corrections Phase 5	•				•	R							30,000	30,000

Davis

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE					(\$ in 000s)							TOTAL PROJECT BUDGET*	
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements	New Construction, Renovation, Both, Infrastructure	PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16		2016-17 to 2019-20
Building Priority Phase 1	•				•	N								70,000	70,000
Building Renewal Phase 3	•			•		R								30,000	30,000
Building Renewal Phase 4	•			•		R								30,000	30,000
Infrastructure Renewal Phase 2			•			I								40,000	40,000
E & G - HEALTH SCIENCES															
Veterinary Medicine 3B				•		N	72,588 19,643 G	1,540 G							93,771
Health Sciences Education Expansion					•	N			3,548 X	56,452					60,000
UC Davis Institute for Regenerative Cures Phase 3					•	R				9,400					9,400
Governor's Hall Remodel Chronic Disease Translational Research Institute	•			•		R					10,000				10,000
UC Davis Institute for Regenerative Cures Phase 4					•	R							14,800		14,800
MIND Prevention and Treatment Research Building					•	N							20,000		20,000
UC Davis Health System Priority Phase 1	•				•	B							49,348		49,348

STATE FUNDING	0	96,411	111,053	54,347	43,458	23,337	309,757	638,363
NON-STATE FUNDING	1,540	4,565	0	0	0	0	0	6,105
TOTAL STATE PROGRAM	1,540	100,976	111,053	54,347	43,458	23,337	309,757	644,468

Davis

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE					(\$ in 000s)							TOTAL PROJECT BUDGET*		
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements	New Construction, Renovation, Both, Infrastructure	PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16		2016-17 to 2019-20	
Non-State Funded Program																
E & G - GENERAL CAMPUS																
CNPRC Respiratory Disease Center					•	N		14,228	F						14,228	
Vet Med Teaching Hospital (VMTH) Building Renewal	•				•	R		12,000	G						12,000	
UC Davis Extension Building					•	N		40,000	HR						40,000	
Sustainable Winery Innovation Center					•	N		7,000	G						7,000	
Physics Building Renewal	•				•	R		3,750	X						18,750	
West Village Renewable Energy Project					•	I		54,000	N						54,000	
Center for Neurosciences Renewal				•		R		5,000	X						5,000	
Heavy Duty Diesel Emissions and Fuel Test Laboratory					•	N				7,000	F				8,583	
Electrical Improvements Phase 5				•		I				1,583	X				7,037	
Campus Wastewater System Improvements Phase 1				•		I				7,037	LB				5,000	
Chilled Water System Improvements Phase 7A				•		I				5,000	LB				6,000	
Green Energy Project Phase 1					•	R								TBD	0	
Carbon Reduction Phase 1					•	R								TBD	0	
Art Museum					•	N								15,000	LB	
Capital Projects \$750K to \$5M				•		B		14,000	X	14,000	X	14,000	X	14,000	X	140,000
														15,000	G	
														56,000	X	
E & G - HEALTH SCIENCES																
Graduate Studies Center				•		N	823	X	3,773	X	27,496	X	7,908	X		40,000

Davis

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE					(\$ in 000s)							TOTAL PROJECT BUDGET*	
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements	New Construction, Renovation, Both, Infrastructure	PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16		2016-17 to 2019-20
AUXILIARY - STUDENT HOUSING & DINING															
Tercero South Student Housing Phase III	•				•	N		70,000 LB 23,000 N							93,000
Castilian Redevelopment	•			•		N		55,000 PRI							55,000
Orchard Park Redevelopment		•				N				55,100 LB 18,400 N				73,500	
Housing System Renewal Projects \$750K to \$5M	•			•		R		1,500 N	1,500 N	1,500 N	1,500 N	1,500 N	1,500 N	10,500	
Student Housing Projects \$750K to \$5M	•			•		R		3,000 N	3,000 N	4,500 N	1,000 N	1,000 N	1,000 N	14,500	
AUXILIARY - STUDENT ACTIVITIES, RECREATION, ATHLETICS (FEE)															
Silo Renovation				•		R		2,000 LB 3,000 N						5,000	
Catering Kitchen at Conference Center					•	R		1,500 LB 3,700 N						5,200	
Student Affairs Recreation, MU, Unitrans Projects \$750K to \$5M				•		B		3,000 U 3,000 X 2,000 F	750 U				3,000 X 3,000 U	14,750	
Intercollegiate Athletics Projects \$750K to \$5M					•	R			1,500 G	2,000 G			3,000 G	6,500	
Intercollegiate Athletics Administrative Space					•	N				14,000 G				14,000	
Aggie Stadium II and III					•	N							12,000 G	12,000	
Student Affairs-Division Wide System Renewal \$750K to \$5M	•			•		I		1,012 N 1,013 U	1,012 N 1,013 U	1,013 N 1,012 U	675 N 675 U	1,013 N 1,012 U	1,013 N 1,012 U	1,012 N 1,013 U	13,500
MEDICAL CENTERS															
Main Hospital Seismic Compliance (Pavilion Shell Space)	•			•		R		2,450 HR	2,800 HR	7,350 HR	17,500 HR	4,900 HR		35,000	
East Wing Seismic Compliance & Façade Reconstruction	•			•		N		2,400 HR	2,050 HR	5,967 HR	5,967 HR	5,967 HR	467 HR	29,400	
North Addition				•		N		1,500 HR	12,000 HR	13,800 HR	2,700 HR			30,000	
East Wing Third and Fourth Floor Remodel	•			•		R		90 HR	90 HR	5,325 HR	10,292 HR			15,797	

Davis

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE				New Construction, Renovation, Both, Infrastructure	(\$ in 000s)							TOTAL PROJECT BUDGET*	
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements		PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16		2016-17 to 2019-20
Medical Center Projects \$750K to \$5M	•				•	R		22,250 HR	22,250 HR	22,250 HR	22,250 HR	22,250 HR	22,250 HR		133,500
Emergency Power Upgrade Phase 2			•			I			12,000 HR						12,000
Central Plant Chiller #4 & Chilled Water Loop Pump			•			I			6,000 HR	5,000 HR					11,000
Eye Center and Ambulatory Care Center		•				N			4,300 LB	35,000 LB	26,700 LB 20,000 G				86,000
Research IV Building					•	N			3,511 X	13,203 LB	33,286 LB				50,000
TOTAL NON-STATE PROGRAM								370,166	141,892	213,328	170,545	51,642	41,242	118,107	\$1,106,922
TOTAL STATE PROGRAM								1,540	100,976	111,053	54,347	43,458	23,337	309,757	\$644,468
TOTAL NON-STATE PROGRAM								370,166	141,892	213,328	170,545	51,642	41,242	118,107	\$1,106,922
TOTAL CAPITAL PROGRAM								371,706	242,868	324,381	224,892	95,100	64,579	427,864	\$1,751,390

*Total Project Budget may include prefunding and proposed funding in years after 2019-20.

BRIGGS HALL SAFETY IMPROVEMENT & BUILDING RENEWAL PHASE 1

- Modernize Briggs Hall building systems.
- Upgrade fire and emergency power systems, improve electrical transformers and distribution system, and HVAC.
- First phase of a multi-phase project to focus on five of the seven towers.
- Structured to minimize the impact on research programs in occupied building.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	121,329
GSF	199,005

Summary of Budget by Fund Type	
Funding Source	Amount
State Funds	\$24,026,000
Total Budget	\$24,026,000

ENGINEERING 4

- Constructs a state of the art laboratory and office facility to meet the needs of the College of Engineering.
- Expands needed laboratory space for a more chemical-intensive form of engineering research while also allowing for decompression of programs from Kemper and Bainer Hall.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	34,610
GSF	60,661

Summary of Budget by Fund Type	
Funding Source	Amount
State Funds	\$49,512,000
Campus Funds	\$2,850,000
Total Budget	\$52,362,000

CHEMISTRY BUILDING RENOVATIONS PHASE 1

- Renews systems in 42-year old building to support contemporary chemistry teaching and research.
- First of four phases to modernize systems, corrects code compliance deficiencies, improves energy efficiency, and renews finishes.
- Includes design of the fire protection, mechanical, and electrical systems and the seismic corrections for the entire building; implementation of seismic corrections in the majority of the building; and renovation of the third floor for Synthetic Chemistry.
- Structured to minimize the impact of construction activity on operations and research programs within the building.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	77,771
GSF	128,483

Summary of Budget by Fund Type	
Funding Source	Amount
State Funds	\$11,329,000
Total Budget	\$11,329,000

HEALTH SCIENCES EDUCATION EXPANSION

- Constructs a new building on Sacramento Campus to house instructional, administration and support services for students, faculty, and staff in the Betty Irene Moore School of Nursing.
- Provides state-of-the-art facilities designed to foster interdisciplinary and inter-professional education with other health sciences education programs, and to create an environment that serves as a magnet for students, faculty, staff and other health care professionals.
- Supports Nursing program launched through a \$100 million commitment from the Gordon and Betty Moore Foundation.
- State funding proposed from a Health Sciences Expansion Bond.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	60,000
GSF	100,000

Summary of Budget by Fund Type	
Funding Source	Amount
State Funds	\$56,452,000
Campus Funds	\$3,548,000
Total Budget	\$60,000,000

MUSIC INSTRUCTION AND RECITAL BUILDING

- Consolidates the music program and addresses program need for space with appropriate acoustical qualities, and corrects deficiencies in the amount and quality of the program and performance space.
- Includes instructional studios, practice rooms, faculty offices, administrative offices and a 325-seat recital hall for large classes and performances.
- Constructs a facility adjacent to the current music building.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	10,100
GSF	16,600

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$16,086,000
Campus Funds	\$1,410,000
Total Budget	\$17,496,000

VETERINARY MEDICINE 3B

- Constructs a research laboratory building to serve 53 student-faculty research teams in the departments of Anatomy, Physiology and Cell Biology; Veterinary Molecular Biosciences; and Pathology, Microbiology and Immunology.
- Four-story building includes laboratories, laboratory support, research office space, academic and administrative offices, a small-animal vivarium, a Bio-safety Level 3 suite and centralized service space.
- Replaces obsolete and inefficient School of Veterinary Medicine facilities.
- Includes internal loan from central campus until gift campaign concludes.

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
ASF	76,431
GSF	118,676

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$72,588,000
Gift Funds	\$21,183,000
Total Budget	\$93,771,000

Gift Campaign Summary	
Gifts in Hand	\$12,000,000
Gifts Pledged	
Gifts to be Raised	\$9,183,000
Total Budget	\$21,183,000

SEISMIC CORRECTIONS, THURMAN LABORATORY

- Provides structural seismic safety corrections to the CAHFS Veterinary Diagnostic Laboratory, a central reference laboratory facility located on the Davis campus
- Corrects seismic deficiencies and improves the lateral load resisting system from "Poor" (DGS Level V) to "Good."

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	27,534
GSF	47,099

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$760,000
Total Budget	\$760,000

WALKER HALL RENEWAL & SEISMIC CORRECTIONS

- Corrects seismic deficiencies and renews this historic campus building with new building systems.
- Repurposes the facility for classrooms, and provides needed large classroom spaces, including a 450-seat lecture hall, as well as space for the Registrar's Office.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	28,000
GSF	44,415

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$26,414,000
Total Budget	\$26,414,000

CAPITAL PROJECTS \$750K TO \$5M (E&G)

- Includes smaller renovations, new construction, equipment installation, infrastructure, and other projects.
- Reserves \$4.1M budget for Mouse Biology Expansion project.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Funding Source	Amount
Campus Funds	\$140,000,000
Total Budget	\$140,000,000

CAMPUS WASTEWATER SYSTEM IMPROVEMENTS PHASE 1

- Increase the reliability and capacity of the campus wastewater system.
- Renew or replace three sanitary sewer lift stations.
- Correct inefficient routing from lift stations to Campus Waste Treatment Plant.
- Correct electric service and control system deficiencies in primary sanitary sewer lift station #9.

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
Funding Source	Amount
External Financing	\$5,000,000
Total Budget	\$5,000,000

CASTILIAN REDEVELOPMENT

- Demolishes and replaces undergraduate housing with a new facility delivered via ground lease with a third-party developer.
- Current facility has serious seismic issues, and a replacement project is the best solution.

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
ASF	97,000
GSF	130,000

Summary of Budget by Fund Type	
Funding Source	Amount
Privatized	\$55,000,000
Total Budget	\$55,000,000

Units	
	275 Beds

CATERING KITCHEN AT CONFERENCE CENTER

- Constructs a catering kitchen within the recently constructed Conference Center to provide service for events, meetings, and other campus uses. Also establishes a satellite bookstore and marketplace.
- Funding arrangements are under development. Project helps to develop the south campus entryway as an intersection of campus and community life.

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
ASF	8,130
GSF	10,000

Financing	
Long-Term	\$1,500,000
Est. Annual Debt Service	\$108,000
Terms:	6% 30 years
<u>Anticipated Repayment Source:</u>	
• Auxiliary Reserves	
<u>Anticipated Fund Source:</u>	
• Memorial Union Reserves	

Summary of Budget by Fund Type	
Funding Source	Amount
Auxiliary Reserves	\$3,700,000
External Financing	\$1,500,000
Total Budget	\$5,200,000

CENTER FOR NEUROSCIENCES RENEWAL

- Renews building systems within the Center For Neurosciences to support current and future research.
- Increases distributed electrical capacity in the facility and consolidates laboratory support functions.

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
ASF	11,000
GSF	18,000

Summary of Budget by Fund Type	
Funding Source	Amount
Campus Funds	\$5,000,000
Total Budget	\$5,000,000

**CENTRAL PLANT CHILLER #4
AND CHILLED WATER LOOP PUMP**

- Installs an additional 2,000-ton chiller and a third 750-hp chilled water pump in the Central Plant at the UCDHS Sacramento campus.
- Project is needed in for new demand from the Pavilion, IRC, and Davis Tower Phase 5 Buildings. The improvements will provide redundancy and spare capacity to serve the campus on unusually hot days.

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
Funding Source	Amount
Hospital Reserves	\$11,000,000
Total Budget	\$11,000,000

CHILLED WATER SYSTEM IMPROVEMENTS PHASE 7A

- Part of a phased strategy to increase reliability and efficiency in the chilled-water system and to meet capacity needs.
- Adds 2,500-ton high-efficiency electric chiller and cooling tower at the Central Heating and Cooling Plant and completes the chilled-water production infrastructure.
- Provides associated equipment, including cooling tower, and integrates new chiller into the Plant and Thermal Energy Storage Chilled Water Plan control system.

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
Funding Source	Amount
External Financing	\$6,000,000
Total Budget	\$6,000,000

CNPRC RESPIRATORY DISEASE CENTER

- The project will be constructed on land owned by the University immediately north of the existing Animal Wing #2 at the California National Primate Research Center.
- The project will build approximately 19,180 gross square feet of office, laboratory and laboratory support space.
- The new space will permit consolidation of programs within the Respiratory Diseases Unit focusing on childhood health and disease research with an emphasis on respiratory diseases and provide a state-of-the-art pulmonary function laboratory.

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
ASF	14,000
GSF	19,000

Summary of Budget by Fund Type	
Funding Source	Amount
Federal (Grant)	\$14,228,000
Total Budget	\$14,228,000

**EAST WING SEISMIC COMPLIANCE
AND FAÇADE RECONSTRUCTION**

- Provides corrections for seismic issues.
- Constructs a new exterior skin wall and façade on the west face of the East Wing of the Main Hospital where the North/South Wing was connected.
- Provides a new lobby, stair tower, and elevators on the west face of the East Wing.
- Provides a new landscaped area between Parking Structure I and the site of the demolished North/South Wing.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Funding Source	Amount
Hospital Reserves	\$29,400,000
Total Budget	\$29,400,000

EAST WING THIRD AND FOURTH FLOOR REMODEL

- Project supports the Department of Physical Medicine and Rehabilitation.
- Project will accommodate 20 inpatient beds and will include a physical therapy room and exercise area. Renovations to the support areas for patients and staff are also included in this project.

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
ASF	13,054
GSF	23,051

Summary of Budget by Fund Type	
Funding Source	Amount
Hospital Reserves	\$15,797,000
Total Budget	\$15,797,000

ELECTRICAL IMPROVEMENTS PHASE 5

- Part of a phased strategy to provide adequate capacity, improve system distribution infrastructure, and increase the reliability and efficiency of campus electrical system.
- Extend and enlarge duct banks and conductors, add sectionalizing switches and fault interrupters, modify the capacitor bank at Transformer E, add new control integration at the Health Sciences District switch station, enlarge overhead electric conductor in an undersized section on the west campus.
- Increase reliability of distribution system by unloading and rebalancing in the central campus.

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
Funding Source	Amount
External Financing	\$7,037,000
Total Budget	\$7,037,000

EMERGENCY POWER UPGRADE PHASE 2

- Provides adequate emergency power to all medical and research buildings on the UCDHS Sacramento campus as required by code.
- Increases emergency power capacity through the addition of two self-contained 3-megawatt emergency generators located in the central plant yard.
- Includes a bus duct from the generators to the second floor electrical room in the central plant, and modifications to the emergency bus duct in the electrical room, which are required to handle the full future capacity of 12 megawatts produced by all emergency generators, and an 80,000 gallon above-ground diesel fuel tank.

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
Funding Source	Amount
Hospital Reserves	\$12,000,000
Total Budget	\$12,000,000

EYE CENTER AND AMBULATORY CARE CENTER

- Provides replacement and expansion space for several programs currently housed in on-site facilities and off-site leased facilities.
- Facility will house gastro-intestinal and pulmonary out-patient programs, primary and specialty clinics relocated from downtown Sacramento, transplant surgery clinics, and the Eye Center.
- Hospital Reserves funding may change to a combination of reserves and debt as the project becomes better defined.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	113,000
GSF	175,432

Summary of Budget by Fund Type	
Funding Source	Amount
Gift Funds	\$20,000,000
External Financing	\$66,000,000
Total Budget	\$86,000,000

Financing	
Long-Term	\$66,000,000
Est. Annual Debt Ser	\$4,749,000
Terms:	6% 30 years
Anticipated Repayment Source:	
• Medical Center Reserves	
Anticipated Fund Source:	
• Hospital Reserves	

Gift Campaign Summary	
Gifts in Hand	
Gifts Pledged	
Gifts to be Raised	\$20,000,000
Total Budget	\$20,000,000

GRADUATE STUDIES CENTER

- Accommodates several graduate research programs and research initiatives including Medical Informatics, Public Health, Nursing Education, Health Policy Research, Center for Reducing Health Disparities, Center for Healthy Aging, and other Medical School programs. Allows for the consolidation of several programs into one main structure.

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
ASF	33,524
GSF	58,878

Summary of Budget by Fund Type	
Funding Source	Amount
Campus Funds	\$40,000,000
Total Budget	\$40,000,000

HEAVY DUTY DIESEL EMISSIONS AND FUEL TESTING LABORATORY

- Project constructs an emission testing laboratory located on the West Campus to test large vehicle output. The testing will support air quality, mechanical, and fuel research.
- The lab will be comprised of office space, conference space, a control center for a dynamometer, and lab space.
- May 2010: Presidential approval of budget.

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
Funding Source	Amount
Federal (Grant)	\$7,000,000
Campus Funds	\$1,583,000
Total Budget	\$8,583,000

Project Scope Summary	
ASF	20,000
GSF	30,000

HOUSING SYSTEM RENEWAL PROJECTS \$750K TO \$5M

- Comprises various deferred maintenance, energy-efficiency, and building-upgrade projects to promote cost-savings and improve building management for Student Housing.
- Estimated expenditures for this fiscal year are \$3M; future year expenditures will vary.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Funding Source	Amount
Auxiliary Reserves	\$10,500,000
Total Budget	\$10,500,000

INTERCOLLEGIATE ATHLETICS PROJECTS \$750K TO \$5M

- Supports Intercollegiate Athletics' major capital projects achieving the objectives of donor-development programs.
- Completion as funds become available. Planned expenditures in 2011-12 amount to \$1.5M, with varying expenditures in future years.

Budget Approval	
Budget Year	2011-12

Gift Campaign Summary	
Gifts in Hand	
Gifts Pledged	
Gifts to be Raised	\$6,500,000
Total Budget	\$6,500,000

Summary of Budget by Fund Type	
Funding Source	Amount
Gift Funds	\$6,500,000
Total Budget	\$6,500,000

MAIN HOSPITAL SEISMIC COMPLIANCE (PAVILION SHELL SPACE)

- Constructs shell space within the Surgery and Emergency Services Pavilion in phases
- Several in-patient areas within the Hospital remain seismically deficient, requiring future relocation of patients from the North and South wings to the Pavilion.
- Relocated departments may include pre- and post-op recovery, GI and endoscopic treatment, and support functions.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Funding Source	Amount
Hospital Reserves	\$35,000,000
Total Budget	\$35,000,000

Project Scope Summary	
ASF	38,000
GSF	46,000

MEDICAL CENTER PROJECTS \$750K TO \$5M

- Includes clinic, hospital, and office facility renovations,; significant improvements in infrastructure, including energy efficiency.
- Near-term renovation of the East Wing and other portions of the main hospital complex.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Funding Source	Amount
Hospital Reserves	\$133,500,000
Total Budget	\$133,500,000

NORTH ADDITION

- Adds office space to the Main Hospital while addressing seismic deficiency issues of portions of the building; needed to house administrative and operational units displaced by demolition of the North and South wings.
- Will connect to the first floor of the Main Hospital.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Funding Source	Amount
Hospital Reserves	\$30,000,000
Total Budget	\$30,000,000

Project Scope Summary	
ASF	26,000
GSF	45,000

PHYSICS BUILDING RENEWAL

- Renovates the Physics Building systems to accommodate contemporary physics teaching and research.
- Relocation of the Geology department to the new Earth and Physical Sciences Building releases approximately 25,000 asf to the Department of Physics.
- Includes improvement of mechanical systems, fire & life-safety systems, accessibility, and seismic bracing.
- Includes modest renewal of interior finishes.

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
ASF	66,890
GSF	120,653

Summary of Budget by Fund Type	
Funding Source	Amount
Federal (Grant)	\$15,000,000
Campus Funds	\$3,750,000
Total Budget	\$18,750,000

RESEARCH IV BUILDING

- Provides space for projected program growth in population health, informatics, and clinical translational science.
- Project provides offices and collaboration space but not wet labs or vivarium space.

Budget Approval	
Budget Year	2011-12

Financing	
Long-Term	\$46,489,000
Est. Annual Debt Service	\$3,287,000
Terms:	6% 30 years
<u>Anticipated Repayment Source:</u>	
• General Revenue Bonds	
<u>Anticipated Fund Source:</u>	
• Opportunity Funds	

Project Scope Summary	
ASF	41,219
GSF	75,000

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
External Financing	\$46,489,000
Campus Funds	\$3,511,000
Total Budget	\$50,000,000

SILO RENOVATION

- Transforms current areas for informal gathering, food service, cultural programs, and marketplace into a major destination spot in the central campus.
- Expands the current food-service area to serve and accommodate greater numbers. When complete the project will provide an additional service area to complement the Memorial Union and Bookstore.

Budget Approval	
Budget Year	2010-11

Financing	
Long-Term	\$2,000,000
Est. Annual Debt Service	\$145,000
Terms:	6% 30 years
<u>Anticipated Repayment Source:</u>	
• Auxiliary Reserves	
<u>Anticipated Fund Source:</u>	
• Memorial Union Reserves	

Project Scope Summary	
ASF	25,000
GSF	35,000

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
External Financing	\$2,000,000
Auxiliary Reserves	\$3,000,000
Total Budget	\$5,000,000

STUDENT AFFAIRS DIVISION-WIDE SYSTEM RENEWAL

- Major capital improvement projects 2010/11 through the planning period 2019/20.
- Addresses various renewal efforts in Student Affairs, including energy efficiency, deferred maintenance, space reconfigurations resulting from Division-wide reorganizations, and cost-cutting upgrades.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
Univ. Fee Reserves	\$6,750,000
Auxiliary Reserves	\$6,750,000
Total Budget	\$13,500,000

STUDENT AFFAIRS, RECREATION, MU, UNITRANS PROJECTS \$750K TO \$5M

- Addresses Student Affairs, Recreation, MU, and Unitrans major capital improvement needs to implement deferred maintenance projects, cost-cutting upgrades, energy efficiency upgrades, and health, life, and safety upgrades.
- Renewal and expansion projects.
- Completion as funds are available; current allocations amount to approx. \$8M; other years will have varying expenditures.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
Campus Funds	\$6,000,000
Federal (Grant)	\$2,000,000
Univ. Fee Reserves	\$6,750,000
Total Budget	\$14,750,000

STUDENT HOUSING PROJECTS \$750K TO \$5M

- Comprises several bundled projects for the Housing Department to accomplish deferred maintenance and building upgrades and corrections. Focuses on structural deficiencies rather than infrastructure renewal.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
Auxiliary Reserves	\$14,500,000
Total Budget	\$14,500,000

SUSTAINABLE WINERY INNOVATION CENTER

- Project will construct a new facility to develop more sustainable practices for the wine industry.
- Project made possible through gift funding.
- BCA may explore alternatives to a new building.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Funding Source	Amount
Gift Funds	\$7,000,000
Total Budget	\$7,000,000

Project Scope Summary	
ASF	10,000
GSF	12,000

Gift Campaign Summary	
Gifts in Hand	
Gifts Pledged	
Gifts to be Raised	\$7,000,000
Total Budget	\$7,000,000

TERCERO SOUTH STUDENT HOUSING PHASE III

- Final phase of a three-phase master plan for the Tercero neighborhood to increase on-campus housing.
- Constructs a new residence hall complex to accommodate approximately 1,200 first-year students and eight resident advisers.
- Replaces seismically deficient residence halls; the net increase in beds is about 400.

Budget Approval	
Budget Year	2010-11

Financing	
Long-Term	\$70,000,000
Est. Annual Debt Service	\$5,085,000
Terms: 6%	30 years
<u>Anticipated Repayment Source:</u>	
• Auxiliary Reserves	
<u>Anticipated Fund Source:</u>	
• Housing Reserves	

Project Scope Summary	
ASF	75,000
GSF	100,000

Summary of Budget by Fund Type	
Funding Source	Amount
External Financing	\$70,000,000
Auxiliary Reserves	\$23,000,000
Total Budget	\$93,000,000

UC DAVIS EXTENSION BUILDING

- This project will construct a new facility for the University Extension to consolidate programs and provide modern classroom, administrative, and academic office space.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Funding Source	Amount
Hospital Reserves	\$40,000,000
Total Budget	\$40,000,000

Project Scope Summary	
ASF	40,000
GSF	65,000

VETERINARY MEDICINE TEACHING HOSPITAL (VMTH) BUILDING RENEWAL

- Renovates the Pritchard Veterinary Medicine Teaching Hospital and corrects building system, seismic, accessibility, and fire & life-safety deficiencies. Modernizes the hospital to accommodate contemporary program practices.

Budget Approval	
Budget Year	2010-11

Gift Campaign Summary	
Gifts in Hand	\$1,200,000
Gifts Pledged	
Gifts to be Raised	\$8,800,000
Total Budget	\$10,000,000

Project Scope Summary	
ASF	50,000
GSF	80,000

Summary of Budget by Fund Type	
Funding Source	Amount
Gift Funds	\$12,000,000
Total Budget	\$12,000,000

WEST VILLAGE RENEWABLE ENERGY PROJECT

- Renewable energy systems for the West Village Community to create more sustainable and energy-efficient housing, both to reduce the carbon footprint of the residential area and to aid research and studies into sustainable technologies.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Funding Source	Amount
Auxiliary Reserves	\$54,000,000
Total Budget	\$54,000,000

IRVINE

In the 45 years since opening its doors in 1965, the Irvine campus has grown into an internationally distinguished research university, consistently ranking among the nation's best public universities, and among the top 50 universities overall. The campus's status as the youngest institution to be elected to the Association of American Universities (63 of the most distinguished research institutions in North America) is an indicator of its stature in the academic community and of its rapid development.

Growth has been a defining characteristic of the Irvine campus for much of its history. In the decade before the current budgetary uncertainties, enrollment growth averaged approximately 1,000 students per year. In 2009-10, general campus enrollment was 26,864 student FTE, an increase

IRVINE CAMPUS FACTS:	
Established	1965
FTE Enrollment 2009-10	
Undergraduates	23,442
Graduate Students	3,422
Health Science Students	1,438
Campus Land Area	1,543 acres
Campus Buildings	6.3 million ASF
Nobel Laureates (active & emeritus)	2
University Professors (active & emeritus)	1

of nearly 50% since 2000. In keeping with the decision to align enrollments to match funded levels, budgeted enrollment at UCI will be scaled back to 26,050 students over the next several years, unless additional funding is allocated. The campus's long-term approach, however, is to work toward its goal of enrolling 32,000 students, as set forth in the [2006 Strategic Plan](#). Should even further enrollment growth be warranted, UCI's [Long Range Development Plan](#), last updated in 2007, provides a framework for accommodating an enrollment of up to 37,000 students.

GOALS AND OBJECTIVES

The goals and objectives driving the proposed *2010-20 Capital Financial Plan* are the same as those outlined in the *2009-19 Capital Financial Plan* accepted by the Regents in January 2010. A discussion of these goals and how they relate to the priority projects in the proposed plan is provided below:

Provide new facilities to support UCI's instruction and research mission

New construction is needed to address existing space needs related to enrollment and program



Social & Behavioral Sciences Building

growth. In the near term, the campus requires space largely to accommodate recently established programs. In the last few years, four new programs have been inaugurated on the UCI campus – the programs in Nursing Science and Public Health, the Department of Pharmaceutical Sciences, and the School of Law – without benefit of new space to accommodate them. All of these programs, except Law, are currently housed in a combination of leased space and temporary assignments that is inadequate to meet current needs. Similarly, in Fall 2008, the Paul Merage School of Business inaugurated two new undergraduate majors that are in high demand; however, the school has been assigned no new

space in a decade. In the longer term, the anticipated resumption of enrollment growth requires that new buildings be included in the late years of the program to accommodate the projected additional students.

In recent years, one of the strategies for addressing acute space shortages caused by rapid enrollment growth has been to relocate administrative units and some research activities to leased space, releasing expansion space within the campus core for academic units. As a result of this approach, the campus currently leases at considerable expense over 240,000 rentable square feet, primarily of office space, in the surrounding community. In an effort to provide more cost-effective accommodations for the off-campus units, the campus currently is exploring the purchase of an office building.

Provide support facilities to accommodate all aspects of campus life

With completion of the latest phase of privatized housing opening this Fall, there appears to be adequate on-campus housing to accommodate current enrollment demand. However, when enrollment growth resumes, more housing will be needed. Moreover, both past enrollment growth and the continued growth of the on-campus population require that additional student-support, recreational, and cultural facilities be provided.



Puerta del Sol

Address the deterioration and obsolescence of older facilities

The oldest buildings on the main campus are over 40 years old, and nearly 80 general campus and health sciences buildings and scores of housing units are at least 20 years old. A number of the older buildings are exhibiting significant deterioration, and building systems have become inefficient or obsolete. This problem is particularly acute in science buildings where older HVAC systems cannot provide support for fume hoods, building utility systems struggle to meet increased demands, and sophisticated information technology is needed to sustain today's modern research activities. The capital program includes projects to modernize academic buildings and undergraduate housing.

Some buildings on the campus are reaching the end of their useful lives and require replacement. The capital program includes provision for

replacement of Medical Surge 1 and 2 (wood-frame research laboratory buildings completed in 1969) and of Biological Sciences greenhouse space that is no longer adequate.

Upgrade and expand the campus's infrastructure systems

In the last decade, campus infrastructure systems have been required to accommodate loads generated by the construction of over 1.4 million assignable square feet (asf) of new space and nearly 12,000 additional students. The campus's electrical, cooling, sewer, and storm drainage systems currently are operating at maximum capacity, with some systems significantly overloaded. Campus roadways are overcrowded, resulting in safety issues at intersections and pedestrian crossings. Expansion and upgrade of these systems is imperative for the continued safe and efficient operation of the campus.

Incorporate principles of sustainability in all aspects of the capital program

All UCI projects, including new buildings, renovations of every size and description, and infrastructure improvements, are designed and constructed using sustainable design concepts and materials to the maximum extent practical. For new buildings, current campus practice is to require a minimum of LEED™ Silver, with a bid alternate for achieving Gold. To date, seven UCI

buildings have been certified LEED™ Gold (out of 14 Gold projects in Orange County).

ASSUMPTIONS, PRIORITIES, AND RESOURCES

As outlined in the *2009-19 Capital Financial Plan*, the Irvine campus engages in a multi-faceted and continuing process of refinement and prioritization of needs in the context of anticipated funding. The project proposals contained in the Irvine campus's *2010-20 CFP* reflect few changes from the previously accepted plan, and are based on the following assumptions:

Enrollment

UCI's *Strategic Plan* originally projected a total enrollment of 32,000 FTE by 2015-16. Given current budget limitations, it is now anticipated that the campus may reach this level in 2020-21. The availability of State funding may impact the campus's ability to meet this goal.

State Funding

The *2010-20 CFP* includes 23 projects proposed for State funding at a total value of \$633 million, or 53% of the total Irvine capital program. This level of anticipated State funding is consistent with the University's assumptions regarding new voter-approved general obligation bonds.

In developing the priorities for State funding, the campus strives to create a balanced program that includes new academic space and necessary renovation, infrastructure, and life-safety projects. Therefore, the projects proposed for State funding in the first five years of the plan include new buildings to provide adequate space for new and developing programs (Business Unit 2 and the Health Sciences Instruction and Research Building); projects to renovate or replace aging or obsolete facilities and building systems (Engineering Renovations, Humanities and Social Sciences Classroom Renovations, Fire Safety Improvements, and Medical Surge Replacement); and projects to expand the campus infrastructure system to accommodate current and planned development (Primary Electrical Improvements Step 4, Water Infrastructure Improvements, Chilled Water System Expansion, and Transportation Infrastructure Safety Improvements). The later years of the plan will continue to prioritize building renewal and replacement and will include projects that will provide facilities needed to accommodate the resumption of enrollment growth.

The current plan includes some changes from the previous year, most notably the addition of the Health Sciences Instruction and Research Building in 2011-12 to address the urgent need for space for new programs in Nursing Sciences, Public Health, and Pharmaceutical Sciences. As a result, two separate projects that were included in the

2010-20 CFP – the Nursing Sciences Building and the Public Health Building – were deleted from the program as redundant. Other changes in the distribution of the projects in the capital program were made to accommodate this project in the first year. Two other new projects were added to the later years of the program: Health Sciences Instruction and Research Building 2 would provide facilities to meet the projected future needs of Nursing, Public Health, and Pharmaceutical Sciences following the resumption of enrollment growth, and Health Sciences Renovations would continue the renewal of facilities in the health sciences area of the campus following completion of the Medical Surge Replacement and Medical Sciences Renovation projects.

External Financing

The 2010-20 plan reflects a cautious approach toward incurring additional debt. Of a total of \$126 million proposed for external financing, only \$34 million is included in the first two years of the program – to finance renovation of Mesa Court housing units and to purchase an off-campus office building to replace leased space. The remaining proposed debt is found in the last five years of the program, and would provide funding for an expansion to the Anteater Recreation Center and a new parking structure. External financing for auxiliary enterprises (housing,

parking, student-fee-funded facilities) is included at levels supported by business models.

Gift Funding

The campus is in its third year of a ten-year fundraising campaign that aims to raise \$1 billion for scholarships, fellowships, endowed professorships, new research programs, and facilities.



Gross Hall

The proposed program includes nearly \$201 million in gift-funded initiatives. In the early years of the plan, projects with an increment of gift funding include Business Unit 2, a new Alumni Center, an Athletics building, a facility to house the Gavin Herbert Eye Institute, and build-out of shell space on the fourth floor of Gross Hall and in the basement of Hewitt Hall. The final years of the gift program include ambitious fundraising efforts to provide a building for the Institute for Memory Impairments and Neurological Disorders, an art

museum, and at least partial funding for a new Academic Building. Only two gift-funded projects have been added to the current program: a proposal for a new Alumni Center will be submitted in 2010-11, and a project to build out shell space in the new Eye Institute building is currently slated for 2012-13.

Public-Private Partnerships

The campus has successfully partnered with third-party entities on a number of projects, most notably student housing. The plan includes another phase of privatized student housing, along with potential partnerships for facilities such as an on-campus conference center, commercial development, and an events center.

OMP

Given the current economic situation and reductions in State operating support for operations and maintenance of plant (OMP), the campus will consider strategies for addressing OMP needs before new projects go forward. One important approach that UCI has implemented for many years is to maximize energy efficiency and reduce maintenance costs. Since the early 1990s, campus design guidelines have required that buildings, other than acute-care facilities, outperform California's Title 24 energy code requirements by 20% or more, and that projects be constructed using highly durable building materials

and equipment that does not require major maintenance for 25 years. Going forward, the campus will continue to implement these and other cost-reduction strategies and explore alternative fund sources to meet OMP funding needs.



In summary, the proposed *2010-20 Capital Financial Plan* consists of 45 proposed projects totaling \$1.202 billion. This plan represents a balanced approach to providing new space to accommodate both academic and other campus needs, to addressing the aging of existing facilities, and to providing the infrastructure needed to keep the campus functioning efficiently. Funding is approximately evenly divided between State and non-State sources, with 53% of funding and 23 projects proposed for State funding. Of the \$569 million in non-State funding proposed, approximately \$201 million or 35% is proposed for gift funding, while \$126 million or 22% would be externally financed. Remaining sources of non-State funds include campus funds, hospital reserves, and Federal grant funding.



Anteater

Irvine

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE				New Construction, Renovation, Both, Infrastructure	(\$000s)							TOTAL PROJECT BUDGET
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements		PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	
State Funded Program														
E & G - GENERAL CAMPUS														
Arts Building		•				N	39,855	2,668						42,523
Humanities Building		•				N	25,726 10,000 LB		2,267					37,993
Engineering Renovations				•		R	92 X		8,401					8,493
Business Unit 2		•				N			39,595 4,656 G	1,030 3,090 G				48,371
Primary Electrical Improvements Step 4				•		R			12,214					12,214
Humanities and Social Sciences Classroom Renovations				•		R			2,420					2,420
Water Infrastructure Improvements			•			I				13,700				13,700
Fire Safety Improvements			•			I				8,000				8,000
Capital Renewal Program				•		B				3,192	3,192	3,192	3,192	12,767
Sciences Building		•				N						73,000	4,000 4,000 X	81,000
Chilled Water System Expansion			•			I						23,000		23,000
Transporation Infrastructure Safety Improvements			•			I						4,000		4,000
Building Renewal Phase 1				•		R							31,250	31,250
Biological Sciences Greenhouse Replacement				•		N							15,000	15,000
Sciences Building Renovations				•		R							21,000	21,000
Academic Building		•				N							38,000 20,000 G	58,000

Irvine

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE				New Construction, Renovation, Both, Infrastructure	(\$000s)							TOTAL PROJECT BUDGET	
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements		PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16		2016-17 to 2019-20
Building Renewal Phase 2				•		R							25,000	25,000	
Social & Behavioral Sciences 2		•				N							55,000	55,000	
E & G - HEALTH SCIENCES															
Health Sciences Instruction and Research Building		•				N		46,777		3,000				49,777	
Med Surge Replacement				•		N			76,500		3,500			80,000	
Med Sci Renovations			•			R					31,000			31,000	
Health Sciences Instruction and Research Building 2		•				N						52,333	2,333 X	54,666	
Health Sciences Renovations				•		R						15,000		15,000	
STATE FUNDING								2,668	111,674	25,922	82,692	99,192	41,692	269,350	633,190
NON-STATE FUNDING								0	4,656	3,090	0	0	0	26,333	34,079
TOTAL STATE PROGRAM								2,668	116,330	29,012	82,692	99,192	41,692	295,683	667,269

Irvine

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE				New Construction, Renovation, Both, Infrastructure	(\$000s)								TOTAL PROJECT BUDGET
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements		PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17 to 2019-20	
Non-State Funded Program															
E & G - GENERAL CAMPUS															
Alumni Center					• N		6,821 G	1,179 X							8,000
Gross Hall Animal Resource Center					• B		12,970 F								12,970
Gross Hall 4th Floor Buildout					• N		6,400 G								6,400
Off-Campus Office Building Acquisition					• B		15,000 LB	5,000 X							20,000
Center for Awareness, Reflection, and Meditation					• N				8,000 G						8,000
East Campus Commerical Development					• N				PRI						PRI
Art Museum					• N								40,000 G		40,000
Conference Center					• N								PRI		PRI
Events Center					• N								PRI		PRI
Capital Projects \$750K to \$5M					• B		10,000 X	10,000 X	10,000 X	10,000 X	10,000 X	15,000 X	60,000 X		125,000
E & G - HEALTH SCIENCES															
Gavin Herbert Eye Institute					• R		31,000 G								31,000
Hewitt Hall Basement Buildout - Laboratory Shell					• R				7,740 G						7,740
Eye Institute - Completion of Shell Space					• R				8,000 G						8,000
Institute for Memory Impairments and Neurological Disorders					• N								50,000 G		50,000
Outpatient Clinical Center					• N								PRI		PRI

Irvine

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE					New Construction, Renovation, Both, Infrastructure	(\$000s)							TOTAL PROJECT BUDGET
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements			PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	
AUXILIARY - PARKING															
Parking Structure 5		•				N								42,000 LB	42,000
AUXILIARY - STUDENT HOUSING & DINING															
Mesa Court Units 1 & 2 Renovations				•		R		19,270 LB							19,270
Student Apartments		•				N								PRI	PRI
AUXILIARY - STUDENT ACTIVITIES, RECREATION, ATHLETICS (FEE)															
Athletics Department Building					•	N		15,000 G							15,000
ARC Expansion Phase 4		•				N								50,000 LB	50,000
MEDICAL CENTERS															
H. H. Chao Comprehensive Digestive Disease Center Expansion					•	N		11,500 HR							11,500
Capital Projects \$750K to \$5M					•	B		8,000 HR	8,000 HR	8,000 HR	8,000 HR	8,000 HR	8,000 HR	32,000 HR	80,000
TOTAL NON-STATE PROGRAM								142,140	33,740	26,000	18,000	18,000	23,000	274,000	\$534,880
TOTAL STATE PROGRAM								2,668	116,330	29,012	82,692	99,192	41,692	295,683	\$667,269
TOTAL NON-STATE PROGRAM								142,140	33,740	26,000	18,000	18,000	23,000	274,000	\$534,880
TOTAL CAPITAL PROGRAM								144,808	150,070	55,012	100,692	117,192	64,692	569,683	\$1,202,149

ARTS BUILDING

- Equips the new Arts Building, currently under construction.
- Provides 38,564 ASF of instructional and research space, exhibition and associated support space, and academic and administrative offices.
- Supports the significant enrollment growth and program expansion of the past decade in the Claire Trevor School of the Arts.
- Supports campus goal to provide new facilities in support of instruction and research.
- To be submitted for LEED™ Gold certification upon completion in Fall 2010.

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
ASF	38,564
GSF	63,700

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$42,523,000
Total Budget	\$42,523,000

BUSINESS UNIT 2

- Addresses existing graduate program space deficiencies and supports projected undergraduate growth in the Paul Merage School of Business.
- Constructs 31,950 ASF of instruction, research, and support space, and with gift funds, construct about 15,085 ASF of shell space to be built out as case-study classrooms, an auditorium, and food services.
- Supports campus goal to provide new facilities in support of instruction and research.
- Will meet minimum of LEED™ Silver, with a bid alternate for Gold.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	31,950
GSF	78,250

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$40,625,000
Gift Funds	\$7,746,000
Total Budget	\$48,371,000

Gift Campaign Summary	
Gifts in Hand	\$255,000
Gifts Pledged	\$1,050,000
Gifts to be Raised	\$6,441,000
Total Budget	\$7,746,000

ENGINEERING RENOVATIONS

- Provides adequate facilities for planned reassignments following occupancy of the new Engineering Hall.
- Includes renovation of Engineering Tower and the Rockwell Engineering Center.
- Replaces the aged and deteriorated heating/ventilation/air conditioning system in Engineering Tower and retrofits existing dry laboratories to accommodate wet research.
- Renovates released space in the Rockwell Engineering Center (REC) to accommodate school-wide student services and academic support units.
- Supports campus goal to renovate or replace obsolete facilities.
- Project will comply with the UC equivalent to a LEED™ Commercial Interiors rating.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	65,604
GSF	104,194

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$8,401,000
Campus Funds	\$92,000
Total Budget	\$8,493,000

HEALTH SCIENCES INSTRUCTION AND RESEARCH BUILDING

- Provides space for several recently formed programs in UCI's College of Health Sciences: the Program in Nursing Science; the Program in Public Health; and the Department of Pharmaceutical Sciences.
- Addresses inadequate current space assignments; current space assignments consist of leased space or campus space intended for other academic uses, and are insufficient to accommodate current activities.
- Provides instruction, research, and office space to meet the highest-priority needs of programs.
- Supports campus goal to provide new facilities in support of instruction and research.
- Will meet minimum of LEED™ Silver, with a bid alternate for Gold.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	46,000
GSF	73,000

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$49,777,000
Total Budget	\$49,777,000

HUMANITIES AND SOCIAL SCIENCES CLASSROOM RENOVATIONS

- Renovates and provides technology upgrades in two of UCI's oldest lecture halls, Humanities Hall 178 and Social Sciences Hall.
- Corrects HVAC deficiencies, poor sightlines, acoustics, access and entry point limitations, and technology deficiencies.
- Completes the campus's phased plan, begun in 2003-04, to renovate and upgrade existing classrooms by improving older rooms in poor condition and providing technological capabilities required by modern teaching practices.
- Supports campus goal to renovate or replace obsolete facilities.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	4,547
GSF	6,800

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$2,420,000
Total Budget	\$2,420,000

PRIMARY ELECTRICAL IMPROVEMENTS STEP 4

- Corrects existing system deficiencies, and addresses infrastructure needs resulting from significant campus development over the last two decades.
- Increases the efficiency and improves the reliability and safety of the campus's electrical distribution system.
- Reconfigures the University Substation and installs a new electrical transformer, and constructs a new electrical South Substation and multiple switchgear stations throughout the distribution system.
- Supports campus goal to upgrade and expand infrastructure to support current and planned development.

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$12,214,000
Total Budget	\$12,214,000

HUMANITIES BUILDING

- Equips the new Humanities Building (45,605 ASF), completed in August 2009.
- Provides instruction, research, and office space for the School of Humanities, space for humanities-based research programs, and replacement space for two small general assignment classrooms.
- Supports campus goal to provide new facilities in support of instruction and research.
- Submitted for LEED™ Gold certification; currently under review.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	45,605
GSF	76,000

Financing	
Long-Term	\$10,000,000
Est. Annual Debt Service	\$665,000
Terms: 5.44%	30 years
<u>Anticipated Repayment Source:</u>	
• General Revenue Bonds	
<u>Anticipated Fund Source:</u>	
• Educational Fund	

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$27,993,000
External Financing	\$10,000,000
Total Budget	\$37,993,000



Humanities Gateway

ALUMNI CENTER

- Provides offices and meeting and event space to accommodate operations of the UCI Alumni Association.
- Replaces the existing Alumni House, which can no longer accommodate growth.
- Existing Alumni House will revert to the campus for reassignment to address other space needs.
- Approximately 73% of gift funding is in hand.
- Supports campus goal to provide support facilities for all campus activities.
- Requires LEED™ Silver, with an alternate for Gold.

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
ASF	11,400
GSF	19,000

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
Gift Funds	\$6,821,000
Campus Funds	\$1,179,000
Total Budget	\$8,000,000

Gift Campaign Summary	
Gifts in Hand	\$5,000,000
Gifts Pledged	
Gifts to be Raised	\$1,821,000
Total Budget	\$6,821,000

ATHLETICS DEPARTMENT BUILDING

- Constructs a new building at Cicerone Field (formerly Anteater Ballpark) to provide administrative offices and meeting and team space for the Department of Intercollegiate Athletics.
- Provides a baseball press box and donor suites and frees up space in Crawford Hall for student-athlete support facilities.
- Fundraising is underway.
- Supports campus goal to provide support facilities for all campus activities.
- Requires LEED™ Silver, with an alternate for Gold.

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
ASF	29,344
GSF	41,374

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
Gift Funds	\$15,000,000
Total Budget	\$15,000,000

Gift Campaign Summary	
Gifts in Hand	
Gifts Pledged	
Gifts to be Raised	\$15,000,000
Total Budget	\$15,000,000

CAPITAL PROJECTS \$750K THROUGH \$5M (E&G)

- Includes utility and infrastructure improvements, technology upgrades, and renovations of classrooms, laboratories, and administrative, athletic, and performance facilities.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
Campus Funds	\$125,000,000
Total Budget	\$125,000,000

CAPITAL PROJECTS \$750K TO \$5M (MEDICAL CENTER)

- Includes seismic retrofits, parking improvements, technology upgrades, and renovations of laboratories and administrative and clinical facilities.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
Hospital Reserves	\$80,000,000
Total Budget	\$80,000,000

CENTER FOR AWARENESS, REFLECTION, AND MEDITATION

- The campus and the university place a high value on conscientious action, thoughtful discourse, and open communication among people of diverse viewpoints.
- Provides multipurpose spaces to accommodate group discussions, meetings, speakers, meditation, etc.
- Supports campus goal to provide support facilities for all campus activities.
- Project will move forward when sufficient gift funding is available.
- Will require LEED™ Silver, with an alternate for Gold.

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
Gift Funds	\$8,000,000
Total Budget	\$8,000,000

Project Scope Summary	
ASF	8,000
GSF	12,000

Gift Campaign Summary	
Gifts in Hand	
Gifts Pledged	
Gifts to be Raised	\$8,000,000
Total Budget	\$8,000,000

EAST CAMPUS COMMERCIAL DEVELOPMENT

- Provides food facilities, convenience stores, and specialty shops to serve a large East Campus district student community.
- Develops a retail shopping center.
- Privatized development project.
- Supports campus goal to provide support facilities for all campus activities.

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
Privatized	PRI
Total Budget	PRI

Project Scope Summary	
ASF	TBD
GSF	TBD

GAVIN HERBERT EYE INSTITUTE

- Provides ambulatory surgery space, ophthalmology clinics, and support space for the Gavin Herbert Eye Institute.
- Provides 42,800 square feet of shell space to be built out in the future for 23,100 ASF of additional ophthalmology clinical space and other related clinical services.
- Provides on-campus space for treatment of retinal diseases, cataracts, corneal problems, glaucoma, and neuro-ophthalmologic problems.
- The campus will strive to achieve a standard equivalent to a LEED™-NC “Gold” training or higher within the constraints of the program needs and budget parameters.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
Gift Funds	\$31,000,000
Total Budget	\$31,000,000

Project Scope Summary	
ASF	11,500
GSF	64,000

Gift Campaign Summary	
Gifts in Hand	\$4,200,000
Gifts Pledged	\$12,900,000
Gifts to be Raised	\$13,900,000
Total Budget	\$31,000,000

GROSS HALL ANIMAL RESOURCE CENTER

- Provides vivarium and associated support space in support of research in stem cell and regenerative medicine.
- Builds out shell space in the basement of Gross Hall.
- Gross Hall has been submitted for LEED™ Gold certification and is currently under review.
- July 2010: Chancellor approved the project under the delegated process

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
NIH Grant Funds	\$12,970,000
Total Budget	\$12,970,000

Project Scope Summary	
ASF	17,433
GSF	23,385

GROSS HALL 4TH FLOOR BUILDOUT

- Addresses the need for additional laboratory space for stem-cell research and regenerative medicine. Gross Hall was constructed with shell space to provide for expansion to meet this need.
- Builds out shell space on the 4th floor of Gross Hall as wet laboratories and support space.
- Project will move forward when sufficient gift funding is available.
- Supports campus goal to provide new or renovated facilities in support of instruction and research.
- LEED™ Gold certification for Gross Hall is currently under review. This project will require LEED™ Silver, with an alternate for Gold.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Funding Source	Amount
Gift Funds	\$6,400,000
Total Budget	\$6,400,000

Project Scope Summary	
ASF	7,000
GSF	12,000

Gift Campaign Summary	
Gifts in Hand	
Gifts to be Raised	\$6,400,000
Total Budget	\$6,400,000

H.H. CHAO COMPREHENSIVE DIGESTIVE DISEASE CENTER EXPANSION

- Expands the Chao Comprehensive Digestive Disease Center (CDDC) to provide nearly double the current number of procedure rooms, as well as clinical support space and office and conference facilities.
- Increases out-patient volume and net financial contribution of one of UCIMC's most successful clinical programs.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Funding Source	Amount
Hospital Reserves	\$11,500,000
Total Budget	\$11,500,000

Project Scope Summary	
ASF	8,000
GSF	12,600

HEWITT HALL BASEMENT BUILDOUT - LABORATORY SHELL

- Addresses the School of Medicine's lack of laboratory space for its faculty.
- Builds out shell space in the basement of Hewitt Hall as wet and dry research laboratories and support space.
- Supports campus goal to provide new and renovated facilities for instruction and research.
- Project will move forward when sufficient gift funding is available.
- Requires LEED™ Silver, with an alternate for Gold.

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
Funding Source	Amount
State Funds	\$7,740,000
Total Budget	\$7,740,000

Project Scope Summary	
ASF	7,000
GSF	12,000

Gift Campaign Summary	
Gifts in Hand	
Gifts Pledged	
Gifts to be Raised	\$7,740,000
Total Budget	\$7,740,000

MESA COURT UNITS 1 & 2 RENOVATIONS

- Renovates original two units of campus residence halls, Mesa Court Units 1 and 2, built in 1965 and 1968 respectively.
- Replaces roofs, heating system, exhaust fans, water and drain piping to bathrooms, bathroom fixtures, light fixtures and exit signs, and floor coverings.
- Includes renovation of laundry rooms, upgrading of building electrical systems, modification of egress from second-floor units, and replacement of fire-alarm system as recommended by the Fire Marshal.
- Supports campus goal to renovate or replace obsolete facilities.

Budget Approval	
Budget Year	2010-11
Financing	
Long-Term	\$19,270,000
Est. Annual Debt Service	\$1,829,000
Terms: 5%	15 years
Interest During Construction:	\$265,000
<u>Anticipated Repayment Source:</u>	
• Auxiliary Reserves	
<u>Anticipated Fund Source:</u>	
• Housing Reserves	

Project Scope Summary	
ASF	133,800
GSF	180,462

Summary of Budget by Fund Type	
Funding Source	Amount
External Financing	\$19,270,000
Total Budget	\$19,270,000

OFF-CAMPUS OFFICE BUILDING ACQUISITION

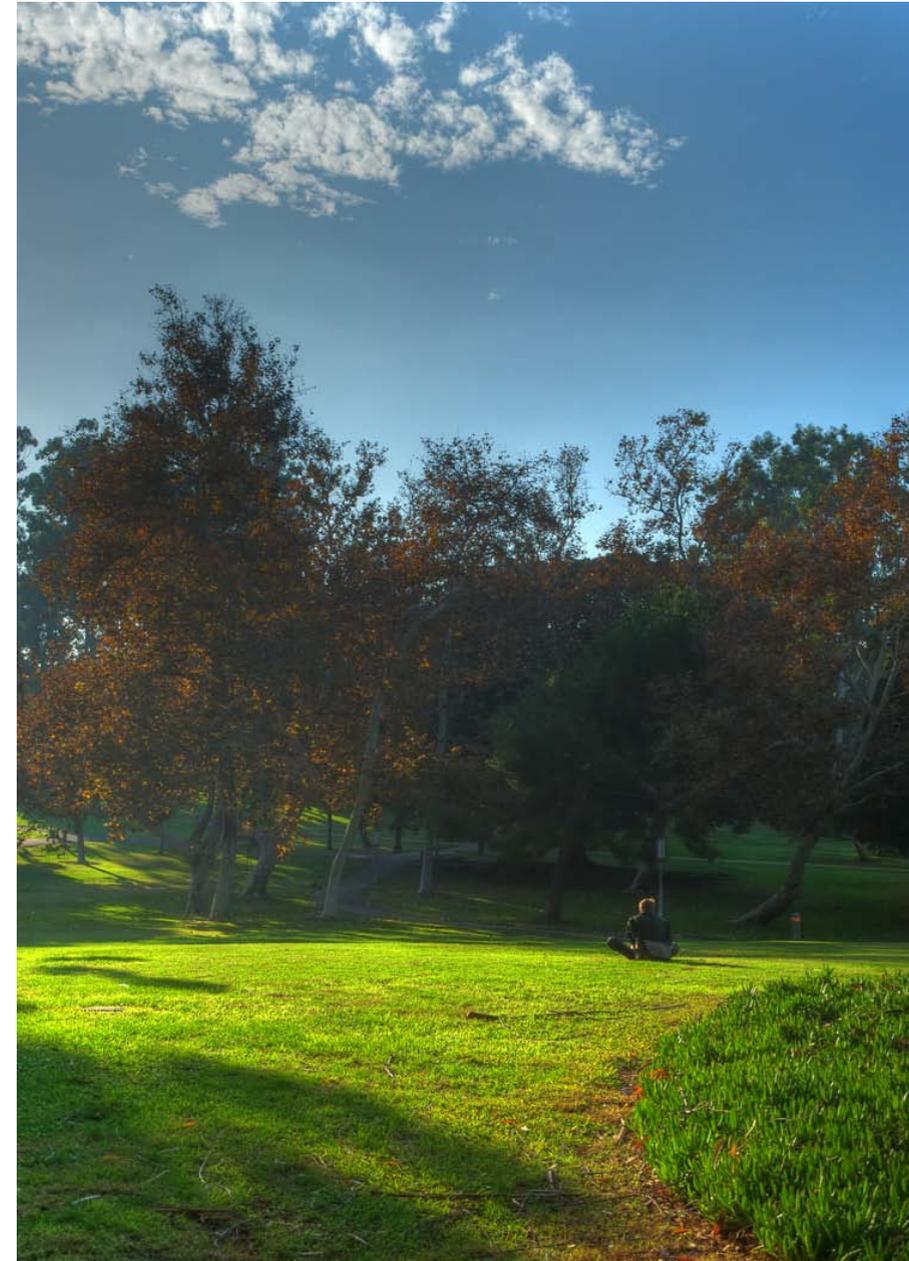
- UCI leases nearly 240,000 rentable square feet to accommodate past growth in academic and administrative units.
- The campus is investigating opportunities to purchase an office building in the surrounding community to house these units.
- Timing and cost of the project depends on the availability of an appropriate property and successful negotiation of terms.
- Supports campus goal to provide new or renovated facilities in support of instruction and research.

Budget Approval	
Budget Year	2010-11

Financing	
Long-Term	\$15,000,000
Est. Annual Debt Service	\$1,079,000
Terms: 6%	30 years
Interest During Construction:	\$1,079,000
<u>Anticipated Repayment Source:</u>	
• General Revenue Bonds	
<u>Anticipated Fund Source:</u>	
• Opportunity Funds	

Project Scope Summary	
ASF	100,000
GSF	150,000

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
External Financing	\$15,000,000
Campus Funds	\$5,000,000
Total Budget	\$20,000,000



Aldrich Park

LOS ANGELES

UCLA's Westwood campus opened its doors in 1929 with a Teacher's College and the College of Letters and Science occupying the first four permanent campus buildings. Since that time, the campus has continued to expand and evolve into a world-renowned university. Today, with approximately 39,000 undergraduate and graduate students and 20,000 faculty and staff, UCLA offers degree programs through the College of Letters and Science, seven general campus professional schools, and four health sciences professional schools. The medical enterprise, consisting of four hospitals and affiliated programs, continues to be a leader in medical education, research and public service.



Aerial of Janss Steps

STRATEGIC CAPITAL INITIATIVES

The *UCLA 2010-20 Capital Financial Plan* provides an update to the campus's *2009-19 CFP*, accepted by the Regents in July 2009. The framework guides the campus in prioritizing capital investments in support of its academic program and identifies capital investment and facilities needs aligned with UCLA's *Long Range Development Plan*, as amended in March 2009, and *Physical Design Framework* (July 2009). This updated plan is based on the three strategic capital initiatives included in the accepted *2009-19 CFP*: completion of the seismic correction of all remaining deficient structures by 2019; transformation of the campus into a residential academic community; and development of a sustainable campus.

Completion of the Seismic Program

A comprehensive seismic safety program has been underway since the mid-1980s to seismically correct buildings rated "Poor" or "Very Poor." Since the 1994 Northridge earthquake, UCLA has allocated 92% of its State general obligation bond funding to seismic and life-safety upgrades in campus buildings and \$180 million in State lease-revenue bond funding to replace seismically unsafe hospital facilities. An



Royce Hall Seismic Renovation

additional \$129 million in State lease-revenue bond funding was included in the 2010-11 State budget for seismic renovation of a major structure in the seismically deficient Center for the Health Sciences (CHS) complex.

Seismic renovations of most general campus structures have been completed, including all

<u>LOS ANGELES CAMPUS FACTS:</u>	
Established	1919
FTE Enrollment 2009-10	
Undergraduates	27,274
Graduate Students	7,883
Health Science Students	3,876
Campus Land Area	419 acres
Campus Buildings	12 million ASF
Hospitals and Clinics	2.1 million ASF
Nobel Laureates (active & emeritus)	2
University Professors (active & emeritus)	2

buildings rated seismically “Very Poor,” while detailed planning is underway for remaining facilities on and off the campus. To date, the campus has completed seismic corrections to 39 structures representing 5.4 million gsf and has work in progress on nine structures totaling 994,000 gsf, including the seismic renovation of the 443,000 gsf South Tower in the CHS complex. Twelve structures totaling 1.1 million gsf remain, including ten in the CHS (1.0 million gsf), an off-campus library, and one auxiliary structure.



Weyburn Terrace

Transformation of UCLA to a Residential Academic Community

During the past 20 years, UCLA has continued its transformation from a commuter campus to a residential campus by accommodating over 10,000 students in on-campus housing and approximately 2,500 in University-owned off-campus housing. The campus continues to experience housing demand for its undergraduate and graduate students. This demand will be met in part by recently approved projects for 1,511 additional undergraduate beds in

the Northwest zone of the campus and 504 additional studio apartments for single graduate and professional students in the Southwest zone.

In addition, UCLA is committed to supplying housing proximate to the campus for faculty and staff. The local housing market, one of the most expensive in the country, presents barriers to UCLA’s ability to attract a workforce of the highest caliber. Finding and keeping an engaged workforce is key to sustaining a high quality of educational programs, services, and facilities. The primary housing goal for the campus is a workforce housing program, integrated with the *Long Range Development Plan*, which will facilitate the recruitment, retention, productivity, and satisfaction of employees in a manner similar to the student housing system.

Development of a Sustainable Campus

UCLA’s Sustainability Committee has been active since 2005 and continues to advance campus sustainability practices and initiatives consistent with University policy. UCLA’s recently completed *Climate Action Plan* identifies initiatives to reduce greenhouse gas emissions below 1990 levels by 2012, eight years ahead of goals established in the *UC Sustainability Policy*. The Green Building Program has allowed UCLA to reduce the amount of energy used on a square-foot basis in both its new construction and renovation projects. In the coming years, UCLA’s challenge will be continued reduction of its carbon

footprint as the campus expands and the demand for energy increases.

CAPITAL PRIORITIES

The updated *UCLA 2010-20 Capital Financial Plan*, was developed through a capital process described in the accepted *2009-2019 CFP*. Areas of high priority are described below.

Seismic Program

With the recent completion and occupancy of the Westwood Replacement Hospital and other replacement facilities under the first phase of the *Academic Health Center Master Plan*, the campus is positioned to proceed – assuming adequate funding is available – with an accelerated program to complete seismic corrections, as well as fire and life-safety



Orthopaedic Hospital Rendering

mitigations, in the remainder of the CHS complex. High-priority projects in the second phase of the *Master Plan* include the seismic renovation of the CHS South Tower and renovation of the adjacent Life Sciences Building to accommodate occupants of seismically deficient space throughout the CHS complex.

As renovated, the South Tower will accommodate instruction and research functions currently occupying other seismically deficient structures in the CHS complex – including the School of Medicine (SOM) East, SOM West, and Outpatient Wings – and allow those structures to be seismically upgraded upon completion of the South Tower project. State funding for the South Tower project was provided in the 2010-11 State budget and is supplemented with campus resources.

Construction of replacement facilities is also a part of the campus's integrated strategy to provide safe facilities for the occupants of the health and medical sciences buildings. These will include a Medical Education and Biomedical Library Replacement Building and an addition to the Southern Regional Library (to accommodate a portion of materials from the stacks now housed in the seismically deficient Biomedical Library Tower in the CHS complex). Following completion of these projects, the remaining seismically deficient structures in the CHS complex will undergo seismic corrections and renovation or will be demolished.

The overall goal is to complete the correction of all remaining seismically deficient structures by 2019. Completion of the seismic safety program is largely dependent on the availability of State funds.

Residential Community

The campus is proposing construction of up to 2,000 additional beds for undergraduate students in the Northwest zone of the campus, renovation of existing on-campus residence halls and dining facilities, and replacement of obsolete off-campus apartment buildings. The additional undergraduate beds will help the campus meet the goals of the *LRDP* to guarantee four years of housing to incoming freshmen and two years of housing to transfer students. The updated plan also includes a multi-phase proposal for the construction of workforce housing proximate to the campus to improve the recruitment, retention, and productivity of campus employees. These proposals will be developed in the context of a *Workforce Housing Master Plan*, scheduled for completion in FY 2010-11.

Sustainability

The campus will continue to advance sustainability practices and initiatives. UCLA is committed to achieving a minimum LEED™ Silver certification for all new construction and major refurbishment projects. Currently, 17 projects will reach or exceed this goal. Energy conservation programs include HVAC system retrofit projects and continuation of more energy-

efficient lighting installations. Additional sustainability initiatives are focused in areas of transportation, housing and hospitality services, information systems, and waste diversion.



Anderson School of Management

CAPITAL FINANCIAL PLAN UPDATE

Since acceptance of the *Capital Financial Plan* in July 2009, information from contemporary planning studies and from analyses of funding availability have resulted in several proposed adjustments. These updates include:

- Acceleration of the CHS School of Public Health Seismic Renovation to improve life safety for building occupants at the earliest date. The campus is committed to funding project design in 2010-11 rather than wait for future State funding.
- Acceleration of the Clark Library Seismic Correction project from 2015-16 to 2011-12 to

improve life safety for building occupants at an earlier date.

- An increase in the future undergraduate population from 1,000 to 2,000 beds for the Northwest campus. An updated *Student Housing Master Plan*, scheduled for completion in 2010-11, will illustrate the need for additional undergraduate beds based on *LRDP* goals.
- Deferral of the redevelopment of Lot 36 based on availability of resources.
- Replacement of the previously proposed Westwood Neuropsychiatric Hospital with a medical/surgical patient bed tower addition to the Ronald Reagan UCLA Medical Center. Additional studies have demonstrated that this approach is a more cost-effective way of accommodating the number of beds needed for medical/surgical and neuropsychiatric patients than the construction of a separate neuropsychiatric hospital.

CAPITAL RESOURCES

The updated *Capital Financial Plan* provides a financial framework for the campus to provide appropriate facilities to renew aging buildings, upgrade seismic and life-safety systems, expand and renew infrastructure systems, and support growing academic programs.

With an estimated total value of \$3.7 billion, the capital plan is expected to be funded with a combination of non-State resources totaling

\$2.9 billion (78%) and State resources totaling \$802 million (22%). Non-State resources include \$1.98 billion of external financing, \$461 million of anticipated gift funds, \$209 million of campus funds, \$211 million of Medical Center reserves, and \$135 million of auxiliary reserves.

The campus has a long history of successful fund-raising efforts. Since 1996, UCLA has received approximately \$4 billion in gifts, of which 19%, or \$767 million, was given to support the capital needs of the campus. The campus has received economic stimulus grant funding from a number of federal sources, is pursuing other grants, and will reflect any funds received in subsequent updates of this plan. Capital reserves and campus discretionary funds comprising the remaining non-State fund sources are used to support appropriate projects.

The *2010-20 Capital Financial Plan* reflects a total estimated need for \$1.98 billion of external financing: \$1.18 billion for Medical Center facilities, \$709 million for auxiliary facilities, and \$89.2 million for academic (or educational and general) facilities. The feasibility of external financing is based on existing business models.



UCLA Campus

Los Angeles

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE				New Construction, Renovation, Both, Infrastructure	(\$ in 000s)							TOTAL PROJECT BUDGET*	
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements		PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16		2016-17 to 2019-20
State Funded Program															
E & G - GENERAL CAMPUS															
Clark Library Seismic Correction	•		•			I			8,552						8,552
Southern Regional Library Phase 3	•		•			N			1,375 X	1,485	31,283				34,143
Life Sciences Building Renovation Phase 1	•		•			I				16,130					16,130
Engineering Addition		•				N						2,000	79,645 18,355 G		100,000
Life Sciences Building Renovation Phase 2					•	R							80,000		80,000
Capital Renewal			•			I			6,800	6,800	6,800	6,800	27,800		55,000
E & G - HEALTH SCIENCES															
CHS South Tower Seismic Renovation	•		•			R	3,535 LB 1,700 X	128,953 85,714 LB							219,902
School of Medicine High-Rise Fire Safety Phase 1	•		•			I	358 X		14,839						15,197
Electrical Distribution System Expansion Step 6C	•		•			I	281 X		11,033						11,314
CHS - Courtyards Seismic Correction	•		•			I			8,743						8,743
Medical Education and Biomedical Library Seismic Replacement Building	•		•			N			7,600 G	10,000	157,000 88,400 G	4,000 G			267,000
CHS - Outpatient Wing Seismic Correction	•		•			I			28,000						28,000
CHS - SOM East Seismic Correction	•		•			I			5,000	66,500					71,500

Los Angeles

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE				New Construction, Renovation, Both, Infrastructure	(\$ in 000s)							TOTAL PROJECT BUDGET*
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements		PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	
CHS - SOM West Seismic Correction	•		•			I			2,000	2,500	25,500			30,000
CHS - Marion Davies Seismic Correction	•		•			I							16,600	16,600
CHS - Biomedical Library Tower Seismic Renovation	•		•			I							36,100	36,100
MEDICAL CENTERS														
Santa Monica Hospital Pediatric Intensive Care Unit Renovation					•	R		15,000 7,500 LB						22,500
STATE FUNDING							143,953	43,167	69,415	264,083	32,300	8,800	240,145	801,863
NON-STATE FUNDING							93,214	8,975	0	88,400	4,000	0	18,355	212,944
TOTAL STATE PROGRAM							237,167	52,142	69,415	352,483	36,300	8,800	258,500	1,014,807

Los Angeles

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE				New Construction, Renovation, Both, Infrastructure	(\$ in 000s)							TOTAL PROJECT BUDGET*
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements		PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	
Non-State Funded Program														
E & G - GENERAL CAMPUS														
Music Building Addition					• N		20,000 G							20,000
Infrastructure Capital Renewal Step 1			•			I			3,628 X	3,455 X			5,563 X	12,646
Theater, Film & Television Expansion & Renovation					• B								25,000 G	25,000
UNEX Building Seismic Correction	•		•			I							29,600 X	179,600
Capital Projects \$750K to \$5M	•			•		B	15,000 X	15,000 X	15,000 X	15,000 X	15,000 X	15,000 X	60,000 X	150,000
E & G - HEALTH SCIENCES														
CHS - School of Public Health Seismic Correction	•		•			I	8,300 X							8,300
Wasserman Building Site and Tenant Improvements					• R		46,000 G							46,000
CHS - Reed Bridge Seismic Correction	•		•			I	5,000 X							5,000
Jules Stein Seismic Correction	•		•			I				27,600 G				27,600
Neurosciences Research Facility					• N								150,000 G	150,000
AUXILIARY - PARKING														
Residential Conference Center Parking					• N		18,201 LB 4,351 N							22,552
AUXILIARY - STUDENT HOUSING & DINING														
Landfair and Glenrock Apartments Redevelopment			•			N	57,000 LB							57,000
Residential Conference Center					• N		90,801 LB 25,000 G 12,500 N							128,301
Northwest Campus Student Housing Infill Phase 2					• N			192,800 LB 6,200 N						199,000

Los Angeles

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE				New Construction, Renovation, Both, Infrastructure	(\$ in 000s)							TOTAL PROJECT BUDGET*		
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements		PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16		2016-17 to 2019-20	
DeNeve Dining Services Renovation				•		R			6,000 N							6,000
Northwest Campus Student Housing Infill Phase 3					•	N						192,800 LB 6,200 N				209,000
Capital Projects \$750K to \$5M				•		B		10,000 N	40,000 N		100,000					
AUXILIARY - FACULTY HOUSING																
Workforce Housing Phase 1					•	N			78,750 LB							78,750
Workforce Housing Phase 2					•	N				78,750 LB						78,750
MEDICAL CENTERS																
SMH Inpatient Tower Staircase Modification and Basement					•	N				40,000 LB						40,000
SMH Merle Norman Pavilion Renovation				•		R				60,000 LB						60,000
Clinical Lab Expansion				•		R								25,000 LB		25,000
Westwood Ambulatory Building					•	N								250,000 LB		250,000
SMH Office Building Acquisition and Replacement Building					•	N								100,000 LB		100,000
RRUMC Bed Tower					•	N								400,000 LB		960,000
Capital Equipment Replacement Lease Financing				•		N		33,330 LB 5,500 G 11,170 HR	99,990 LB 16,500 G 33,510 HR		450,000					
Capital Projects \$750K to \$5M				•		R		16,000 HR	10,000 HR	19,000 HR	5,000 HR	5,000 HR	5,000 HR	50,000 HR		110,000
TOTAL NON-STATE PROGRAM								378,153	372,378	165,055	218,750	279,000	80,000	1,285,163		\$2,778,499
TOTAL STATE PROGRAM								237,167	52,142	69,415	352,483	36,300	8,800	258,500		\$1,014,807
TOTAL NON-STATE PROGRAM								378,153	372,378	165,055	218,750	279,000	80,000	1,285,163		\$2,778,499
TOTAL CAPITAL PROGRAM								615,320	424,520	234,470	571,233	315,300	88,800	1,543,663		\$3,793,306

*Total Project Budget may include prefunding and proposed funding in years after 2019-20.

CHS - COURTYARDS SEISMIC CORRECTION

- Seismically upgrades the basement area beneath the east and west courtyards in the Center for the Health Sciences, from a seismic rating of "Poor" to "Good."
- Strengthens the lateral force resisting system of the building; upgrades fire, life-safety and accessibility deficiencies; and repairs and restores buildings systems and finishes impacted by the work.
- Located immediately adjacent to the corresponding basement levels in the CHS South Tower which are scheduled for upgrade as part of the CHS South Tower Seismic Renovation project.
- Part of the campus's Seismic Safety Program.

Summary of Budget by Fund Type	
Funding Source	Amount
State Funds	\$8,343,000
Campus Funds	\$400,000
Total Budget	\$8,743,000

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
Funding Source	Amount
ASF	66,446
GSF	88,000

CLARK LIBRARY SEISMIC CORRECTION

- Provides structural corrections to the William Andrews Clark Memorial Library, constructed in 1925-26.
- Upgrades the library from a building rated seismically "Poor" to "Good"
- Structural improvements include anchoring the roof diaphragm to the masonry walls, reinforcement of the masonry walls, and anchoring of architectural elements.
- Includes mandatory fire/life safety and accessibility upgrades triggered by the structural work.
- Part of the campus's Seismic Safety Program.

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
Funding Source	Amount
State Funds	\$8,552,000
Total Budget	\$8,552,000

Project Scope Summary	
Funding Source	Amount
ASF	12,257
GSF	18,692

CHS SOUTH TOWER SEISMIC RENOVATION

- Renovates the South Tower in the UCLA Center for the Health Sciences from seismically "Poor" to "Good" and upgrades the building for use as a teaching and research facility
- Accommodates a major portion of the remaining health sciences programs that currently occupy other areas of the seismically deficient complex.
- Includes interior demolition and hazardous materials abatement, seismic retrofit of the building, upgrades to the building shell, and correction of accessibility deficiencies, and installation of new building systems (mechanical, electrical, plumbing and fire and life safety).
- Part of the campus's Seismic Safety Program.

Budget Approval	
Budget Year	2010-11

Financing	
Item	Amount
Long-Term	\$90,949,000
Est. Annual Debt Service	\$6,607,346
Terms:	6% 30 years
<u>Anticipated Repayment Source:</u>	
• Campus Funds	

Project Scope Summary	
Funding Source	Amount
ASF	244,843
GSF	443,387

Summary of Budget by Fund Type	
Funding Source	Amount
State Funds	\$128,953,000
External Financing	\$90,949,000
Total Budget	\$219,902,000

ELECTRICAL DISTRIBUTION SYSTEM EXPANSION STEP 6C

- Completes the implementation of the Electrical Distribution Master Plan, including completion of the conversion of the main central campus substation from 4.8kV to 12.47kV, converts the old 4.16 kV system on the southwest campus to 12.47 kV, and provides two inter-ties between north campus and south campus to provide backup electrical pathways.
- Replaces the remaining old 4.8kV radial feeders, connects existing buildings to the new 12.47kV loops, and adds two feeder loops in the Center for the Health Sciences.

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
Funding Source	Amount
State Funds	\$11,033,000
Campus Funds	\$281,000
Total Budget	\$11,314,000

**MEDICAL EDUCATIONAL AND BIOMEDICAL LIBRARY
SEISMIC REPLACEMENT BUILDING**

- Constructs a Medical Education and Biomedical Library building adjacent to CHS complex.
- Enables CHS occupants to relocate to seismically safe space; consolidates educational programs currently scattered throughout the CHS complex, realizes synergies between medical education programs and the biomedical library; and provides the School of Medicine with modern instructional space that cannot be provided in the existing building.
- Includes classrooms and seminar rooms, multi-purpose laboratory space, computer and imaging laboratories, gross anatomy laboratory, a biomedical library, study and meeting space for students, and administrative office and building support space.
- Most print materials currently accommodated in an obsolete stack structure in the Biomedical Library Tower in the CHS complex would be relocated to the proposed Southern Regional Library Phase 3 facility.
- Will move forward when State Health Sciences Education bond funds (HSE) and gift funds are available.
- Part of the campus's Seismic Safety Program.

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
Funding Source	Amount
State Funds	\$167,000,000
Gift Funds	\$100,000,000
Total Budget	\$267,000,000

Project Scope Summary	
ASF	144,000
GSF	253,114

Gift Campaign Summary	
Gifts in Hand	
Gifts Pledged	
Gifts to be Raised	\$100,000,000
Total Budget	\$100,000,000

SCHOOL OF MEDICINE HIGH-RISE FIRE SAFETY PHASE 1

- Part of a phased plan to improve fire safety for occupants of CHS, installs backbone fire suppression and fire alarm systems.
- Installs a new water distribution main that will loop the entire complex to connect all existing fire sprinkler system risers; installs a fire suppression water storage tank and fire pump; converts existing dry standpipes to wet standpipes and combination fire sprinkler risers.
- Improvements to meet life-safety provisions as a result of a change in the occupancy classification from hospital to high-rise building following the relocation of Medical Center functions to the Westwood Replacement Hospital in 2008.
- Supports the campus's Seismic Safety Program.

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
Funding Source	Amount
State Funds	\$14,839,000
Gift Funds	\$358,000
Total Budget	\$15,197,000

**SANTA MONICA HOSPITAL
PEDIATRIC INTENSIVE CARE UNIT RENOVATION**

- Renovation of space on the A-Level of the Merle Norman Pavilion at Santa Monica Hospital (SMH) to create a Pediatric Intensive Care Unit (PICU).
- Includes funding by the California Health Facilities Financing Authority (CHFAA) bond funds under the Children's Hospital Bond Act of 2008 (Proposition 3), and external financing.

Budget Approval	
Budget Year	2010-11

Financing	
Long-Term	\$7,500,000
Est. Annual Debt Service	\$544,867
Terms:	6% 30 years
<u>Anticipated Repayment Source:</u>	
• Medical Center Reserves	
<u>Anticipated Fund Source:</u>	
• Hospital Reserves	

Summary of Budget by Fund Type	
Funding Source	Amount
State Funds (CHFFA)	\$15,000,000
External Financing	\$7,500,000
Total Budget	\$22,500,000

Project Scope Summary	
ASF	8,300
GSF	12,100

Units	
16 Beds	

SOUTHERN REGIONAL LIBRARY PHASE 3

- Constructs a building module with a 3.8 million volume capacity in third and final phase of development.
- Includes installation of shelving systems and environmental control, energy management, fire protection and security systems.
- Allows for the permanent relocation of print collections from the seismically deficient Biomedical Library, as well as new materials from UC libraries in the southern part of the State, for the next 15 years.
- Part of the campus's Seismic Safety Program.

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
Funding Source	Amount
State Funds	\$32,768,000
Campus Funds	\$1,375,000
Total Budget	\$34,143,000

Project Scope Summary	
ASF	90,000
GSF	100,000

Units	
3.8M Volumes	

CAPITAL EQUIPMENT REPLACEMENT LEASE FINANCING

- Ensures that the hospital system is equipped with state-of-the-art technology.
- Represents anticipated lease expenditures for major capital improvement equipment by the UCLA Health System.

Budget Approval	
Budget Year	2010-11

Gift Campaign Summary	
Gifts in Hand	\$49,500,000
Gifts Pledged	
Gifts to be Raised	
Total Budget	\$49,500,000

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
External Financing	\$299,970,000
Hospital Reserves	\$100,530,000
Gift Funds	\$49,500,000
Total Budget	\$450,000,000

CHS - SCHOOL OF PUBLIC HEALTH SEISMIC CORRECTION

- Upgrades School of Public Health Building from seismic rating of "Poor" to "Good."
- Strengthens the lateral-force resistance of the building with new exterior shear walls.
- Addresses fire, life-safety, and accessibility deficiencies.
- Part of the campus's Seismic Safety Program.

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
ASF	90,690
GSF	142,472

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
Campus Funds	\$8,300,000
Total Budget	\$8,300,000

CAPITAL PROJECTS \$750K TO \$5M (GENERAL CAMPUS)

- Includes major capital projects for Chancellor approval.
- Potential projects include renovations, new construction and equipment installation.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
Campus Funds	\$150,000,000
Total Budget	\$150,000,000

DENEVE DINING SERVICES RENOVATION

- Renovates the existing full-service restaurant and dining room located in the DeNeve Plaza undergraduate residential complex.
- Increases operational efficiency related to customer service; improves the condition of and access to service platforms, beverage stations, and seating arrangements; and replaces obsolete equipment with energy-efficient units.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	30,000
GSF	33,790

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
Auxiliary Reserves	\$6,000,000
Total Budget	\$6,000,000

CHS - REED BRIDGE SEISMIC CORRECTION

- Seismically upgrades the Reed pedestrian bridge in the Center for the Health Sciences from "Poor" to "Good."
- Strengthens the vertical and lateral load-carrying systems.
- Part of the campus's Seismic Safety Program.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
Campus Funds	\$5,000,000
Total Budget	\$5,000,000

Project Scope Summary	
ASF	985
GSF	985

HOUSING AND DINING CAPITAL PROJECTS \$750K TO \$5M

- Includes major capital projects for Chancellor approval.
- Potential projects include renovations, new construction, and equipment installation.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
Auxiliary Reserves	\$100,000,000
Total Budget	\$100,000,000

INFRASTRUCTURE CAPITAL RENEWAL STEP 1

- Replaces key building systems and infrastructure to support UCLA's research and teaching functions.
- Also supports the campus's energy efficiency and sustainability goals.

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
Funding Source	Amount
Campus Funds	\$12,646,000
Total Budget	\$12,646,000

LANDFAIR AND GLENROCK APARTMENTS REDEVELOPMENT

- Constructs two undergraduate apartment buildings on Landfair and Glenrock Avenues to replace apartment buildings at the end of their useful life.
- The project accommodates upper-division undergraduate students in 110 2-bedroom/2-bathroom units, increasing the number of beds from 241 to 385.
- Buildings include parking.
- Project cost includes demolition.

Summary of Budget by Fund Type	
Funding Source	Amount
External Financing	\$57,000,000
Total Budget	\$57,000,000
Financing	
Long-Term	\$57,000,000
Est. Annual Debt Service	\$2,905,956
Terms: 6%	30 years
<u>Anticipated Repayment Source:</u>	
• Housing Reserves	

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
ASF	99,000
GSF	117,000

Units	
385 Beds	

MEDICAL CENTER PROJECTS \$750K TO \$5M

- Includes major capital projects for Chancellor approval
- Potential projects include renovations, new construction and equipment installation

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Funding Source	Amount
Hospital Reserves	\$110,000,000
Total Budget	\$110,000,000

MUSIC BUILDING ADDITION

- Constructs a 14, 320 as addition to the Schoenberg Music Building, a facility of 77,189 asf constructed in phases between 1955 and 1981.
- Provides faculty offices and studios and space for performance, practice, and recording.
- Project will move forward when sufficient gift funds are available.

Summary of Budget by Fund Type	
Funding Source	Amount
Gift Funds	\$20,000,000
Total Budget	\$20,000,000

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
ASF	14,320
GSF	19,995

Gift Campaign Summary	
Gifts in Hand	
Gifts Pledged	
Gifts to be Raised	\$20,000,000
Total Budget	\$20,000,000

NORTHWEST CAMPUS STUDENT HOUSING INFILL PHASE 2

- Provides 1,000 undergraduate beds needed in the northwest campus
- Estimated scope, costs, funding sources, and timing depend on more detailed assessment and analyses
- Helps achieve LRDP goals to transform UCLA to a residential academic community and guarantee four years of housing to incoming freshmen and two years of housing to transfer students

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
Funding Source	Amount
External Financing	\$192,800,000
Auxiliary Reserves	\$6,200,000
Total Budget	\$199,000,000

Financing	
Long-Term	\$192,800,000
Est. Annual Debt Service	\$14,006,710
Terms: 6%	30 years
<u>Anticipated Repayment Source:</u>	
• Auxiliary Reserves	
<u>Anticipated Fund Source:</u>	
• Housing Reserves	

Project Scope Summary	
ASF	165,000
GSF	270,000

Units	
1000 Beds	

RESIDENTIAL CONFERENCE CENTER

- Constructs a residential conference center for collaborative exchanges of research, scholarship, and teaching.
- Constructed on the site of the existing Faculty Center and an adjacent parking lot.
- Includes guest rooms, meeting and conference rooms, a fitness center, a business center, dining facilities, and related support space.

Budget Approval	
Budget Year	2010-11

Financing	
Interim Financing	\$25,000,000
Long-Term Financing	\$90,801,000
Est. Annual Debt Service	\$6,596,594
Terms:	6% 30 years
<u>Anticipated Repayment Source:</u>	
• Auxiliary Reserves	
<u>Anticipated Fund Source:</u>	
• Housing Reserves	

Project Scope Summary	
ASF	200,000
GSF	290,000

Summary of Budget by Fund Type	
Funding Source	Amount
External Financing	\$90,801,000
Housing Reserves	\$12,500,000
Gift Funds	\$25,000,000
Total Budget	\$128,301,000
Gift Campaign Summary	
Gifts in Hand	
Gifts Pledged	
Gifts to be Raised	\$25,000,000
Total Budget	\$25,000,000

RESIDENTIAL CONFERENCE CENTER PARKING

- Constructs a parking structure to support the proposed Residential Conference Center.
- Provides parking to replace spaces lost to construction of the proposed Residential Conference Center and to support the Faculty Center.

Budget Approval	
Budget Year	2010-11

Financing	
Long-Term	\$18,201,000
Est. Annual Debt Service	\$1,322,283
Terms:	6% 30 years
<u>Anticipated Repayment Source:</u>	
• Auxiliary Revenues	
<u>Anticipated Fund Source:</u>	
• Parking Reserves	

Project Scope Summary	
GSF	128,000

Summary of Budget by Fund Type	
Funding Source	Amount
External Financing	\$18,201,000
Parking Reserves	\$4,351,000
Total Budget	\$22,552,000

Units
330 Spaces

WASSERMAN BUILDING SITE AND TENANT IMPROVEMENTS

- Provides tenant improvements for the Jules Stein Eye Institute and School of Medicine departments in the gift-in-kind Wasserman Building.
- Includes site utility and site development improvements related to the construction of the building.
- The project will commence following completion of the Wasserman Building project.

Budget Approval	
Budget Year	2010-11

Gift Campaign Summary	
Gifts in Hand	\$46,000,000
Gifts Pledged	
Gifts to be Raised	
Total Budget	\$46,000,000

Project Scope Summary	
GSF	109,584

Summary of Budget by Fund Type	
Funding Source	Amount
Gift Funds	\$46,000,000
Total Budget	\$46,000,000

WORKFORCE HOUSING PHASE 1

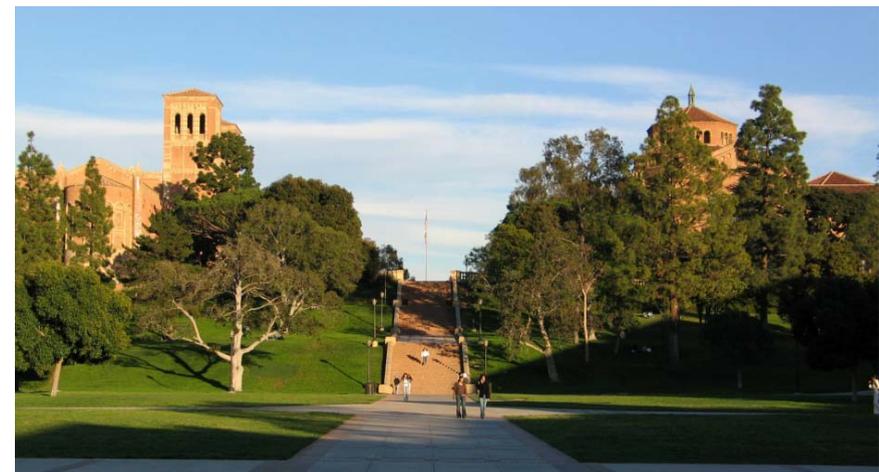
- Constructs workforce housing proximate to the campus to improve the recruitment, retention, and productivity of campus employees.

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
Funding Source	Amount
External Financing	\$78,750,000
Total Budget	\$78,750,000

Project Scope Summary	
GSF	225,000

Financing	
Long-Term	\$78,750,000
Est. Annual Debt Ser	\$5,721,102
Terms:	6% 30 years



Wilson Plaza

MERCED

UC Merced opened in September 2005 as the tenth campus in the University of California system. The campus significantly expands access to the UC system for students throughout the State, with a special mission to increase college-going rates among students in the San Joaquin Valley. It also serves as a major base of advanced research and as a stimulus to economic growth and diversification throughout the region. The campus plans to grow over time, as funds are available, to support about 25,000 students.



Graduating Class of 2009

In the five years since its opening, UC Merced has aggressively pursued its founding principles of building the first research university of the 21st century and providing a strong focus on student success through inclusive excellence. With each year and the addition of new faculty and students,

<u>MERCED CAMPUS FACTS:</u>	
Established	1998
FTE Enrollment 2009-10	
Undergraduates	3,244
Graduate Students	228
Campus Land Area	2,000 acres
Campus Buildings	772,000 ASF

the campus has grown and matured. Today, UC Merced is a vibrant campus with an engaged faculty and staff committed to excellence and a student body passionate about its campus and its future development.

CAMPUS GOALS AND OBJECTIVES

UC Merced's strategic academic vision identifies priority academic programs that will serve the University system, State, and nation. Current programs include the Sierra Nevada Research Institute, the Merced Energy Research Institute, and the Health Sciences Research Institute. Notable areas of faculty expertise in these programs include hydrology, solar power technologies, stem-cell biology, infectious disease, biodiversity and global climate change, air and water quality, and population health. Education and research at UC Merced is enhanced through partnerships with other UC campuses and with entities such as Lawrence Livermore National

Laboratory, Sequoia and Kings Canyon National Parks, and Yosemite National Park. Faculty in the School of Social Sciences, Humanities and Arts are actively engaged in interdisciplinary research programs such as cognitive science, computer science, psychological sciences, and economics. A major campus objective in the next few years will be the development of new academic programs and the expansion of existing ones.



Merced Quad

Instruction and research space on the UC Merced campus includes teaching and research laboratories, laboratory support space, and other academic support space necessary for the

success of academic programs and students. Locations in Merced, Atwater, Fresno, Modesto, and Bakersfield provide off-campus space for additional administrative, research, and informal teaching uses.

Continued enrollment growth at UC Merced will have a positive effect on the campus, the UC system as a whole, and the State of California – helping to ensure continued development during this period of State austerity. UC Merced serves the State as well as the UC system by providing access to a substantial number of qualified California students, especially those who are first-generation college enrollees and who come from low-income families. The campus is deeply committed to educating California's diverse population of students from the full range of high schools. The diversity of the student body is a critical element for system-wide diversity goals and contributes to a well-educated population of young people who will guide California's future.

Key planning principles that guide the development of capital priorities include:

- Access to the University of California in a historically underserved area
- Academic distinction
- Student success
- Sustainable campus

- Interdisciplinary approaches and disciplinary foundations

PRIORITIES

Priority is given to those instruction and research projects that support the campus's strategic academic vision, the principles of which are:

- Environmental sustainability
- Human health
- Cognitive science and intelligent systems
- Community, culture and identity
- Dynamics of social and economic progress

Future capital projects will need to provide the additional space associated with increasing student and faculty workload. Growing enrollment drives the need for expanded academic support and student-focused programs, including student housing and dining, student recreation/athletics, and health and wellness. Other capital improvements will be needed to provide space for child care, address transportation and parking needs, accommodate associated growth in central administration, and enhance public safety.

Additionally, it is anticipated that future phases of campus development will include the introduction of professional schools and programs in the health sciences.



Recreation and Wellness Center

The first phase of the UC Merced's physical development, encompassing approximately 100 acres, has nearly reached capacity. As a result, additional campus growth will reach into new precincts, requiring significant investment in the extension of site development and infrastructure. Consistent with the *LRDP*, the Merced campus plans to expand to include acreage that is currently undeveloped. Expansion of the Central Plant and distribution of underground utilities will be necessary to support higher enrollments and to serve future campus development. Expansion into the undeveloped areas of the campus will require site improvements to address issues such as surface topography and drainage. New bridges, roadways, lighting, parking lots, landscaping, and bicycle and pedestrian pathways also will be required to serve the new areas of the campus.

As a new campus, UC Merced has had the opportunity to serve as a leader in sustainable planning and environmental design. In constructing the campus, UC Merced committed to green building principles, requiring certification of all new buildings at a Gold level of the U.S. Green Building Council's LEED™ program. The campus's *Long Range Development Plan (LRDP)* continues the commitment to plan, design, build, and operate UC Merced at ever-increasing levels of sustainability.



Solar Array

RESOURCE CHALLENGES

UC Merced faces a number of financial challenges that will need resolution if the campus is to grow as anticipated. A major objective in the next few years is the acquisition of the operational resources necessary to support new academic programs and expand existing ones. Funding to hire new ladder rank faculty will be essential to supporting a growth in student enrollments.

Adequacy of space will be a significant challenge during these coming years as enrollments increase. Not only will additional instruction and research space and offices for faculty be required, growth in the number of faculty and students also drives the need for additional student-focused facilities for housing and dining services, recreation and wellness, academic support services, and space for student programs.

Basic campus support functions, such as physical plant, parking, and infrastructure, also must expand. The ability to accommodate additional faculty, students and staff will require both a flexible approach to use and space assignments and sufficient capital funding necessary for additional growth. As noted previously, the physical development beyond the campus's initial 100 acres will require the extension of site development and infrastructure into new precincts.

As with several other UC campuses, enrollment and academic program growth are the drivers for UC Merced facilities expansion as the campus matures. However, as the first UC campus constructed since the mid-1960s, UC Merced faces radically different political, environmental, and economic circumstances from those faced by older UC campuses. The *Capital Financial Plan* and the *LRDP* anticipate the campus's formative years will be a period of fiscal restraint, giving primacy to strategic and cost-effective integration

of programmatic needs and funding sources, deployment of infrastructure, and multiple uses of land. The campus must rely on State support for much of its early instruction and research facilities. Although the uncertainty of State funding in the near-term is a tremendous challenge for the new campus, it is critical that momentum be maintained to preserve academic quality and student success.

TIMING AND SEQUENCE

This updated *Capital Financial Plan* reflects campus project priorities and assumes, consistent with the *Long Range Development Plan*, that site and infrastructure expansion will precede the construction of new facilities. The timing of both State-funded and non-State-funded facilities is tied directly to enrollment and faculty growth. As campus workload increases, facilities will need to come on line to provide the necessary space for academic and related programs and activities. Most urgent are the construction of housing, parking, site development and infrastructure projects that precede Science and Engineering 2, and the Classroom and Academic Office Building.



'Beginnings' Sculpture



During the next three years, the campus planning efforts will focus on how best to emerge from economic downturn and how to become prepared for strong workload growth. In coordination with the UC Office of the President, the campus will also focus on implementation of a stable funding model for its operations and will continue to give priority to:

- Strategic hiring of faculty and staff

- Increasing undergraduate and graduate student enrollment
- Increasing enrollment in Humanities, Social Sciences and Management majors
- Launching new academic programs and initiatives consistent with the campus strategic academic vision
- Acquiring the space and infrastructure necessary to support these activities

While significant State support to date has allowed the campus to begin operations, much remains to be done as the campus continues to mature during the next decade. The State's fiscal crisis has resulted in a major delay in the receipt of State funds necessary for continued capital development. This is particularly problematic as UC Merced's ability to draw on capital funds outside of State funding or external financing is severely limited.

The campus must also coordinate planning efforts associated with environmental mitigation, such as its off-site mitigation program; Federal 404 Permit

Conditions and NEPA Mitigation; and CEQA mitigation and agreed off-site transportation improvements.



Merced Site

Merced

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE					(\$ in 000s)								TOTAL PROJECT BUDGET
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements	New Construction, Renovation, Both, Infrastructure	PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17 to 2019-20	
State Funded Program															
E & G - GENERAL CAMPUS															
Science and Engineering Building 2		•				N	3,700 X	81,040		4,079				88,819	
Social Sciences and Management Building		•				N	45,622		2,028					47,650	
Site Development and Infrastructure Phase 4				•		I		4,500						4,500	
Site Development and Infrastructure Phase 6					•	I		2,000						2,000	
Classroom and Academic Office Building		•				N	1,730 X	37,018	2,452					41,200	
Castle 1200 Facilities Renewal				•		R			14,884	567				15,451	
Site Development and Infrastructure Phase 5				•		I			6,077					6,077	
Instruction and Student Academic Services Building		•				N			2,120	2,590	42,450	3,000		50,160	
Site Development and Infrastructure Phase 7				•		I			12,100					12,100	
Site Development and Infrastructure Phase 8		•				N			6,400	48,000	13,700	6,900		75,000	
Campus Instructional Space Renovations				•		R			600	5,660				6,260	
Instruction and Research Building		•				N					5,150	6,300	108,050	119,500	
Professional School					•	N							70,500	70,500	
Environmental Health and Safety, Facilities Management and Public Safety Facility		•				N							34,000	34,000	
Central Campus West Site Development and Infrastructure		•				I							22,500 22,500 LB	45,000	
Classroom and Office Building 2		•				N							45,800	45,800	
STATE FUNDING								87,540	60,007	28,318	56,250	61,300	16,200	280,850	590,465
NON-STATE FUNDING								1,730	0	0	0	0	0	22,500	24,230
TOTAL STATE PROGRAM								89,270	60,007	28,318	56,250	61,300	16,200	303,350	614,695

Merced

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE					(\$ in 000s)							TOTAL PROJECT BUDGET
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements	New Construction, Renovation, Both, Infrastructure	PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	
Non-State Funded Program														
E & G - GENERAL CAMPUS														
Administration Building West					•	N						4,640 LB	41,710 LB	46,350
Organized Research Building		•				N							91,450 LB 1,000 G	92,450
Administration Building/Alumni and Conference Center		•				N							44,530 LB 1,000 G	45,530
Capital Projects \$750K to \$5M					•	B	1,000 X	1,000 X	1,000 X	1,000 X	1,000 X	1,000 X	4,000 X	10,000
AUXILIARY - PARKING														
Campus Parking Lot L		•				N		1,850 LB						1,850
Campus Parking Lot M		•				N			930 LB					930
Campus Parking Lots N and O		•				N						2,575 LB		2,575
Campus Parking Lot P		•				N							1,650 LB	1,650
Campus Parking Lot Q		•				N							2,060 LB	2,060
AUXILIARY - STUDENT HOUSING & DINING														
Student Housing Phase 4: The Summits		•				N	49,700 LB							49,700
BelleVue Gateway Site Development and Infrastructure		•				I				10,710 LB				10,710
Student Housing Phase 5		•				N							75,000 LB	75,000
South Bowl Neighborhood Dining Facility		•				N							11,845 LB	11,845

Merced

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE					(\$ in 000s)								TOTAL PROJECT BUDGET
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements	New Construction, Renovation, Both, Infrastructure	PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17 to 2019-20	
AUXILIARY - STUDENT ACTIVITIES, RECREATION, ATHLETICS (FEE)															
Joseph Edward Gallo Recreation and Wellness Center - North		•				N		8,500 LB 750 X 750 G							10,000
Multipurpose Recreation Field		•				I			5,665 LB						5,665
Student Union		•				N					2,080 LB	45,120 LB 2,000 G			49,200
Baseball and Softball Competition Field Complex		•				N						9,270 LB			9,270
Tennis Courts		•				N						750 LB 250 G			1,000
Outdoor Basketball Courts		•				N						450 LB 50 G			500
Student Aquatics Center		•				N							13,000 LB 2,000 G		15,000
Joseph Edward Gallo Recreation and Wellness Expansion		•				N							16,445 LB 1,000 G		17,445
AUXILIARY - CHILD CARE															
Early Childhood Education Center 2		•				N								12,875 LB	12,875
TOTAL NON-STATE PROGRAM							60,700	2,850	6,665	1,930	18,430	103,175	277,855	\$471,605	
TOTAL STATE PROGRAM							89,270	60,007	28,318	56,250	61,300	16,200	303,350	\$614,695	
TOTAL NON-STATE PROGRAM							60,700	2,850	6,665	1,930	18,430	103,175	277,855	\$471,605	
TOTAL CAPITAL PROGRAM							149,970	62,857	34,983	58,180	79,730	119,375	581,205	\$1,086,300	

Merced

	Seismic/Life Safety	PRIMARY OBJECTIVE				New Construction, Renovation, Both, Infrastructure	(\$ in 000s)							TOTAL PROJECT BUDGET
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements		PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	
Mitigation Measures														
E & G - GENERAL CAMPUS														
Lake Road/Bellevue Road Intersection Improvements			•		I				400 TBD					400
Lake Road/Yosemite Avenue Intersection Improvements			•		I					100 TBD				100
Federal Environmental Mitigation			•		I							11,200 TBD		11,200
Transportation Improvements			•		I							30,200 TBD		30,200
SUMMARY							0	0	400	0	100	0	41,400	\$41,900

CASTLE 1200 FACILITIES RENEWAL

- Modernizes research facilities for the Schools of Natural Sciences and Engineering.
- Provides electrical, plumbing, HVAC, emergency power, life-safety, laboratory service and information technology system improvements.
- Castle 1200 is an off-campus, long-term leased facility.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	19,204
GSF	25,532

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$15,451,000
Total Budget	\$15,451,000

SCIENCE AND ENGINEERING BUILDING 2

- Provides a new instruction and research building for the Schools of Engineering and Natural Sciences.
- Constructs teaching laboratories, research laboratories, scholarly activity and academic office space.
- The project is currently under design; preliminary plans were prefunded.

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
ASF	56,838
GSF	101,901

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$85,119,000
Campus Funds	\$3,700,000
Total Budget	\$88,819,000

CLASSROOM AND ACADEMIC OFFICE BUILDING

- Provides instruction, scholarly activity, research, and office space to meet the needs of current and future growth.
- Will house multi-disciplinary programs in flexible re-adaptable space.

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
ASF	40,130
GSF	64,726

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$39,470,000
Campus Funds	\$1,730,000
Total Budget	\$41,200,000

SITE DEVELOPMENT AND INFRASTRUCTURE PHASE 4

- Provides site infrastructure, utilities and equipment for State-supportable buildings.
- Improves the perimeter and interior roads, corporation yard, and central plant and telecommunications building.
- Installs utilities to support future building sites in the existing academic core.
- Includes limited renovations to existing classrooms.
- Provides storm management infrastructure to comply with environmental mitigation measures.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$4,500,000
Total Budget	\$4,500,000

SITE DEVELOPMENT AND INFRASTRUCTURE PHASE 5

- Improve campus operations and enhance pedestrian accessibility and safety.
- Complete building system improvements to the central plant, add new erosion control and levee stabilization measures, install street improvements to Ranchers Road, and provide materials lay-down and handling area.
- Protect State-invested buildings with site development.

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
Funding Source	Amount
State Funds	\$6,077,000
Total Budget	\$6,077,000

SOCIAL SCIENCES AND MANAGEMENT BUILDING

- Provides equipment to the new Social Sciences and Management Building.
- Equips classrooms, teaching laboratories, academic and administrative offices, and research and scholarly activity space.
- Assist in the continued growth of the School of Social Sciences, Humanities and Arts.
- The building is currently under construction.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	61,890
GSF	101,569

Summary of Budget by Fund Type	
Funding Source	Amount
State Funds	\$47,650,000
Total Budget	\$47,650,000

SITE DEVELOPMENT AND INFRASTRUCTURE PHASE 6

- Site Preparation to expand the footprint of the existing campus
- Grade and re-grade approximately 150 acres of land west of the existing campus
- Address drainage and erosion control concerns on the Campus and Community North
- Extend and improve access roads to the 711-acre undeveloped site

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Funding Source	Amount
State Funds	\$2,000,000
Total Budget	\$2,000,000



Quad At Night

CAMPUS PARKING LOT L

- Additional parking is necessary to support the needs of faculty, staff, students, and visitors.
- Project provides new surface parking lots to accommodate student, staff and faculty.
- A business case analysis will be prepared as required.

Financing	
Long-Term	\$1,850,000
Est. Annual Debt Service	\$178,000
Terms: 5%	15 years
Interest During Construction:	\$92,000
<u>Anticipated Repayment Source:</u>	
• Auxiliary Reserves	
• General Revenue Bonds	
<u>Anticipated Fund Source:</u>	
• Transportation and Parking Services Revenue	

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
Funding Source	Amount
External Financing	\$1,850,000
Total Budget	\$1,850,000

JOSEPH EDWARD GALLO RECREATION AND WELLNESS CENTER - NORTH

- Provides small increment of expansion space for recreation and wellness programs in the immediate vicinity of the existing J. E. Gallo Recreation and Wellness Center to address increasing student enrollments.
- Low cost space for a limited amount of sports instruction, office, and multi-purpose space to be provided.

Financing	
Long-Term	\$8,500,000
Est. Annual Debt Service	\$612,000
Terms: 6%	30 years
Interest During Construction:	\$750,000
<u>Anticipated Repayment Source:</u>	
• Auxiliary Reserves	
• General Revenue Bonds	
<u>Anticipated Fund Source:</u>	
• Student Recreation Fees	

Budget Approval	
Budget Year	2010-11
Summary of Budget by Fund Type	
Funding Source	Amount
External Financing	\$8,500,000
Gift Funds	\$750,000
Campus Funds	\$750,000
Total Budget	\$10,000,000
Project Scope Summary	
ASF	13,850
GSF	20,550

CAPITAL PROJECTS \$750K to \$5M (E&G)

- The campus expects to undertake a series of relatively minor projects to construct new space, renovate existing space, or complete tenant improvements for a variety of programmatic needs that may not be anticipated within the current set of capital projects.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Funding Source	Amount
Campus Funds	\$10,000,000
Total Budget	\$10,000,000

STUDENT HOUSING PHASE 4: THE SUMMITS

- The project will provide additional undergraduate housing necessary to address increasing student enrollment and is consistent with the campus Long Range Development Plan, which identifies the campus goal to house 50% of students (75% of freshmen) on campus and to provide a guarantee of on-campus housing for first year students.
- Facility to be located proximate to Student Housing Phase 3.
- As part of the American Recovery and Reinvestment Act Recovery Zone Economic Development Bond (RZEDB) program, the California Statewide Communities Development Authority is acting as a conduit bond issuer for the project and will issue \$49.7 million in bonds to support this project.
- RZEDB program provides a 45 basis points interest subsidy on taxable bonds.

Financing	
Long-Term	\$49,700,000
Est. Annual Debt Service	\$3,575,000
Terms: 6%	30 years
Interest During Construction:	\$2,485,000
<u>Anticipated Repayment Source:</u>	
• Auxiliary Reserves	
• General Revenue Bonds	
<u>Anticipated Fund Source:</u>	
• Housing Revenue	

Budget Approval	
Budget Year	2010-11
Summary of Budget by Fund Type	
Funding Source	Amount
External Financing	\$49,700,000
Total Budget	\$49,700,000
Project Scope Summary	
ASF	79,350
GSF	115,000

RIVERSIDE

Originally authorized as a citrus experimental station in 1907, the Riverside campus became a general campus of the University in 1959. Since that time, UCR has become a center of research and learning in the Inland Empire region of southern California. The campus currently occupies 1,127 acres, has 19,236 students enrolled in 181 degree programs, contributes approximately \$1 billion annually to the regional economy, and operates 31 specialized research centers. UCR offers degree programs in six established schools, colleges, and divisions, including the Bourns College of Engineering; the College of Humanities, Arts and Social Sciences; the College of Natural and Agricultural Sciences; the Graduate School of Education; the School of Business Administration; and the Division of Biomedical Sciences. Two additional academic units, established in 2008 (School of Medicine and

RIVERSIDE CAMPUS FACTS:	
Established	1907
FTE Enrollment 2009-10	
Undergraduates	16,990
Graduate Students	2,195
Health Science Students	54
Campus Land Area	1,127 acres
Campus Buildings	4.6 million ASF
University Professors (active & emeritus)	3

School of Public Policy), will begin instruction in conjunction with the admission of students and recruitment of faculty for these programs.

A substantial increase in campus enrollment has created a demand for instruction and research facilities, specialized student services, athletic and recreation facilities, housing, and various campus support services. These facilities, in turn, generate additional requirements for communications networks, roadways, pedestrian walkways, open space, underground utilities, and other infrastructure systems. UCR's campus assets currently total 6.5 million GSF. Over 49% of these assets are 40 years old or older and require either systematic renewal of building systems or replacement. To respond to these unmet needs, projects in the *2010-20 CFP* include Engineering Building Unit-3 (EBU-3) and the Student Recreation Center Expansion. Among the projects addressing renewal needs are East Campus Infrastructure Improvements Phase 3 and the Aberdeen-Inverness (A-I) Refurbishment.

CAMPUS GOALS AND OBJECTIVES

UCR 2020: The Path to Preeminence

In this strategic planning document, UCR's stated mission is to transform the lives of the diverse



Health Sciences Teaching Center

people of California, the nation, and world through the discovery, communication, translation, application, and preservation of knowledge – thereby enriching the State's economic, social, cultural, and environmental future. The strategic goals, as identified in the *UCR 2020: The Path to Preeminence*, include:

- Academic Excellence: Developing a Preeminent Research University for the 21st Century by advancing research in all its forms across all disciplines and ensuring excellence in core disciplines, which will foster opportunities for interdisciplinary program development.
- Access: Enhancing Opportunity for Graduate, Professional, and Undergraduate Students through exploration beyond traditional

benchmarks of accessibility – to ensure that all qualified students, despite their educational or economic background, have the opportunity to realize their potential through a quality education at UCR.

- Diversity: Serving as a National Exemplar for Diversity, Excellence, and Community by extending the pursuit of excellence with diversity to include not only people but ideas, perspectives, learning opportunities, programs, and experiences and producing truly global citizens.
- Engagement: Shaping Our World by fostering a rich campus culture of engagement through partnering with UCR's diverse community from the regional to the global level, and by applying UCR's assets to matters affecting quality of life – education, economic and community development, athletics, art and culture, agriculture, and the environment.

UCR 2005 Long Range Development Plan (LRDP) Amendment

In conjunction with these strategic goals, UCR is amending the *2005 Long Range Development Plan*. The amendment will create a land use plan for the School of Medicine on the West Campus and will refine other land use designations and planning assumptions (e.g., density, adjacencies, traffic data, sustainability measures) to keep

current this policy framework which guides the physical development of the UCR campus.

PRIORITIES

The priorities for UCR's capital investments for the next ten years reinforce the objectives identified in UCR's *Ten-Year Capital Financial Plan*, approved by the Regents in November 2009. As such, the priorities for UCR's updated *2010-20 Capital Financial Plan* include:

- Strategic investment in campus instruction and research capacity with appropriate new facilities, renewal or replacement of obsolete facilities (e.g., EBU-3, Psychology Building Phase 2).



Glen Mor Student Housing Rendering

- Strategic investment in the quality of the student environment through new housing, dining, and support facilities and the renewal of aging student life assets (e.g., Student Recreation Center Expansion, Aberdeen-Inverness Common Space Improvement).
- Development of UCR's West Campus, including professional and graduate facilities,

student family housing, and the School of Medicine (e.g., West Campus Graduate and Professional Center Phase 1, West Campus Infrastructure Improvements).

- Reshaping of UCR's portfolio to increase the availability of discretionary funds and provide the campus with greater flexibility to realize strategic objectives.

RESOURCES

Assumptions regarding resources for UCR's *2010-20 Capital Financial Plan* are extensions of the 2009-19 plan. They remain dominated by uncertainties surrounding the availability of general obligation bond funds and the stability of major financial markets in which to place UC long-term debt. As circumstances warrant revised assumptions, these will be articulated and reflected in future iterations of the plan. The current assumptions are summarized below:

Enrollments

For the purpose of updating UCR's *2010-20 CFP*, enrollment at 2007-08 levels is assumed for the first four years of the plan – equating to 17,179 student FTE by 2014-15 or approximately 2,000 fewer students than are currently enrolled. Beginning in 2015-16, an increase of one percent per year is assumed through 2019-20, yielding 18,250 student FTE by the last year of the plan.

Future iterations of the plan will reflect updated ten-year enrollment assumptions as they are developed.

State Funding

UCR's *2010-20 CFP* assumes a total of \$411.9 million in State support over ten years for the general campus and \$62.1M to support UCR's School of Medicine projects. The absence of permanent State funds for operations and maintenance of plant (OMP) will impact UCR's operating resources, which will be re-directed on a selective basis with the intent of providing appropriate levels of maintenance for both existing and new buildings.



Health Sciences Surge Building Rendering

External Financing

UCR's *2010-20 CFP* assumes a combination of long-term debt for fee-funded auxiliaries needs (e.g., housing, dining, parking, student recreation facilities) and central campus debt for strategic initiatives (e.g., Health Sciences Surge Building from 2008-09). Current investment in central debt-funded strategic initiatives limits future investments without growth in other components of UCR's resource portfolio supported by the new debt model assumptions.

Gift Funding

Currently, the campus is conducting a fundraising effort to support refurbishment of the gymnasium in the Physical Education building for the creation of the UCR Athletics Practice Center. During 2010-11, the academic and administrative leadership of the campus will engage in an effort to formulate goals for a forthcoming fundraising campaign. Potential capital project-related opportunities will be identified in this context. The campus will advance any identified projects once the associated gift targets have been reached.

Federal Funding

In 2009-10, UCR was notified of a pre-award for \$3,732,000 from the Health Resources and Services Administration (HRSA) based on Congressional authorization of HRSA funding in

December 2009. This funding will replace the same amount of campus funds previously allocated for the Health Sciences Surge Building; the budget for the project will be amended formally in 2010-11 to reflect the revised fund sources. UCR will continue to evaluate and pursue all applicable Federal facilities grant opportunities during the course of the *2010-20 CFP*.

Public-Private Partnerships

In late 2009, the campus concluded initial due diligence related to third-party development of West Campus Housing. Based on insufficient demand and unfavorable financials, UCR elected to defer this approach for delivery until an update to the *Strategic Plan for Housing* can be completed for this portion of the campus. Prior to investment in any capital project solution, the campus routinely evaluates public-private partnership opportunities as part of the development of business case analyses.

TIMING AND SEQUENCE

The early years of UCR's *2010-20 CFP* focus on responding to past growth to alleviate capacity shortfalls in instruction and research space; providing technologically appropriate space for new initiatives or shared core facilities; and expanding capacity and programmatic flexibility for UCR's student environment. Representative

projects include Engineering Building Unit 3, Psychology Building Phase 2, Student Recreation Center Expansion, and the Barn Expansion.

The latter years of the plan focus on responding to obsolescence associated with aging campus facilities and infrastructure. Renewal investments emphasize extension of the useful life of targeted facilities in a manner that is intended to enhance functionality, improve operating and maintenance efficiencies, and reduce the environmental footprint for each building. Representative projects include Academic Facilities Improvements Steps 1, 2, and 3, East Campus Infrastructure Improvements Phases 3 and 4, and all phases of UCR's Capital Renewal Program.

CHALLENGES

UCR's *2010-20 Capital Financial Plan* is challenged by funding uncertainties and the need to address specific areas of capital investment.

Availability of State Funding

State bond funds, whether general obligation or lease-revenue, represent core investment opportunities for UCR's instruction and research infrastructure. Ongoing uncertainty regarding future availability of State bond funds, in terms of timing or amount, hampers UCR's ability to develop coherent long-term investment strategies for expansion or renewal of its infrastructure. The

absence of general obligation bond measures in both 2008 and 2010 has delayed completion of facilities for several years. In some cases, this has constrained researchers' success in pursuing grant opportunities as the anticipated research environments in which the work would be conducted have not materialized. Similarly, general assignment classrooms, as well as teaching laboratories, remain oversubscribed as new or replacement facilities are deferred. Limiting the number of course offerings can impact a student's time to degree, and an ill-equipped or overcrowded teaching environment can affect the quality of the learning experience. Projects proposed in the *2010-20 CFP* represent a prioritized list intended to address critically impacted instruction and research programs.

Quality of the Student Environment

UCR has made significant investments in improving the quality of its student environment, including completion of the Commons Expansion, the Student Academic Support Services Building, and the Glen Mor 1 student housing project. Based on ongoing student feedback since their completion, these facilities are identified repeatedly as significant factors for students in choosing to enroll at UCR or in deciding to remain. Most student environment-related facilities are funded primarily through external financing, with

repayment from fees paid by students (e.g., housing, referendum based fees, etc.).

The continued development of facilities to support appropriate service delivery to students is critical to maintaining the current momentum as UCR increasingly becomes a campus of first choice for prospective students. The campus continues to experience high demand for on-campus housing, as well as for expansion of student recreation opportunities. The Glen Mor 2 (approved in 2009-10) and Student Recreation Center expansion projects will contribute significantly to addressing these needs within the *2010-20 CFP*. If these projects are deferred, UCR risks an erosion of its ability to provide an environment for the development of the whole student – including learning opportunities outside structured classroom environments – and, therefore, its desirability to prospective students. Associated projects in the plan will address critical unmet need for student housing, recreation facilities, and delivery of support services.

Resources for West Campus Development

Long-term viability of UCR's graduate and professional schools, as well as the School of Medicine, requires development of the West Campus academic core. Initial development will provide new facilities for the Graduate School of Education, the School of Public Policy, and the

long-term build-out of the School of Medicine (SOM). These projects all require a significant investment in infrastructure both below ground (e.g., power, steam, chilled water, sewer) and above ground (e.g., roadways, landscaping). An inability to develop the West Campus – or a significant delay – will result in operational constraints for graduate and professional programs, leaving them with inadequate space or in locations that do not support functional affinities with related programs. For the School of Medicine, lack of development of the West Campus facilities within a ten-year horizon would constrain or prevent expanded enrollments and access to the program itself. Similarly, research opportunities would be limited by the lack of laboratory space, as well as shared core facilities (e.g., dedicated animal facilities) to support the long-term development of the SOM research enterprise. Projects identified for the general campus and SOM support the longer term viability of UCR's graduate and professional programs as well as the SOM.

Insufficient Diversification of Campus Resources

Diversification of UCR's resource portfolio is critical for the successful long-term development of its capital program. Without this, the campus risks deferral of new space, fewer renewed facilities, and less renewed infrastructure to address

program needs. In an OMP-constrained environment, portfolio diversification will be needed as part of a long-term asset management strategy to ensure adequate levels of maintenance.

CAPITAL FINANCIAL PLAN UPDATE

The *2010-20 Capital Financial Plan* continues to align with UCR's 2020 strategic goals as expressed in the 2009-19 plan. Key updates to the *CFP* include the following:

- Timing for individual projects has changed, particularly in the early years of the *CFP* for projects which assume some increment of State funding. This is due in large part to the absence of a 2010 bond measure for general campus projects, as well as the absence of a 2010 bond measure for health sciences-related projects.
- Some non-State-funded project budgets have been revised, principally due to the availability of more detailed scope and cost information since the 2009 version of the *CFP* (e.g., Barn Expansion).
- Because the 500-bed Glen Mor 2 student housing project was approved in 2009-10, it is not listed in this report, which covers projects only from 2010-11 through 2019-20.



Addressing the priorities of the *2010-20 CFP* will require critical evaluation of alternatives to capital projects themselves and to capital project delivery methods, as well as funding strategies within the resource constraints assumed for this plan. From a programmatic standpoint, any capital investment for UCR must by definition support initiatives already deemed mission-critical for the campus. To realize the *CFP* priorities, the campus must also develop or refine models for effective asset management to guide strategic resource decisions. These may include life-cycle costing/return on investment *pro formas*, metrics for highest and best use of space, and mechanisms for charging to occupy space in order to approximate the costs of operations, maintenance, and purchased utilities.



Genomics Building

Riverside

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE				New Construction, Renovation, Both, Infrastructure	(\$ in 000s)								TOTAL PROJECT BUDGET
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements		Prefunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17 to 2019-20	
State Funded Program															
E & G - GENERAL CAMPUS															
Environmental Health and Safety Expansion				•	N	17,019 1,082 X			373					18,474	
Batchelor Hall Building Systems Renewal				•	I	402		13,034						13,436	
Engineering Building Unit 3				•	N			70,158		4,342 1,046 X				75,546	
Psychology Building Phase 2				•	N			16,077		875				16,952	
West Campus Infrastructure Improvements				•	I			568	760	14,132				15,460	
West Campus Graduate and Professional Center, Phase 1				•	N			1,595	2,175	43,094		3,230		50,094	
Capital Renewal Program	•		•		I				763	3,745		4,300	4,318	13,126	
Academic Facilities Improvements, Step 1			•		R				20,369					20,369	
East Campus Infrastructure Improvements Phase 3			•		I				800	9,000				9,800	
Academic Facilities Improvements, Step 2			•		R					900	9,900			10,800	
West Campus Graduate and Professional Center, Phase 2				•	B						1,000	2,000	46,000	49,000	
West Campus Infrastructure Improvements 2				•	I						400	700	13,000	14,100	
Academic Facilities Improvements, Step 3			•		R							800	10,000	10,800	
Core Research Replacement Facilities			•		N								69,700	69,700	
East Campus Infrastructure Improvements Phase 4			•		I								25,796	25,796	
E & G - HEALTH SCIENCES															
School of Medicine: Infrastructure and Facilities^				•	N				65,900						
STATE FUNDING								0	101,432	91,140	76,088	11,300	11,030	168,814	459,804
NON-STATE FUNDING								0	0	0	1,046	0	0	0	1,046
TOTAL STATE PROGRAM								0	101,432	91,140	77,134	11,300	11,030	168,814	460,850

^This project is part of Riverside's future School of Medicine. See page 89 for additional details.

Riverside

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE				New Construction, Renovation, Both, Infrastructure	(\$ in 000s)							TOTAL PROJECT BUDGET
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements		Prefunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	
Non-State Funded Program														
AUXILIARY - PARKING														
Parking Structure		•				N						15,664 LB 7,769 N	23,433	
AUXILIARY - STUDENT HOUSING & DINING														
Aberdeen-Inverness Common Space Improvement		•				R	20,000 LB 1,750 N						21,750	
Barn Expansion			•			R	22,000 LB 1,750 N						23,750	
Dundee Residence Halls, Phase 1		•				N				72,930 LB 3,300 N			76,230	
Capital Projects \$750K to \$5M			•			B	5,683 X 2,125 N	5,740 X 2,147 N	5,798 X 2,168 N	5,856 X 2,189 N	5,914 X 2,211 N	5,973 X 2,233 N	24,496 X 9,159 N	81,692
AUXILIARY - STUDENT ACTIVITIES, RECREATION, ATHLETICS (FEE)														
Student Recreation Center Expansion		•				B	52,200 LB						52,200	
TOTAL NON-STATE PROGRAM							105,508	7,887	7,966	84,275	8,125	31,639	33,655	\$279,055
TOTAL STATE PROGRAM							0	101,432	91,140	77,134	11,300	11,030	168,814	\$460,850
TOTAL NON-STATE PROGRAM							105,508	7,887	7,966	84,275	8,125	31,639	33,655	\$279,055
TOTAL CAPITAL PROGRAM							105,508	109,319	99,106	161,409	19,425	42,669	202,469	\$739,905

Riverside

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE				New Construction, Renovation, Both, Infrastructure	(\$ in 000s)							TOTAL PROJECT BUDGET
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements		PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	
Future School of Medicine														
E & G - HEALTH SCIENCES														
School of Medicine Infrastructure Improvements 1					• I				3,775					26,931
School of Medicine Instruction and Research 1					• N				18,226					87,000
School of Medicine Instruction and Research 2					• N				41,325					321,000
School of Medicine Infrastructure Improvements 2					• I				2,574					42,994
STATE FUNDING (Incorporated in the State table)									0	0	65,900	0	0	0
OTHER									0	0	412,025	0	0	0
SUMMARY									0	0	477,925	0	0	0

BATCHELOR HALL BUILDING SYSTEMS RENEWAL

- Existing building contains obsolete infrastructure, is not code-compliant, energy inefficient, and does not effectively support contemporary laboratory science.
- Upgrade or replace elements of the heating, ventilation and air conditioning systems; the electrical system; and the plumbing and fire protection systems in Batchelor Hall.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	56,064
GSF	110,091

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$13,436,000
Total Budget	\$13,436,000

ENGINEERING BUILDING UNIT 3

- New building for instruction and research programs in the bioengineering, chemical engineering, and environmental engineering program.
- Provide modern class laboratories, research laboratories, and office space.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	53,475
GSF	90,636

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$74,500,000
Campus Funds	\$1,046,000
Total Budget	\$75,546,000

PSYCHOLOGY BUILDING PHASE 2

- Provide modern research and support space for Psychology Neuroscience.
- Provide 18 wet research laboratories to support Psychology research.
- The South Wing portion of the Psychology Building.

Budget Approval	
Budget Year	2011-12
Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$16,952,000
Total Budget	\$16,952,000

Project Scope Summary	
ASF	17,204
GSF	25,024

WEST CAMPUS GRADUATE AND PROFESSIONAL CENTER, PHASE 1

- Develop the West Campus Academic Core for the Graduate School of Education and the School of Public Policy.
- Provide instruction space, academic office and support space, research, and shared support space.
- Space vacated in the East Campus will be re-assigned to other programs.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	44,100
GSF	73,500

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$50,094,000
Total Budget	\$50,094,000

WEST CAMPUS INFRASTRUCTURE IMPROVEMENTS

- Develop the West Campus Academic Core for the Graduate School of Education and the School of Public Policy.
- Provide circulation and utility improvements to the West Campus.
- Support the West Campus professional and Graduate Center, Phase 1.

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$15,460,000
Total Budget	\$15,460,000

ABERDEEN-INVERNESS COMMON SPACE IMPROVEMENT

- Renovates common areas and amenities to support residence life programs.
- Expands the food emporium and renovates the restaurant and kitchen to address a shortfall of meal production area, as well as providing an infrastructure evaluation.

Budget Approval	
Budget Year	2010-11

Financing	
Long-Term	\$20,000,000
Est. Annual Debt Service	\$1,453,000
Terms: 6%	30 years
Interest During Construction:	\$1,480,000
<u>Anticipated Repayment Source:</u>	
• Auxiliary Reserves	
<u>Anticipated Fund Source:</u>	
• Campus housing and dining revenues	

Project Scope Summary	
ASF	36,000
GSF	45,000

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
External Financing	\$20,000,000
Auxiliary Reserves	\$1,750,000
Total Budget	\$21,750,000

CAPITAL PROJECTS \$750K TO \$5M

- Constructs new space, renovates existing space, and completes tenant improvements for a variety of programmatic needs.
- The campus estimates a similar value, number, and scope of projects in future years.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
Campus Funds	\$59,460,000
Auxiliary Reserves	\$22,232,000
Total Budget	\$81,692,000

BARN EXPANSION

- Renovates and expands the Barn Group facilities (Barn, Barn Stable, and the Cottage) and constructs a new radio station to create a campus dining and entertainment venue. Includes a commercial grade kitchen, radio station/broadcast studio, renovation of iconic campus buildings, and reconfiguration of underground utilities.
- Consolidates the Barn Expansion 1 and 2 projects listed in the 2009-10 CFP.

Budget Approval	
Budget Year	2010-11

Financing	
Long-Term	\$22,000,000
Est. Annual Debt Service	\$1,598,000
Terms: 6%	30 years
Interest During Construction:	\$1,628,000
<u>Anticipated Repayment Source:</u>	
• Auxiliary Reserves	
<u>Anticipated Fund Source:</u>	
• Dining and housing facilities revenues	

Project Scope Summary	
ASF	12,028
GSF	16,961

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
External Financing	\$22,000,000
Auxiliary Reserves	\$1,750,000
Total Budget	\$23,750,000

STUDENT RECREATION CENTER EXPANSION

- Contributes to the department's mission of providing recreation facilities and activities to a growing and increasingly health-conscious campus population.
- Provides new and renovated building space and an outdoor swimming pool and deck area.
- A fee referendum to finance this project was passed in April 2010 and approved by the President in July 2010.

Budget Approval	
Budget Year	2010-11

Financing	
Long-Term	\$52,200,000
Est. Annual Debt Service	\$3,792,000
Terms: 6%	30 years
Interest During Construction:	\$3,889,000
<u>Anticipated Repayment Source:</u>	
• Auxiliary Reserves	
<u>Anticipated Fund Source:</u>	
• Student referendum fees	

Project Scope Summary	
ASF	53,044
GSF	77,185

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
External Financing	\$52,200,000
Total Budget	\$52,200,000

SAN DIEGO

UC San Diego's origins date to 1912 when the Scripps Institution of Oceanography became part of the University of California. Established as a comprehensive general campus in 1960, UC San Diego has evolved into an internationally renowned research university. A distinguishing academic feature of the campus is found in its six semi-autonomous undergraduate colleges. Each college, with its own residential and academic facilities, has a distinctive educational philosophy that provides academic and extramural opportunities typically found only in small liberal arts colleges.

Professional and advanced degrees, as well as research opportunities, are provided by the general campus's divisions and graduate programs: Graduate School of International Relations and Pacific Studies, the Rady School of Management, the Scripps Institution of Oceanography, the School of Medicine,

<u>SAN DIEGO CAMPUS FACTS:</u>	
Established	1912
FTE Enrollment 2009-10	
Undergraduates	24,523
Graduate Students	3,852
Health Science Students	1,716
Campus Land Area	2,143 acres
Campus Buildings	9.2 million ASF
Hospital and Clinics	890,000 ASF
Nobel Laureates (active & emeritus)	8
University Professors (active & emeritus)	7

the Skaggs School of Pharmacy and Pharmaceutical Sciences, and the UC San Diego Health System (medical center). In addition, UC San Diego administers associated ancillary programs, including childcare, housing, recreation, transportation and parking services, and public arts programs.

The *Long Range Development Plan* for UC San Diego, approved by the Regents in September 2004, provides a general land use plan which, in conjunction with the *Physical Design Framework*, guides the physical development of the campus. In addition to delineating academic and student life goals, the *LRDP* identifies development objectives, defines real estate goals, and estimates the amount of building space needed to support program expansion through the 2020-21 planning horizon period.

Each year, administrators within the area of each Vice Chancellor reassess capital project priorities that will achieve the defined programs goals and revalidate the financial feasibility of those projects. All project proposals are then reviewed annually with the Capital Outlay and Space Advisory Committee (COSAC), which advises the Chancellor on capital planning matters. COSAC specifically considers projects proposed for State funding and develops an integrated

campus-wide priority listing of those projects for which State funding is warranted.



Terraces at Price Center

CAMPUS GOALS AND OBJECTIVES

The overarching academic and strategic program priorities identified in the *2008-18 Capital Financial Plan (CFP)* remain valid, as does the capital process summarized in that plan. The ongoing construction of new facilities and renewal of existing buildings ensures that appropriate opportunities and conditions exist for students and faculty to flourish. These plans are driven by academic goals and are produced in collaboration with the Academic Senate through standing administrative committees. As the campus assesses

its needs, it takes care to ensure that existing space is used in an effective manner.



View of Matthews Quad and Student Service Center

The goals and objectives supported by the *UC San Diego 2010-20 Capital Financial Plan* are described below.

New Facilities

Over the last decade, the campus has faced a shortage of space because funding for the construction of new facilities was unable to keep pace with the evolution of academic programs and significant enrollment growth. In response to recent economic constraints, enrollments at UC San Diego have been reduced and are expected to remain at budgeted 2007-08 levels for the next few years. Nevertheless, without construction of new facilities, the campus will continue to grapple with the space shortages that arose with enrollment expansion, and some programs will be constrained given the limited nature of the space available for their operations. In addition, construction

of new non-State-funded facilities to accommodate housing, recreation, and clinical programs is essential.

Renewal of Existing Facilities and Infrastructure

Many of the buildings serving the general campus and the health sciences programs are over 40 years old; a few at the Scripps Institution of Oceanography are nearly 100 years old. Renewal and upgrades are required to respond to health and safety requirements, obsolescence, and changing academic programs. Many older buildings cannot satisfactorily support modern teaching and research activities.

Funding is needed for the systematic renewal of building systems that wear out with normal use and require replacement on a regular basis. Renewal categories include mechanical systems (such as heating, ventilation, and air conditioning), plumbing, elevators, electrical equipment, fire protection, roofs, and built-in laboratory equipment.

In addition to addressing ongoing renewal needs, the campus has a substantial backlog of deferred maintenance in State-supported facilities. The current list of “mission critical” deferred maintenance and renewal projects totals over \$40 million. Long-term State underfunding of basic ongoing maintenance has exacerbated the campus’s deferred maintenance problem and reduced the useful life of building systems. Modernizing these buildings and providing upgrades to meet fire, life-safety, and other code requirements are high campus priorities.

Over half of UC San Diego’s major research buildings – including biology and chemistry laboratories, high-energy physics laboratories, and animal care facilities – require complex utility systems. A high proportion of laboratory and specialized research space is necessary to support programs in science, engineering, and other fields that are driven by rapid advances in information technology. Program modernization also is driving the need for renewal projects. Implementation of these projects will ensure the availability of space for cutting-edge research and solidify UC San Diego’s ability to recruit premier faculty, students, and staff.

Improvements to campus utilities plants – including renewal of building systems and introduction of new energy management and energy conservation equipment – have proven to be efficient and cost-effective and will continue to be implemented over the next several years. Improvements to the campus telecommunications network are needed to accommodate expanding computing and instructional technologies.

Sustainability Efforts

An important component of the University’s capital planning and design process entails incorporating environmentally sustainable features, with a special focus on conserving natural resources. UC San Diego’s capital projects comply with the *University of California Policy on Sustainable Practices* and adopt energy-efficient and sustainable features to the fullest

extent possible, consistent with budgetary constraints and regulatory and programmatic requirements. UC San Diego's goal is to incorporate sustainability design features that result in a U.S. Green Building Council (USGBC) LEED™ Silver (or higher) rating. The campus also has completed a *Climate Action Plan* that includes goals and timelines for sustainability planning and actions to achieve climate neutrality.



Solar Panels

Life-cycle costing and evaluation of options has been made part of the design process to ensure economy and sustainability in systems designs and equipment selection. Parameters evaluated include cost, energy savings, operation and maintenance costs, replacement cost, and the ability to make future upgrades.

PRIORITIES

Maintaining an inventory of superior facilities is essential to the full engagement of students and faculty in the academic enterprise. During this period of economic recession, UC San Diego endeavors to be

especially creative, prudent, and resourceful in its efforts to obtain funding for construction and maintenance of the campus's building and infrastructure inventory. The projects included in the *2010-20 Capital Financial Plan* reflect the highest priorities for the campus. Projects identified for funding in 2010-11 and 2011-12, which include opportunities for new construction and renewal of facilities and infrastructure, all tie to the campus priorities described below.

The first two years of the plan include several projects necessary to enhance the quality of instruction and research in the Division of Biological Sciences and the Division of Physical Sciences. They include the Biological and Physical Sciences Building project, for which State funding is necessary, and two which will require grant funds – the Urey Hall Renovation to Expand and Enhance Biomedical Research Facilities, and the Institute for Molecular and Nano-Imaging projects.

The mission of the Scripps Institution of Oceanography (SIO) encompasses physical, chemical, biological, geological, and geophysical studies of the oceans and earth. Near-term projects to support these efforts include the SIO Research Support Facilities, to be funded with State resources, and the Scripps National Multidisciplinary Air-Sea-Land Research Facility, for which grant funds are being sought.

Maintaining adequate laboratory space for the health sciences is a significant challenge. Many research

programs are expanding in conjunction with new public health initiatives and new collaborations with both campus-based programs and prominent research institutes in San Diego. Bridging research and patient care is the paramount objective. Multidisciplinary programs in global health, genomics, gene therapy, biomedical engineering, bioinformatics, regenerative medicine and other emerging areas all entail aspects of “translational” medicine – the critical juncture at which basic research is translated into improved therapeutic treatments and technologies.



Geisel Library

Projects to support these programs, which require new types of space to unify research and clinical efforts, include the Clinical and Translational Research Institute Building and renovations to the Medical Teaching Facility, for which grant opportunities are being sought.

In support of student life programs, the first two years of the *2010-20 Capital Improvement Plan* includes redevelopment of the International Center.

Finally, aging utilities and infrastructure systems are being stressed by increased use and inadequate maintenance funding. Expansion of many systems is also essential. The first two years of the plan include a number of utility infrastructure projects, including Solar Energy Projects for Off-Campus and On-Campus Sites, Satellite Utilities Plant, and East Campus Utilities Infrastructure Improvements. In addition to providing a critical circulation connection between the West and East campuses, the proposed Gilman/I-5 Bridge would provide conduits for expansion of the utility infrastructure. The Campus Storm Water Management Phase 2 and Clean Water Utility Initiative projects would both improve the associated infrastructure and foster more responsible water management.

RESOURCES

The *2010-20 Capital Financial Plan* includes only projects that both address campus priorities and meet the feasibility criteria measured through UC's standard financial *pro formas*. Consistent with the *Long Range Development Plan* and the *Physical Design Framework*, this *CFP* provides a framework for new, sustainable, energy-efficient facilities, the renewal of aging buildings and infrastructure, and the provision of essential utilities.

Key elements of the *2010-20 CFP* follow.

- With an estimated total value of \$2.045 billion, the *2010-20 CFP* includes 55 projects, comprised of \$1.366 billion (67%) in non-State-funded projects and \$678.8 million (33%) in State-funded projects.
- Of the total ten-year plan funded with non-State resources, fund sources include \$439 million (32%) of external financing, \$380 million (28%) of anticipated gift funds, \$247 million (18%) of capital reserves, \$205 million (15%) of campus discretionary funds, and approximately \$95 million (7%) of federal funds.
- The plan reflects an estimated need for \$439 million of external financing, including \$347 million (79%) for academic (or educational and general) facilities, \$43 million (10%) for housing facilities, and \$49 million (11%) for infrastructure projects.
- Broken down by function, \$1.289 billion (63%) is expected to be spent on academic (or educational and general) facilities, \$208 million (10%) for Health System (medical center) facilities, \$76 million (4%) for housing facilities, \$376 million (18%) for infrastructure projects, and the remaining \$96 million (5%) for various types of facilities such as parking, student facilities, and administrative uses.

UC San Diego vigorously pursues gifts from private individuals, foundations, and other governmental agencies, both to supplement State resources and to develop projects that are not eligible for State funding. Gift-funded projects include the International Center

Redevelopment, University House Rehabilitation, Wellness Center, Center for Integrative Neurosciences, Institute for Trans-scale Theory, Birch Aquarium Expansion, ESPP Expansion (partially gift-funded),



Great Hall, Eleanor Roosevelt College

University Art Gallery, Mandeville Center Renovation (partially gift-funded), and the Center for Biosystems Engineering. The campus has a long history of successful fundraising efforts. Given the currently weak national economy, which is constraining the capacity of donors to fund capital projects, the timing for the gift-funded projects is conservatively shown in the *CFP*. These projects will be advanced only if the required gift funds are obtained.

In addition to capital projects, UC San Diego frequently addresses its space needs by acquiring facilities through affiliation agreements and through ground leases with research entities, private parties, and governmental entities. To meet campus needs, UC San Diego also leases over 500,000 rentable square

feet of research and office space and strives to identify market opportunities to acquire proximate properties. Although new, specific acquisitions are not reflected in the updated *2010-20 CFP*, the campus continuously monitors real estate opportunities; it is possible that appropriate actions could be proposed if warranted by future circumstances.

Advancement of many projects shown in the *2010-20 CFP* will depend both on the University's ability to secure external financing and on a stable construction market. UC San Diego funds many projects through external financing, including projects which meet the needs of the health system, research programs, student housing, parking, infrastructure, and capital renewal. The feasibility of all projects in the *CFP* that will require external financing has been confirmed using accepted business models for auxiliaries (self-supporting programs and facilities, such as housing

and parking), education and general debt (for core instruction, research, and support space), health system debt (for patient care facilities and health system support space), and plant operations, including energy savings programs. Capital Reserves and relatively minor amounts of campus discretionary funds comprise the remaining non-State fund sources.

CAPITAL FINANCIAL PLAN UPDATE

The projects included in UC San Diego's *2010-20 CFP* are summarized in the following table. Note that this *CFP* reflects a \$734 million decrease relative to the total of \$2.779 billion indicated in the *2008-18 CFP*. Several major projects, including four Health System and three housing projects with a combined valued exceeding \$775 million, have advanced during the past two years.

Projects slated for budget approval during the first two years of the *CFP* (2010-11 and 2011-12) have a combined total value of approximately \$674 million. Near-term projects will support new and expanding instruction and research programs, address critical systems renewal needs, improve capacity and distribution of utilities, support student life activities, and further enhance community relationships.

Finally, the *2010-20 CFP* reflects a feasible funding strategy for projects that UC San Diego expects to advance during this ten-year period. This set of projects, however, will not meet all needs. A number of other extremely important projects have been excluded from the ten-year plan – including many eligible for State support – that will likely advance only if increased funding becomes available.

San Diego

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE				New Construction, Renovation, Both, Infrastructure	(\$ 000s)							TOTAL PROJECT BUDGET*	
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements		PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16		2016-17 to 2019-20
State Funded Program															
E & G - GENERAL CAMPUS															
Structural and Materials Engineering Building		•				N	77,362 4,244 X		917						82,523
SIO Research Support Facilities				•		N		613	5,735						6,348
Biological and Physical Sciences Building		•				N			82,903			1,500 1,500 X			85,903
Campus Storm Water Management Phase 2			•			I			6,200						6,200
Satellite Utilities Plant			•			I			25,699						25,699
Campus Fire and Life Safety Improvements	•		•			I				825	7,415				8,240
Muir Biology Building Renovation	•		•			I				5,250	47,800				53,050
Sverdrup Hall Renewal				•		I				1,120	10,100				11,220
Capital Renewal Program				•		R				4,000	5,200	5,225	5,225	20,900	40,550
Infrastructure Renewal Phase 1	•		•			I					1,235	11,125			12,360
Building Systems Improvements Phase 1			•			I					1,215	10,910			12,125
SIO Seawater System Replacement			•			I					770	6,955			7,725
Urey Hall Renovation	•			•		R					3,090	27,810			30,900
Economics Building Replacement					•	B						3,635	42,715		46,350
Building Systems Improvements Phase 2				•		R								12,125	12,125
Engineering Interdisciplinary Facility					•	N								109,620	109,620
Infrastructure Renewal Phase 2	•		•			I								12,360	12,360

San Diego

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE				New Construction, Renovation, Both, Infrastructure	(\$ 000s)							TOTAL PROJECT BUDGET*	
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements		PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16		2016-17 to 2019-20
Marine and Earth Sciences Building					•	N								32,545	32,545
SIO Utilities System Improvements Phase 2			•			I								8,755	8,755
Humanities and Social Sciences Office Building					•	N								36,316	60,255
E & G - HEALTH SCIENCES															
Medical Teaching Facility Laboratory Renovation					•	R				59,740					59,740
Clinical Teaching Facility Renovation					•	R								59,740	59,740
STATE FUNDING							613	121,454	70,935	76,825	67,160	47,940	292,361	677,288	
NON-STATE FUNDING							0	0	0	0	1,500	0	0	1,500	
TOTAL STATE PROGRAM							613	121,454	70,935	76,825	68,660	47,940	292,361	678,788	

San Diego

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE				New Construction, Renovation, Both, Infrastructure	(\$ 000s)							TOTAL PROJECT BUDGET*
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements		PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	
Non-State Funded Program														
E & G - GENERAL CAMPUS														
Central Research Services Facility					• N	695 X 14,286 F	8,000 X							22,981
Clean Water Utility Initiative					• I		43,435 F							43,435
Institute for Molecular and Nano-Imaging					• N		6,780 X 14,870 F							21,650
Scripps National Multidisciplinary Air-Sea-Land Research Facility					• N		4,200 X 15,000 F							19,200
Solar Energy for Off-Campus and On-Campus Sites					• I		12,000 LB							12,000
Urey Hall Renovation to Expand and Enhance Biomedical Research Facilities					• R		7,000 F							7,000
J. Craig Venter Institute, La Jolla					• N		PRI							PRI
Torrey Pines Center North Renovations					• R		17,400 X							17,400
Gilman / I-5 Bridge					• I			9,500 LB						9,500
Marine Biomedical Sciences Building					• N				32,665 LB					32,665
Nimitz Marine Facility Pier Renovation					• R				9,550 LB 3,650 X 7,680 F					20,880
Nimitz Marine Facility Shipping and Receiving Building					• N				5,550 X					5,550
Center for Integrative Neurosciences					• N							63,000 G		63,000
Institute for Trans-scale Theory					• N							61,000 G		61,000
Extended Studies Public Programs Expansion (ESPP)					• N							30,000 LB 28,000 G		58,000
Birch Aquarium Expansion					• B							53,830 G		53,830

San Diego

PROJECT	Seismic/Life Safety	Enrollment Growth	PRIMARY OBJECTIVE			New Construction, Renovation, Both, Infrastructure	(\$ 000s)							TOTAL PROJECT BUDGET*			
			Infrastructure Deficiencies	Facilities Modernization	Program Improvements		PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16		2016-17 to 2019-20		
SIO Second Century Research Building					•	N									46,500 LB	46,500	
University Art Gallery					•	B									36,600 G	36,600	
Mandeville Center Renovation					•	R									11,500 LB 10,650 G	22,150	
Center for Biosystems Engineering					•	N									18,730 G	18,730	
Southwest Fisheries Science Center, Buildings A and D Renovations	•				•	N									8,200 X	8,200	
Capital Projects \$750K to \$5M					•	B		13,000 X 3,000 N	13,000 X 3,000 N	13,000 X 3,000 N	13,000 X 3,000 N	13,000 X 3,000 N	13,000 X 3,000 N	52,000 X 12,000 N		160,000	
E & G - HEALTH SCIENCES																	
Clinical and Translational Research Institute Building					•	N		249,000 LB 17,000 X									266,000
Medical Teaching Facility Renovation of Neural Circuits and Behavior Core					•	R		7,500 F									7,500
East Campus Utilities Infrastructure Improvements					•	I			27,900 LB								27,900
AUXILIARY - PARKING																	
East Campus Parking Structure					•	N		2,147 X 13,840 HR 6,634 N	1,200 X								23,821
AUXILIARY - STUDENT HOUSING & DINING																	
Thurgood Marshall College Apartments					•	N						43,540 LB 1,960 N					45,500
AUXILIARY - STUDENT ACTIVITIES, RECREATION, ATHLETICS (FEE)																	
International Center Redevelopment					•	N		15,000 G 2,000 X									17,000
Wellness Center					•	N				50,350 G							50,350
AUXILIARY - FACULTY HOUSING																	
University House Rehabilitation					•	R		9,875 G									9,875

San Diego

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE				New Construction, Renovation, Both, Infrastructure	(\$ 000s)							TOTAL PROJECT BUDGET*	
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements		PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16		2016-17 to 2019-20
MEDICAL CENTERS															
UCSDMC Hillcrest Clinical Laboratory Renovation				•		R		7,785 HR							7,785
Capital Projects \$750K to \$5M				•		B		20,000 HR	20,000 HR	80,000 HR	200,000				
UCSDMC Hillcrest Utilities Infrastructure Improvements			•			I				7,600 HR					7,600
TOTAL NON-STATE PROGRAM								474,045	73,400	153,045	81,500	36,000	36,000	512,010	\$1,366,000
TOTAL STATE PROGRAM								613	121,454	70,935	76,825	68,660	47,940	292,361	\$678,788
TOTAL NON-STATE PROGRAM								474,045	73,400	153,045	81,500	36,000	36,000	512,010	\$1,366,000
TOTAL CAPITAL PROGRAM								474,658	194,854	223,980	158,325	104,660	83,940	804,371	\$2,044,788

*Total Project Budget may include prefunding and proposed funding in years after 2019-20.

BIOLOGICAL AND PHYSICAL SCIENCES BUILDING

- Provide modern instruction and research facilities for the Divisions of Biological Sciences and Physical Sciences.
- Includes space for teaching and research laboratories, nuclear magnetic resonance research facilities, and office, and administration.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	51,000
GSF	87,900

Summary of Budget by Fund Type	
Funding Source	Amount
State Funds	\$84,403,000
Campus Funds	\$1,500,000
Total Budget	\$85,903,000

SATELLITE UTILITIES PLANT

- Address capacity deficiencies resulting from previous enrollment and program growth.
- Provide a satellite utilities plant to supplement the existing Central Utilities Plant, increasing the capacity of chilled water and emergency electrical power and expand the distribution of primary electrical power to the West Campus.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
GSF	9,400

Summary of Budget by Fund Type	
Funding Source	Amount
State Funds	\$25,699,000
Total Budget	\$25,699,000

CAMPUS STORM WATER MANAGEMENT PHASE 2

- Existing campus storm water utility systems and pollution controls do not meet discharge requirements as mandated by city, state, and federal regulatory agencies.
- Replace obsolete non-compliant utility systems and provide storm drain structural upgrades to bring campus into compliance.
- Part of an ongoing phased effort to improve storm water management on campus.

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
Funding Source	Amount
State Funds	\$6,200,000
Total Budget	\$6,200,000

SIO RESEARCH SUPPORT FACILITIES

- Existing research support structures were constructed in the 1940s and are in deteriorated condition.
- Existing facilities are inadequate for storage and protection of expensive research equipment, and do not provide necessary space or utilities for staging and testing equipment.
- Provide new space to support seagoing and remote location research programs of the Scripps Institute of Oceanography.
- Flexible facility that will allow staging and testing of equipment prior to transport to and use by research expeditions.

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
ASF	21,300
GSF	24,500

Summary of Budget by Fund Type	
Funding Source	Amount
State Funds	\$6,348,000
Total Budget	\$6,348,000

STRUCTURAL AND MATERIALS ENGINEERING BUILDING

- Provides equipment for a new building that consolidates program space and accommodates of past enrollment growth at the Jacobs School of Engineering and the Department of Visual Arts.
- Provide new class laboratories, research laboratories, offices, and related support spaces.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	110,593
GSF	165,812

Summary of Budget by Fund Type	
Funding Source	Amount
State Funds	\$79,282,000
Campus Funds	\$4,244,000
Total Budget	\$83,526,000



Bear, Stuart Art Collection, Jacobs School of Engineering

CAPITAL PROJECTS \$750K to \$5M (E&G - GENERAL CAMPUS)

- Includes facility renovations, equipment installations, and infrastructure improvements.
- Funded with various campus funds, depending on the units responsible for the necessary work.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Funding Source	Amount
Campus Funds	\$130,000,000
Auxiliary Reserves	\$30,000,000
Total Budget	\$160,000,000

CAPITAL PROJECTS \$750K to \$5M (MEDICAL CENTERS)

- Includes facility renovations, equipment installations, and infrastructure improvements in the hospital and clinical settings.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Funding Source	Amount
Hospital Reserves	\$200,000,000
Total Budget	\$200,000,000

CENTRAL RESEARCH SERVICES FACILITY

- Consolidates research sanitation facilities currently at seventeen locations on campus
- Provides centralized research sanitation support, mainly cage wash services; renovates some existing space and relocates existing equipment to the new facility.
- Adds two floors of office and administrative space for departments that directly support research; mitigates space shortages in Health Sciences programs.
- Funded by a National Institutes of Health grant; project approval via Action by Concurrence in May 2010. Additional office and administrative-support space (approximately 19,700 ASF) to be funded with campus funds. A notice of federal interest will be prepared during design development.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Funding Source	Amount
Federal (Grant)	\$14,286,000
Campus Funds	\$8,695,000
Total Budget	\$22,981,000

Project Scope: New	
ASF	29,500
GSF	36,280

Project Scope: Renovation	
ASF	3,100
GSF	4,430

CLEAN WATER UTILITY INITIATIVE

- Combines essential infrastructure improvements with innovative technology and management measures to demonstrate new tools for water-conservation and protection of highly valued ocean resources.
- Includes piping and pump-station retrofits, infrastructure mapping, water meter installation and automation, water recycling, water conservation retrofits, wastewater treatment and piping improvements, storage tank projects, and structural treatment controls. Goal is to improve infrastructure for responsible water management.
- Project will advance when grant funds are available. The campus has submitted a grant application and continues to evaluate other sources for funding project elements prior to grant award.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Funding Source	Amount
Grants	\$43,435,000
Total Budget	\$43,435,000

CLINICAL AND TRANSLATIONAL RESEARCH INSTITUTE BUILDING

- Accommodates lab scientists and clinical investigators in a multidisciplinary Health Sciences facility at East Campus for clinical and translational medical research.
- Provides research lab, core, office, and administrative space; expands East Campus Satellite Utility Plant to support new building.
- Uses Garamendi financing mechanism for debt repayment of campus research facilities, as well as funds from non-ICR-generating building occupants.
- Budget and financing approval scheduled for November 2010 Regents meeting; additional information will appear in the action item for the Committee on Grounds and Buildings.

Budget Approval	
Budget Year	2010-11

Financing	
Long-Term	\$249,000,000
Est. Annual Debt Service	\$18,000,000
Terms: 6%	30 years
Interest During Construction:	\$25,500,000
<u>Anticipated Repayment Source:</u>	
• General Revenue Bonds	
<u>Anticipated Fund Source:</u>	
• Net new indirect cost recovery	

Project Scope Summary	
ASF	189,000
GSF	314,500
Note: GSF includes 3,500 for expansion of EC utility plant	

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
External Financing	\$249,000,000
Campus Funds	\$17,000,000
Total Budget	\$266,000,000

EAST CAMPUS PARKING STRUCTURE

- Supports the increased parking needs of patients, visitors, and staff at East Campus.
- Provides 1,253 parking spaces and a recreation field, under which some of the spaces will be constructed. University Fee Reserves will fund costs associated with the recreation field.
- Utility distribution systems run through the project site; the project scope is being augmented to redesign the soil-retention solution and to design and construct portions of the electrical/telecom/gas utilities.

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
GSF	470,200
Units	
1253	Spaces

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
Hospital Reserves	\$13,840,000
Auxiliary Reserves	\$6,634,000
Campus Funds	\$3,347,000
Total Budget	\$23,821,000

EAST CAMPUS UTILITIES INFRASTRUCTURE IMPROVEMENTS

- Expands and upgrades East Campus utility infrastructure systems.
- Includes improvements to the domestic water, reclaimed water, sanitary sewer, storm drain, and water quality systems; electrical distribution and capacity; mechanical/chilled-water/high-temperature hot water, and gas-distribution systems.

Budget Approval	
Budget Year	2011-12

Financing	
Long-Term	\$27,900,000
Est. Annual Debt Service	\$2,000,000
Terms: 6%	30 years
Interest During Construction:	\$2,000,000
<u>Anticipated Repayment Source:</u>	
• General Revenue Bonds	
<u>Anticipated Fund Source:</u>	
• Combination - campus & health sciences funds	
• Opportunity and/or Educational Funds	

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
External Financing	\$27,900,000
Total Budget	\$27,900,000

GILMAN / I-5 BRIDGE

- Interstate 5 freeway divides campus in a north-south direction, with approximately two-thirds of campus development on the west side and one-third on the east.
- Project realigns Gilman Drive on the west campus and constructs a bridge across Interstate 5, linking to the East Campus Medical Center Drive loop road.
- Bridge provides necessary link to promote more efficient flow of vehicles, pedestrians, and bicyclists (as well as utility connections) between the main campus and the medical research and teaching facilities on the East campus.

Financing	
Long-Term	\$9,500,000
Est. Annual Debt Service	\$690,000
Terms: 6%	30 years
Interest During Construction:	\$700,000
<u>Anticipated Repayment Source:</u>	
• General Revenue Bonds	
<u>Anticipated Fund Source:</u>	
• Combination - campus & health sciences funds	
• Opportunity and/or Educational Funds	

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
External Financing	\$9,500,000
Total Budget	\$9,500,000

INSTITUTE FOR MOLECULAR AND NANO-IMAGING

- Constructs a specialized facility to develop nano-imaging techniques to advance the study of the chemical physics of biology, advanced materials, and superconductivity.
- Includes research laboratories, support spaces, and academic and research offices for staff from the Department of Chemistry and Biochemistry and the Department of Physics.
- Project will advance when sufficient grant funds are available. A grant application has been submitted to the National Institute of Standards and Technology.

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
ASF	18,550
GSF	23,900

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
Federal (Grant)	\$14,870,000
Campus Funds	\$6,780,000
Total Budget	\$21,650,000

J. CRAIG VENTER INSTITUTE, LA JOLLA

- Provides a new privately funded ground-lease facility for biomedical research.
- Promotes collaboration between the Venter Institute and SIO, School of Medicine, School of Pharmacy, and Cal-IT2.
- Campus will seek approval of ground lease once the financial feasibility for the project is completed.

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
ASF	28,270
GSF	45,000

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
Privatized	PRI
Total Budget	\$

INTERNATIONAL CENTER REDEVELOPMENT

- Provides improved and additional space to support study-abroad programs and international students and scholars at the International Center.
- Corrects deficiencies in area and functionality, repairs significant deterioration, and makes code-related upgrades.
- New building will provide almost 50% more space than current facilities, including offices, meeting rooms, kitchen facilities, and outdoor gathering spaces.
- Project will advance when sufficient gift funding is available; fundraising efforts are ongoing.

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
ASF	25,400
GSF	34,200

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
Gift Funds	\$15,000,000
Campus Funds	\$2,000,000
Total Budget	\$17,000,000

Gift Campaign Summary	
Gifts in Hand	
Gifts Pledged	
Gifts to be Raised	\$15,000,000
Total Budget	\$15,000,000

MEDICAL TEACHING FACILITY RENOVATION OF NEURAL CIRCUITS AND BEHAVIOR CORE

- Consolidates and modernizes a neuroscience core, supporting research into neural circuits and behavior.
- Renovates space in the Medical Teaching Facility to provide state-of-the-art research core facilities.
- Project will advance when grant funds are available. An initial grant application was not approved, but other grant opportunities are being explored.

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
ASF	7,150
GSF	10,215

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
Federal (Grant)	\$7,500,000
Total Budget	\$7,500,000

**SCRIPPS NATIONAL MULTIDISCIPLINARY
AIR-SEA-LAND RESEARCH FACILITY**

- Provides new facilities, including research laboratory and research support space.
- Develops and refines new field sensors for deployment at the SIO Pier before use at sea, supporting the transition of research from the laboratory to the field.
- Project will advance when sufficient grant funds are available. A grant application has been submitted to the National Institute of Standards and Technology.

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
ASF	14,800
GSF	20,100

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
Federal (Grant)	\$15,000,000
Campus Funds	\$4,200,000
Total Budget	\$19,200,000

TORREY PINES CENTER NORTH RENOVATIONS

- The building systems are outdated, inefficient, and in some cases, not code-compliant.
- The existing space is inefficient; space is disjointed, inflexible, and does not meet the space needs of the current and future building occupants.
- Project will replace and upgrade major infrastructure systems, including HVAC, electrical, fire alarm, data and technology, and security systems. Interior spaces will be renovated to provide more efficient usable space for building occupants.
- Project was approved by the Chancellor under the delegated process.

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
ASF	44,020
GSF	58,900

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
Campus Funds	\$17,400,000
Total Budget	\$17,400,000

SOLAR ENERGY FOR OFF-CAMPUS AND ON-CAMPUS SITES

- Installs photovoltaic systems and associated equipment on selected buildings (both on- and off-campus); includes necessary modifications to support systems.
- In October 2009, the IRS allocated approximately \$15 million in Clean Renewable Energy Bonds for solar energy projects on and off the main campus.
- Project will be implemented in phases, with the off-campus sites completed first. At this time, the campus is limited by the maximum generation capacity for energy incentives and is not yet able to move forward with on-campus projects.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
External Financing	\$12,000,000
Total Budget	\$12,000,000

Financing	
Long-Term	\$12,000,000
Est. Annual Debt Service	\$1,200,000
Terms: 5%	15 years
Interest During Construction:	\$700,000
<u>Anticipated Repayment Source:</u>	
• General Revenue Bonds	
<u>Anticipated Fund Source:</u>	
• Savings in energy costs and energy incentives	

UCSDMC HILLCREST CLINICAL LABORATORY RENOVATION

- Renovates selected space in the hospital at Hillcrest to provide expanded and more efficient space for core services, such as the blood bank and the rapid-response laboratory. Updates clinical laboratory services to use state-of-the-art automated technology.
- Redistributes specialty services among Medical Center facilities, creating opportunities to improve vacated space .

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
ASF	10,000
GSF	16,000

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
Hospital Reserves	\$7,785,000
Total Budget	\$7,785,000

UNIVERSITY HOUSE REHABILITATION

- Corrects facility and code deficiencies while preserving the historical and cultural character of the property.
- Provides necessary improvements to existing structure; upgrades utility systems; upgrades public and private-residence spaces while minimizing disturbances at site.
- Project will advance when sufficient gift funds become available.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Funding Source	Amount
Gift Funds	\$9,875,000
Total Budget	\$9,875,000

Project Scope Summary	
ASF	7,300
GSF	11,400

Gift Campaign Summary	
Gifts in Hand	\$1,975,000
Gifts Pledged	
Gifts to be Raised	\$7,900,000
Total Budget	\$9,875,000

UREY HALL RENOVATION TO EXPAND AND ENHANCE BIOMEDICAL RESEARCH FACILITIES

- Provides state-of-the-art facilities to support interdisciplinary biomedical research.
- Consolidates four core-research facilities to provide greater integration of molecular biology and chemical biology research and to accommodate the space needs of new instrumentation.
- Project will advance when grant funds are available. An initial grant application was not approved, but other grant opportunities are being explored.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Funding Source	Amount
Federal (Grant)	\$7,000,000
Total Budget	\$7,000,000

Project Scope Summary	
ASF	5,370
GSF	8,530

SAN FRANCISCO

Founded in 1873, the San Francisco campus is the only campus in the University of California system dedicated exclusively to health sciences. Today, the campus is a leading university dedicated to promoting health worldwide through advanced biomedical and translational research, graduate-level education in the life sciences and health professions, and excellence in patient care.



UCSF Medical Center at Parnassus

UCSF operates three major, almost equally large, campus sites at Parnassus Heights, Mission Bay, and Mount Zion. Other smaller sites include Laurel Heights, the Mission Center Building, the Minnesota Street Building, and Buchanan Dental Clinic. UCSF also occupies space at San Francisco General Hospital (SFGH) and over two

dozen leased sites throughout the city. The majority of buildings at Parnassus, Mount Zion, and SFGH were constructed prior to 1980, requiring substantial ongoing modernization and capital improvement to continue to advance UCSF's strategic goals.

UCSF moved to the current Parnassus site in 1897 after the construction of the old UC Hospital. Expansion at Parnassus Heights, which remained ongoing, accelerated during the 1950s through the 1970s. A goal of the *1982 Long Range Development Plan* was to decentralize the campus by moving administrative and support units off Parnassus in order to release space for academic and clinical uses. During this period, UCSF acquired facilities at many of its current locations, including Mount Zion, Laurel Heights, and the Mission Center Building.

The *1996 LRDP* identified the need to acquire a major new site to accommodate programs from Parnassus Heights, consolidate activities from other sites, and expand research programs. In 1997, Catellus Development Corporation and the City and County of San Francisco donated a 42.5-acre site at Mission Bay to the University, which

approved the establishment of the Mission Bay campus site. Since 1997, over 70% of the planned campus build-out has been completed or approved for construction. In January 2007, UCSF acquired an additional 14.5 acres immediately south of the campus site for the planned facilities of the future UCSF Medical Center at Mission Bay.



UCSF Medical Center at Mission Bay Rendering

Among the UC campuses, UCSF is unique in that it has multiple medical research and clinical campus sites, located in densely developed areas and distributed throughout San Francisco. A part of the urban fabric of the neighborhoods in which they are located, all of UCSF's locations have public streets surrounding, adjoining, and in some cases running through them. The densely urban context of San Francisco and the highly complex nature of UCSF's medical research and clinical

facilities pose considerable construction challenges and contribute to higher project costs at UCSF relative to other locations.

<u>SAN FRANCISCO CAMPUS FACTS:</u>	
Established	1873
FTE Enrollment 2009-10	
Undergraduates	0
Graduate Students	0
Health Science Students	4,286
Campus Land Area	198 acres
Campus Buildings	3.8 million ASF
Hospitals and Clinics	1.3 million ASF
All Buildings (owned & leased)	8.9 million ASF
Nobel Laureates (active & emeritus)	4
University Professors (active & emeritus)	1

CAMPUS GOALS AND OBJECTIVES

In 2009, Susan Desmond-Hellmann became the ninth Chancellor of the San Francisco campus and soon conveyed that her priorities as the new campus leader included patient care, discovery, education, people, and business. Her priorities reinforce the goals of the *UCSF Strategic Plan*, developed in 2007 and serving as a guide in advancing the four-fold campus mission of education, research, patient care, and community service.

Specifically, the *Strategic Plan* contains seven goals:

- Fostering innovation and collaboration
- Translating discoveries into improved health

- Educating future leaders
- Providing highest-quality, patient-centered care
- Nurturing diversity
- Promoting a supportive work environment
- Serving our communities

These *Strategic Plan* goals will inform the update of the *1996 LRDP*, which is undergoing a comprehensive update process. The *LRDP* update will build on a series of preliminary planning studies of several campus sites and will provide the physical context for future capital improvement projects.

The campus's *Ten-Year Capital Financial Plan* and *Physical Design Framework*, accepted by the Regents in September 2010, share common goals and priorities: to ensure safe working and learning environments; to fulfill important clinical and academic priorities; to provide efficient and sustainable infrastructure; to provide needed support facilities; and to enhance the public realm.

UCSF has developed a comprehensive sustainability strategy applicable to new construction and renovations as well as campus and Medical Center operations. Sustainability efforts are practiced across all UCSF constituencies and cover all aspects of ongoing operations, including green building design, clean

energy standards, climate protection practices, sustainable transportation, sustainable operations, waste reduction, environmentally preferable procurement, and sustainable food.

PRIORITIES

Unlike all other UC campuses, UCSF does not have a large undergraduate student body, but only a small population of graduate and professional students in health science related fields. Didactic teaching facilities are few relative to the number of clinical and research facilities. As a result, most of UCSF's capital program is focused on clinical and research needs.

Over the past ten years, the bulk of capital investment has been devoted to constructing new buildings for program growth. UCSF's commitment to the new Medical Center facilities at Mission Bay culminates a period of major facility expansion with emphasis on building new clinical and academic research facilities.

Over the next ten years, most of the capital expenditures will be directed toward renovations and upgrades to address inadequate infrastructure, seismic and life-safety deficiencies, and obsolete research and clinical care facilities as reflected in the *Ten-Year Capital Financial Plan*.

Ensure Safe Working and Learning Environments

At Parnassus, UCSF is evaluating how to address the seismically “Poor” conditions of UC Hall through remediation and adaptive reuse, as an alternative action to the current *LRDP* policy of demolition. In order to change the campus’s current policy on UC Hall, the *LRDP* would need to be amended subsequent to: analysis of any implications for the space ceiling; discussion with the community; and completion of environmental review. The campus is also assessing how to remediate the seismically “Poor” condition of the Clinical Sciences Building.

UCSF is constructing new clinical facilities at Mission Bay as part of a long-term phased plan of replacing seismically deficient hospitals at Parnassus and Mount Zion and complying with seismic regulations for acute care facilities. When these new facilities open, and clinics and other operations at Mount Zion are shifted to Mission Bay, seismically deficient buildings at Mount Zion will be vacated and demolished, or remediated and converted to outpatient clinics.

Over the past decade, the campus has used campus funds and most of its State funding allocation for life-safety and infrastructure projects. While those investments have helped meet critical needs, many of the buildings and much of the

utility infrastructure are nearing 30 years of age or more at Parnassus Heights and Mount Zion, as well as some outlying campus sites. As a result, UCSF continues to be faced with capital needs to address many fire, life-safety, and code deficiencies, as well as toxic hazards, in facilities that require replacement or upgrades to ensure the safety of working and learning environments.

Fulfill Important Clinical and Academic Priorities

To provide the most advanced medical care possible within existing clinical settings, the UCSF Medical Center must continuously improve its array of existing hospitals and clinics through a program of sequenced renovations. With the relocation of women’s, pediatric, and cancer programs to Mission Bay within the next five years, UCSF is planning to construct or lease space at Mission Bay to accommodate the academic office needs of clinicians and staff critical to the clinical functions of the new Medical Center. In addition, the campus proposes to build out the fourth floor shell space in the Helen Diller Family Cancer Research Building at Mission Bay and renovate existing research, hospital, and clinic space at Parnassus and Mount Zion.

Provide Efficient and Sustainable Infrastructure

UCSF continues to be engaged in several phased projects to upgrade or replace obsolete building systems and improve the sustainability of underground site infrastructure at its older campus sites. Similarly, the Medical Center plans to upgrade building systems in existing clinical facilities. The campus also plans a centralized utilities system at Mission Bay, to be constructed in three phases over a period that will extend beyond the next decade and the period of the *Ten-Year CFP*.

Provide Needed Support Facilities

Housing is one of the primary support facilities needed at UCSF to attract and retain student, faculty, and staff. The campus is exploring possibilities for future renovation of additional University-owned houses on Third and Fifth Avenues at the Parnassus campus. In addition, expansion of the Third Street parking structure will be needed to support further Mission Bay development.

Enhance the Public Realm

Major capital projects expected to impact the appearance of streets, open spaces, and building facades include the seismic programs for the

Clinical Sciences Building and UC Hall at Parnassus and the new Third Street parking structure expansion at Mission Bay. As future funding is identified, major urban design projects, such as the Parnassus Campus Core Development project, will be added to the capital program.

RESOURCES

Over the next decade, the campus proposes a capital investment of \$880 million, consisting of a combination of \$173.7 million in State funds and \$735.6 million in non-State funds.

Medical Center reserves will fund renovations and infrastructure improvements at UCSF's two existing medical centers at Parnassus and Mount Zion. Most of the State funds and campus funds will be used to address seismic problems and infrastructure deficiencies at the Parnassus campus site.

The campus is cautious about identifying specific fund sources for several additional near-term and most long-term projects because of the following factors: significant ongoing financial commitments to five major buildings under construction, including the UCSF Medical Center at Mission Bay; the current economic recession; and an operating budget under stress because of budget cuts, rising pension costs, post-employment

benefit costs, and increasing facility operating expenses.

The future role of debt in the capital program will be determined largely by the outcomes of the operating budget issues. The campus anticipates that external financing will be used to construct the second phase of the Third Street parking structure at Mission Bay; this project will be implemented toward the end of the ten-year period, reflecting current projections of expected demand. The campus may also deploy privatized development as a means to construct new faculty office space at Mission Bay. The future availability of State funds to support capital projects, as well as the availability of campus funds and gifts, remains uncertain.

TIMING AND SEQUENCE

The *Capital Financial Plan* reflects the campus's prioritized projects based on the anticipated availability of resources. The proposed projects are aligned to maximize anticipated cash flow and are sequenced in accordance with the urgency of need and relationship to other projects. For example, a higher priority occurring earlier in the plan is the third phase of the Medical Sciences Building Improvements, which will complete renovations in support of modern research in the

health sciences, as well as the safety and comfort of building occupants.

CHALLENGES OF THE *CAPITAL FINANCIAL PLAN*

Because funding has not yet been identified, the *Capital Financial Plan*, as accepted by the Regents, does not include a number of important capital projects. For example, UCSF occupies seismically compromised space at SFGH, which must be remediated or replaced to comply with Regents' seismic safety policy.

Without confirmed funding, the campus is unable to pursue construction of major new facilities at Mission Bay for programs in global health and other affiliated programs. In addition, the campus envisions the need to construct a major new academic facility for the School of Pharmacy, and the Medical Center will need a new cancer outpatient building at Mission Bay to provide continuity of care for cancer patients at the proposed clinical facilities complex.

The campus will defer the construction of a utility distribution system at Parnassus that would increase reliability of service, as well as the completion of a full central utilities system at Mission Bay designed to lower costs of delivery.

Deferring the construction of these major projects may inhibit the development of some academic programs at Parnassus and Mission Bay, as well as prolong the unreliable distribution of utility services at Parnassus and the costly utility distribution at Mission Bay.



This update reflects and is consistent with the content and conservative approach of the accepted *Ten-Year Capital Financial Plan*. The plan gives priority to renovation and infrastructure improvement of clinical space at UCSF's two existing medical centers at Parnassus and Mount Zion and to capital projects that address the seismic problems and infrastructure deficiencies at the historic Parnassus campus site. Such capital investment will reinforce campus priorities for modernization of space and infrastructure to support evolving clinical and research programs.



Regeneration Medicine Building

San Francisco

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE					(\$ in 000s)							TOTAL PROJECT BUDGET*
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements	New Construction, Renovation, Both, Infrastructure	PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	
State Funded Program														
E & G - HEALTH SCIENCES														
Electrical Distribution Improvements Phase 2	•		•			I	1,417		16,091					17,508
Medical Sciences Building Improvements Phase 3	•		•			I		27,036						27,036
Helen Diller Family Cancer Research Building 4th Floor Buildout				•		N		16,416						16,416
Parnassus Fire Water Line Upgrade	•		•			I			12,000					12,000
Capital Renewal Program				•		I			3,200	1,000	1,000	3,000	9,000	17,200
Clinical Sciences Building (CSB) Seismic Program	•		•			I				12,000	36,000	36,000		84,000
Mission Bay Central Utilities System Phase 2 (Distribution)				•		I							950 1,300 X	48,000
STATE FUNDING							0	59,543	15,200	13,000	37,000	39,000	9,950	173,693
NON-STATE FUNDING							0	0	0	0	0	0	1,300	1,300
TOTAL STATE PROGRAM							0	59,543	15,200	13,000	37,000	39,000	11,250	174,993

San Francisco

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE					(\$ in 000s)							TOTAL PROJECT BUDGET*
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements	New Construction, Renovation, Both, Infrastructure	PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	
Non-State Funded Program														
E & G - GENERAL CAMPUS														
Mission Bay - Academic Building (Faculty Offices)					•	N		PRI						PRI
E & G - HEALTH SCIENCES														
UC Hall Seismic Program	•		•			I					30,000 X			30,000
AUXILIARY - PARKING														
Mission Bay - Third Street Parking Phase 2					•	N							18,000 LB	18,000
UCSF Medical Center at Mission Bay Phase 1 Parking Structure					•	N		22,877 LB						22,877
Mount Zion Parking Structure					•	N		PRI						PRI
MEDICAL CENTERS														
Moffitt / Long Hospitals 4th Floor Hybrid Operating Room Renovation				•		R		7,300 HR						7,300
UCSF Medical Center Moffitt / Long Chiller Replacement Phase 1			•			I		6,500 HR						6,500
Parnassus ACC-4 Ophthalmology Clinic Consolidation				•		R			18,800 HR					18,800
Parnassus ACC-7 Malignant Hematology Clinic & Infusion Center Renovation				•		R			10,000 HR					10,000
Moffitt / Long Hospitals 4th Floor IntraOperative MRI				•		R			5,000 X 5,000 HR					10,000
Moffitt / Long Hospitals L-B Room 52 Linear Accelerator Replacement				•		R			5,175 HR					5,175
Mount Zion Buildings B, D, Structural Seismic Improvements	•		•			I				12,000 HR				12,000
Parnassus ACC-8 Half-Floor Clinical Remodel				•		R					10,000 HR			10,000
Parnassus Moffitt / Long Hospitals Renovation of Release Space				•		R					30,000 HR			30,000

San Francisco

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE				New Construction, Renovation, Both, Infrastructure	(\$ in 000s)							TOTAL PROJECT BUDGET*	
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements		PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16		2016-17 to 2019-20
Parnassus ACC-2 Neurosurgery Clinic Consolidation				•		R						20,000 HR		20,000	
Capital Projects \$750K to \$5M				•		R		22,145 HR	26,780 HR	25,935 HR	28,860 HR	39,130 HR	39,000 HR	165,027 HR	346,877
Capital Projects \$750K to \$5M	•			•		I		11,924 HR	14,420 HR	13,965 HR	15,540 HR	21,070 HR	21,000 HR	88,861 HR	186,780
TOTAL NON-STATE PROGRAM								70,746	85,175	51,900	84,400	90,200	80,000	271,888	\$734,309
TOTAL STATE PROGRAM								0	59,543	15,200	13,000	37,000	39,000	11,250	\$174,993
TOTAL NON-STATE PROGRAM								70,746	85,175	51,900	84,400	90,200	80,000	271,888	\$734,309
TOTAL CAPITAL PROGRAM								70,746	144,718	67,100	97,400	127,200	119,000	283,138	\$909,302

*Total Project Budget may include prefunding and proposed funding in years after 2019-20.

ELECTRICAL DISTRIBUTION IMPROVEMENTS PHASE 2

- Improves emergency and standby power systems, upgrades system management capability to balance loads, responds to outages, and addresses code changes.
- Includes programming upgrades to control systems at Central Utility Plant; extension of emergency/standby power to both Health Sciences East and West buildings and elevator cores; control system improvements to Dentistry building, Millberry Union (MU), and Library; distribution of dedicated standby power from CUP to Parnassus Services Building; addition of new diesel emergency power generator next to Nursing Building; and reconfiguration of emergency/standby power distribution to Clinical Sciences and Nursing Buildings.
- Second phase in multi-phase electrical system improvements master plan for the Parnassus campus site.
- Supports campus goal of Providing Efficient & Sustainable Infrastructure.

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
Funding Source	Amount
State Funds	\$17,508,000
Total Budget	\$17,508,000

MEDICAL SCIENCES BUILDING IMPROVEMENTS PHASE 3

- Completes the upgrade of the building's mechanical systems (heating, ventilation, and air conditioning) begun in MSB Phases 1 and 2.
- Includes upgrade of chilled water distribution, air-handling units, the heating hot water system, building management controls, and other mechanical and electrical systems, and extends conditioned air distribution to remaining floors.
- Supports campus goal of Providing Efficient & Sustainable Infrastructure.

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
Funding Source	Amount
State Funds	\$27,036,000
Total Budget	\$27,036,000

HELEN DILLER FAMILY CANCER RESEARCH BUILDING 4TH FLOOR BUILD-OUT

- Fit out of shell space for a suite dedicated to clinical cancer research programs in Neurological Surgery, Urology and the UCSF Cancer Center.
- Will accommodate 12 newly recruited PIs, 112 student, postdoctoral, and staff scientists, and 9 informatics and support staff.
- Includes 9,100 ASF of wet laboratory space containing six open lab neighborhoods, 7,700 ASF of laboratory support space, and 3,600 ASF of office space.
- Supports campus goal of Fulfilling Important Clinical and Academic Priorities.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	20,400

Summary of Budget by Fund Type	
Funding Source	Amount
State Funds	\$16,416,000
Total Budget	\$16,416,000



Helen Diller Family Cancer Research Building

MEDICAL CENTER PROJECTS UNDER \$5M

- Include smaller projects, costing under \$5 million each, that may not yet be defined but are to be funded from Hospital Reserves.
- Includes renovations, installations of major equipment in a hospital or clinic setting, and minor improvements to building infrastructures.

Budget Approval	
Budget Year	2010-20

Summary of Budget by Fund Type	
Funding Source	Amount
Hospital Reserves	\$533,657,000
Total Budget	\$533,657,000

MISSION BAY - ACADEMIC BUILDING (FACULTY OFFICES)

- Provides academic office space for departments relocating near the new children's/women's/cancer hospitals and clinics at Mission Bay.
- Includes Pediatrics, Obstetrics-Gynecology, Surgery (including Pediatric Surgery), Child Neurology, Anesthesia, and Radiology.
- Estimated ASF of 168,000 based on September 2010 program study, including academic offices, teaching and meeting space, and related support functions. Estimated occupancy approximately 1,050 FTE.
- May be delivered as a capital project, by leasing outside property, or by privatized development.
- Supports campus goal of Fulfilling Important Clinical and Academic Priorities.

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
ASF	TBD
GSF	168,000

Summary of Budget by Fund Type	
Funding Source	Amount
Privatized	PRI
Total Budget	PRI

MOFFITT / LONG HOSPITALS 4TH FLOOR HYBRID OPERATING ROOM RENOVATION

- Develops a new operating room that includes imaging systems to enable less-invasive cardiac and vascular procedures and to allow surgeons to adopt new surgical procedures.
- Creates a new operating room out of existing storage space; includes significant infrastructure upgrades.
- Supports campus goal of Fulfilling Important Clinical and Academic Priorities.

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
ASF	800

Summary of Budget by Fund Type	
Funding Source	Amount
Hospital Reserves	\$7,300,000
Total Budget	\$7,300,000

MOFFITT / LONG HOSPITALS 4TH FLOOR INTRAOPERATIVE MRI

- Installs a 1.5 Tesla MRI between Operating Rooms 7 and 8 in Moffitt Long Hospitals.
- Serves primarily neurosurgery, with other surgical or diagnostic uses anticipated for the future.
- Funded by equal shares of Medical Center reserves and Department of Neurosurgery funds.
- Benchmarked against cost of comparable renovations at the UCSF Medical Center at Mount Zion.
- Supports campus goal of Fulfilling Important Clinical and Academic Priorities

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	976

Summary of Budget by Fund Type	
Funding Source	Amount
Hospital Reserves	\$5,000,000
Campus Funds	\$5,000,000
Total Budget	\$10,000,000

**MOFFITT / LONG HOSPITALS L-B ROOM 52
LINEAR ACCELERATOR REPLACEMENT**

- Replaces a 15-year-old Siemens Linear Accelerator with a Varian Accelerator, providing greater Central Nervous System (CNS) treatment functionality with Rapid Arc and Brain Lab planning systems; increases CNS Stereotactic (SRS) Treatment volumes with faster treatment throughput; supplies Intensity Modulated Radiation Therapy (IMRT) for CNS patients as well as 3-D and IMRT for non-CNS patients.
- Require minimal utility upgrades; the project will install new finishes and case work.
- Supports campus goal of Fulfilling Important Clinical and Academic Priorities.

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
Funding Source	Amount
Hospital Reserves	\$5,175,000
Total Budget	\$5,175,000

MOUNT ZION PARKING STRUCTURE

- Supplies additional parking for visitors and staff as more outpatient clinical activity is concentrated at or near the Mount Zion medical complex; constructed on property yet to be acquired in the vicinity.
- Provides both public and permit parking.
- Project includes 9,000 asf of educational space for private entity, San Francisco Center for Psychoanalysis.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Funding Source	Amount
Privatized	PRI
Total Budget	\$

Units
240 Spaces

PARNASSUS ACC-4 OPHTHALMOLOGY CLINIC CONSOLIDATION

- Consolidates Neurosurgery clinics within the Ambulatory Care Center (ACC), after the Pediatric Clinic moves to Mission Bay in 2015
- Neurosurgery has requested expansion of its clinic, located on the second floor of the Ambulatory Care Center
- Involves a full-floor renovation to create an efficiently configured layout for the expanded clinic
- Supports campus goal of Fulfilling Important Clinical and Academic Priorities

Budget Approval	
Budget Year	2011-12
Project Scope Summary	
ASF	11,000

Summary of Budget by Fund Type	
Funding Source	Amount
Hospital Reserves	\$18,800,000
Total Budget	\$18,800,000

**PARNASSUS ACC-7 MALIGNANT HEMATOLOGY
CLINIC & INFUSION CENTER RENOVATION**

- Expands the program to the west side of the 7th floor and provides an additional 20 infusion chairs and 12 exam rooms.
- Installs accessible toilets, upgrades fire & life-safety measures (fire sprinkler, rated walls, alarm), and reconfigures mechanical and electrical systems.
- Upgrades interior finishes to suit their function (e.g. carpets may be replaced with vinyl composition tile).
- Supports campus goal of Fulfilling Important Clinical and Academic Priorities.

Budget Approval	
Budget Year	2011-12
Project Scope Summary	
ASF	10,000

Summary of Budget by Fund Type	
Funding Source	Amount
Hospital Reserves	\$10,000,000
Total Budget	\$10,000,000

**UCSF MEDICAL CENTER AT MISSION BAY PHASE 1
PARKING STRUCTURE**

- Provides additional parking to accommodate growth of the Mission Bay research and clinical facilities.
- Initial phase provides 621 spaces for hospital and out-patient use.
- Sited on land previously used to stage the construction of clinical facilities.

Budget Approval	
Budget Year	2010-11
Project Scope Summary	
GSF	223,300
Summary of Budget by Fund Type	
Funding Source	Amount
External Financing	\$22,877,000
Total Budget	\$22,877,000

Financing	
Long-Term	\$22,877,000
Est. Annual Debt Ser	\$1,979,400
Terms:	6% 30 years
Anticipated Repayment Source:	
• Auxiliary Reserves	
Anticipated Fund Source:	
• Parking revenues	

**UCSF MEDICAL CENTER MOFFITT / LONG
CHILLER REPLACEMENT PHASE 1**

- Replaces aging and inefficient steam-driven absorption chillers.
- Installs 600-ton electric-driven chiller; upgrades chilled-water piping and pumping systems.
- Improves system efficiency and reduces operating costs.

Budget Approval	
Budget Year	2010-11
Summary of Budget by Fund Type	
Funding Source	Amount
Hospital Reserves	\$6,500,000
Total Budget	\$6,500,000

Project Scope Summary	
ASF	446,054
GSF	751,187

SANTA BARBARA

Established in 1944, UC Santa Barbara has evolved from a state teachers college into a top-tier research institution. In 1954, the campus relocated from downtown Santa Barbara to a 408-acre tract of land that previously served as a World War II Marine air base. Today, the campus encompasses 1,055 acres distributed across four principal campuses: Main, Storke, West, and North. The campus has more than 4.1 million assignable square feet (asf) of building space supporting over 22,000 students and 1,100 faculty.

Over the past decade, Santa Barbara has completed approximately \$1.016 billion of capital project development and initiated one third-party project. This development addressed enrollment and academic growth, as well as the upkeep of aging buildings and campus infrastructure. Approximately 651,000 net new asf was added to the campus over this period. By comparison, the campus will need an additional 670,000 asf (including replacement of

SANTA BARBARA CAMPUS FACTS:	
Established	1944
FTE Enrollment 2009-10	
Undergraduates	20,266
Graduate Students	2,984
Health Science Students	0
Campus Land Area	1,012 acres
Campus Buildings	4.4 million ASF
Nobel Laureates (active & emeritus)	6

barracks and trailers) by 2019-20, based on the growth estimates in the campus's *2010 Long Range Development Plan (LRDP)*.

Santa Barbara's academic programs include education, engineering, fine arts, the humanities, physical sciences, and social science. The campus is world-renowned for its interdisciplinary approach to teaching and research, specifically for the ease with which faculty, students, and staff can collaborate across disciplinary boundaries to pioneer new fields. As a result, the campus is home to major interdisciplinary research centers. Extramural research awards were estimated to total \$215 million in 2009-10, a campus record and a 90% increase since 1999-2000.

Although the campus's *Ten-Year Capital Financial Plan (Ten-Year CFP)*, accepted by the Regents in September 2010, is constrained overall by the current economic downturn, the plan's first two years emphasize critical renewal projects addressing building seismic and life-safety deficiencies and renewal of campus infrastructure. It also includes beginning phases of a few high-priority new buildings. The outer years of the plan, which anticipate an

improved economic climate, continue to address renewal and seismic needs, while adding new student and academic buildings and housing and institutional support projects to support planned growth.



Henley Gate

CAMPUS GOALS AND OBJECTIVES

Years of collaborative hard work and the investment of significant resources have made possible the campus's present level of academic distinction. Given today's economic uncertainty, the campus is faced with critical, sometimes conflicting, questions: How can the campus continue to advance? How can it be responsive to enrollment pressures? How can it fulfill its obligations to the State? Based on careful planning and analysis, the campus has decided to

proceed with a strategy of managed growth. Santa Barbara's *Ten-Year CFP* is responsive to the campus's *Strategic Academic Plan (SAP)*, the *2010 LRDP*, the *Physical Design Framework (PDF)*, and the *Campus Sustainability Plan (CSP)*.

An overarching goal of these plans is a sustainable master-planned academic community that will attract the highest quality faculty and administrative staff to deliver world-class teaching and research to 21st century students. The greatest challenge to achieving this goal is the identification and commitment of sufficient financial resources to fund the projects identified in the *Ten-Year CFP*.

PRIORITIES

The objectives that informed Santa Barbara's *Ten-Year CFP* are derived from the campus's *Strategic Academic Plan (SAP)*. The *SAP* articulates the campus's core values and guides long-range capital planning and development. The *2010 LRDP*, which guides the land use and development potential of the campus, includes marginal enrollment growth, with growth-related projects delayed to outer years, consistent with recent University enrollment policy.

The campus's priorities reflect current restrained expectations regarding State funding and more confidence in advancing non-State-funded projects, such as housing, auxiliaries, and student and institutional support. UCSB's capital program

continues to rely on State funding to construct and renovate academic facilities. However, the campus has increasingly utilized non-State funding sources (predominately gift funds) to achieve or optimize both academic and capital project program objectives. The campus will continue to utilize all possible funding sources to support campus progress and to maintain the campus's trajectory of success. Campus priorities are linked to the five strategic academic objectives described below.



Bren Hall

Support the academic teaching mission and projected student growth

UC Santa Barbara's vision, as articulated in the *Strategic Academic Plan*, is to set new standards of excellence in academic engagement, learning, and discovery. Numerous academic building renewals are identified in the *Ten-Year CFP*, including Phelps and Ellison Halls (State funds) and the key teaching

venues of Campbell Hall and Buchanan Hall (State funds). Although the campus has relied historically on State funding to construct and renovate instructional facilities, it has relied increasingly on supplementary project funding from non-State sources, predominantly gift funds.

To support planned student growth, the *Ten-Year CFP* identifies a variety of non-State-funded new building projects, including an expansion of the University Center and other projects supporting student residential life, student services, and recreation. Additional new academic buildings and renewal projects are planned in the outer years of the *Ten-Year CFP*, such as the College of Creative Studies (gift funds).



Marine Science Research Building

Support the critical research mission and UCSB's role in a worldwide network of leading-edge research universities

Interdisciplinary teaching and research has become a cornerstone of the *Strategic Academic Plan*. The *Ten-*

Year CFP includes five new research buildings or additions, all of which will house interdisciplinary programs. These research projects target bioengineering (State and non-State funds), energy (gift funds), climate change (gift funds), and physics and engineering (State funds). Of these, the approved Bioengineering Building project is an immediate priority and represents the campus's commitment to a rapidly expanding area of research, teaching, and entrepreneurship.

Provide affordable housing for faculty, staff, and students to address local housing shortages

Affordable housing to serve faculty and staff is critical to the campus's future success and is a priority reflected in the *Ten-Year CFP*. With an estimated 40% of existing faculty and staff expected to retire by 2020, it is essential that the campus be able to offer affordable, quality housing to recruit and retain the highest caliber faculty and staff. Because of the extremely high cost of housing in Santa Barbara, the plan includes projects to address this shortage. The *Ten-Year CFP* includes three public-private partnership projects for faculty and staff housing that provide over 670 "for sale" and rental units. Based on an assumption that the current economic environment improves and some enrollment growth resumes, the plan also includes three student housing projects that will add a total of 1,500 new beds to the campus.

Address critical seismic, safety, and performance upgrades to facilities and infrastructure

The *Ten-Year CFP* includes 23 building renovations and four campus infrastructure improvement projects. Overall, 662,000 asf in 20 existing buildings is planned for some level of improvement. Goals reflected in the *Ten-Year CFP* include correction of all seismically "poor" buildings to the level of "good," as well as installation of sprinklers and updated fire alarm systems in all residence halls and all academic buildings six stories or taller. Priority projects include the Davidson Library Addition and Renovation, which includes repair of seismic and life-safety deficiencies (State funds), the seismic repair of Ortega Dining Commons (non-State funds), and the Music Building Seismic Corrections and Addition project (State funds).

Much of the campus infrastructure is over 40 years old, some dating back to when the campus was a Marine Air Base. Immediate priorities include Infrastructure Renewal Phases 1 and 2 (State and non-State funds), which will upgrade the most deficient sanitary sewer, natural gas, and potable water lines and select storm drain segments. These projects provide upgrades across the Main Campus that will improve reliability and reduce maintenance while providing capacity necessary for future growth.

Meet modern support needs for faculty, staff, and students in health, public safety, and recreation

In support of the campus community, the *Ten-Year CFP* includes projects that promote and support health and recreation and public safety, e.g., Student Life Services (non-State funds), Aquatics Center (gift funds), Recreation Facility (non-State funds), and the Public Safety Building Expansion (State funds). Other projects include open space malls (e.g., pedestrian areas, including paving and landscape) and parking and road improvements, all funded from non-State sources.



Open Mall

The campus has a long history of commitment to environmental awareness and research leadership in sustainable activities. It is a leader in green building design, both for new facilities and renewal of existing buildings. Green building principles are integrated into all new projects from pre-planning through occupancy, and all new buildings are required to meet or exceed LEED™ Silver standards. Additionally, the

Campus Sustainability Plan (CSP) provides a road map for achieving greater overall sustainability in the built environment, energy, operations (materiel), waste, transportation, and landscape.

RESOURCES

Total funding included in Santa Barbara's *Ten-Year Capital Financial Plan* is \$1.05 billion, approximately the same amount expended in the preceding decade. Of the total, approximately \$398.4 million or 38% is proposed for funding with external financing; of this external financing, funding for housing and auxiliaries represents 60% of the total. The next largest sources of funding come from the State at \$292 million (27%) and from gifts at \$250 million (24%). For this *Ten-Year CFP*, capital reserves provide \$76 million (7%) and campus funds total \$39 million (4%) of the overall program.

TIMING AND SEQUENCE

In the near term, the plan identifies a total of fifteen projects with an estimated cost of \$242 million. Of these, four projects – Davidson Library Addition and Renovation, Infrastructure Renewal Phases 1 and 2, and Phelps Hall – were submitted previously for State funding that was subsequently delayed. Of the 11 other projects, ten are funded exclusively from non-State sources; the only State-funded project is the approved Bioengineering Building, which requests \$25 million of State funds. In the outer years of the

Ten-Year CFP is a total of 32 projects with a combined total value of approximately \$814 million. Overall, the plan includes 47 projects with an approximate value of more than a \$1 billion.



The campus's *Ten-Year Capital Financial Plan* endeavors to maintain the present path of growth and success, while acknowledging growth limitations and funding constraints in the operations and capital budgets. In the near term, the plan reflects current economic and budgetary challenges and primarily targets high-priority seismic and life-safety renewals, replacements, and infrastructure. In the outer years, although the plan continues its focus on seismic, life safety and renewal, it introduces new growth projects to support academics and research, as well as new housing, student, and institutional support facilities.

The current economic environment challenges the campus's ability to maintain its stature as a top-tier research university, enhance and grow its academic and research programs, and protect and preserve past and present capital investment. Santa Barbara's successes over the past ten years were supported by relatively stable capital program funding. Going forward, the campus will need to rely on successful fundraising campaigns and alternative funding sources to help fill the gap created by the uncertainty of State funding. Santa Barbara will continue to pursue all funding opportunities – gifts, public-private partnerships, federal funds, external finance, and other sources – to achieve the goals and objectives described in its *Strategic Academic Plan* and expressed in the *Ten-Year CFP*, the *2010 LRDP*, and the *Campus Sustainability Plan*.



San Clemente Village

Santa Barbara

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE				New Construction, Renovation, Both, Infrastructure	(\$ in 000s)							TOTAL PROJECT BUDGET	
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements		PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16		2016-17 to 2019-20
State Funded Program															
E & G - GENERAL CAMPUS															
Davidson Library Addition and Renovation				•		B	2,305	67,698		1,075				71,078	
Phelps Hall Renovation				•		R	1,100			11,508				12,608	
Infrastructure Renewal Phase 1				•		I	741 5,950 X		11,311					18,002	
Infrastructure Renewal Phase 2				•		I	638 X	4,472 X	956	12,274				18,340	
Bioengineering Building				•		N	1,600 X	3,074 LB 793 X	25,000 1,287 X 39,500 LB	830 X 800 LB				72,884	
Music Building Seismic Corrections & Addition	•			•		B				900	1,850	41,250	1,000	45,000	
Campbell Hall	•		•			R				15,000				15,000	
Ellison Hall Renovation				•		R					1,139	1,288	27,573	30,000	
Physics/Engineering Building		•				N				900	1,850	42,250		45,000	
South Hall and HSSB Renovation				•		R						30,304		30,304	
Buchanan Hall Renovation				•		R							10,000	10,000	
Broida Renovation				•		R							20,000	20,000	
Engineering II Renovation				•		R							20,000	20,000	
Public Safety Building Expansion				•		N							11,907	11,907	
STATE FUNDING								67,698	37,267	40,757	3,889	44,388	101,127	61,907	357,033
NON-STATE FUNDING								8,339	40,787	1,630	0	0	0	0	50,756
TOTAL STATE PROGRAM								76,037	78,054	42,387	3,889	44,388	101,127	61,907	407,789

Santa Barbara

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE					(\$ in 000s)								TOTAL PROJECT BUDGET
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements	New Construction, Renovation, Both, Infrastructure	PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17 to 2019-20	
Non-State Funded Program															
E & G - GENERAL CAMPUS															
Open Space - Malls		•				I				2,000 X	2,000 X		2,000 X		6,000
Energy Research Building					•	N						2,500 G	47,500 G		50,000
Climate Research Building					•	N								50,000 G	50,000
Expansion of the U-Cen		•				B								25,000 LB	25,000
College of Creative Studies					•	N								35,000 G	35,000
West Campus Ranch House				•		R								26,000 G	26,000
Capital Projects \$750K to \$5M				•		R		2,500 G 2,500 N	5,000 G	5,000 G				17,000 X	32,000
E & G - HEALTH SCIENCES															
Bioengineering 2					•	N						2,500 G	52,500 G		55,000
AUXILIARY - PARKING															
Parking Structure		•				N								15,000 LB 5,000 N	20,000
AUXILIARY - STUDENT HOUSING & DINING															
Portola Dining Commons Renovations				•		R		6,400 N							6,400
Ortega Dining Commons Renovation	•			•		R					7,500 N				7,500
Storke Housing Renovation				•		R							60,000 LB		60,000
Student Housing Project 1		•				N								60,000 LB	60,000
Student Housing Project 2		•				N								60,000 LB	60,000
Student Housing Project 3		•				N								60,000 LB	60,000

Santa Barbara

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE				New Construction, Renovation, Both, Infrastructure	(\$ in 000s)							TOTAL PROJECT BUDGET	
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements		PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16		2016-17 to 2019-20
Capital Projects \$750K to \$5M	•			•		N		7,400 N	4,500 N	8,000 N	5,000 N	8,000 N		14,800 N 5,750 X	53,450
AUXILIARY - STUDENT ACTIVITIES, RECREATION, ATHLETICS (FEE)															
Aquatics Center Phase I				•		N		6,000 G							6,000
Aquatics Center Phase II					•	N			6,000 G						6,000
Student Services Building		•				N								25,000 LB	25,000
Student Life Services	•	•				N								25,000 LB	25,000
Recreation Facility		•				B								25,000 LB	25,000
AUXILIARY - FACULTY HOUSING															
Faculty Club Renewal				•		B			10,000 N						10,000
North Campus Faculty Housing Phase II					•	N		16,625 X							16,625
TOTAL NON-STATE PROGRAM							41,425	25,500	15,000	7,000	20,500	162,000	448,550	\$719,975	
TOTAL STATE PROGRAM							76,037	78,054	42,387	3,889	44,388	101,127	61,907	\$407,789	
TOTAL NON-STATE PROGRAM							41,425	25,500	15,000	7,000	20,500	162,000	448,550	\$719,975	
TOTAL CAPITAL PROGRAM							117,462	103,554	57,387	10,889	64,888	263,127	510,457	\$1,127,764	

BIOENGINEERING BUILDING

- Constructs building to support academic growth and research in the field of bioengineering.
- Provides wet and dry laboratories, offices, an auditorium, a vivarium, and support space.
- Proposed occupants include the Institute for Collaborative Biotechnologies (ICB), a unit of the Center for Stem Cell Biology and Engineering, and a new interdisciplinary Ph.D. program in bioengineering.
- Includes funding using the “Garamendi” mechanism.

Budget Approval	
Budget Year	2010-11

Financing	
Long-Term	\$43,374,000
Est. Annual Debt Service	\$3,151,074
Terms: 6%	30 years
Interest During Construction:	\$2,996,000
<u>Anticipated Repayment Source:</u>	
• General Revenue Bonds	
<u>Anticipated Fund Source:</u>	
• Opportunity and Education Funds under Garamendi funding mechanism	

Project Scope Summary	
ASF	46,227
GSF	89,596

Summary of Budget by Fund Type	
Funding Source	Amount
State Funds	\$25,000,000
Campus Funds	\$4,510,000
External Financing	\$43,374,000
Total Budget	\$72,884,000

INFRASTRUCTURE RENEWAL PHASE 1

- Improves reliability and operational efficiency of the campus infrastructure in first phase of a multi-phase effort.
- Replaces or upgrades major systems, including natural gas, potable water, storm drainage, and sanitary sewer, including most of the main distribution systems and lateral lines connecting the main systems to campus buildings.
- Improves campus infrastructure, most more than forty years old, which has deteriorated to such a degree that failures are common, particularly in lateral sewer lines.
- Campus funds identified.

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
Funding Source	Amount
State Funds	\$12,052,000
Campus Funds	\$5,950,000
Total Budget	\$18,002,000

DAVIDSON LIBRARY ADDITION AND RENOVATION

- Renovates and seismically upgrades space in the two- and eight-story wings of the existing library and constructs new library space.
- Includes addition of 44,646 ASF / 63,172 GSF and renovation of 114,679 ASF.
- Extends fire and life-safety systems throughout the entire library complex.
- Corrects ongoing overcrowding, accommodates new technology, provides increased instructional and study space and replaces leased book storage space.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Funding Source	Amount
State Funds	\$71,078,000
Total Budget	\$71,078,000

Project Scope Summary	
ASF	44,646
GSF	63,172

INFRASTRUCTURE RENEWAL PHASE 2

- Replaces or upgrades major campus infrastructure systems in second phase of a multi-phase effort.
- Addresses system deterioration and hydraulic capacity, responds to regulatory requirements, improves operational efficiency, and accommodates known demand.
- Continues improvements to storm water, sanitary sewer, potable water, and natural gas systems by addressing deficiencies that seriously constrain operations of the campus and includes critical Lagoon Road storm system that eliminates ocean outfalls.
- Campus funds identified.

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
Funding Source	Amount
State Funds	\$13,230,000
Campus Funds	\$5,110,000
Total Budget	\$18,340,000

AQUATICS CENTER PHASE I

- Constructs a 65-meter regulation pool, pool deck, and support facilities (mechanical, electrical, pumps, and filtration equipment) to accommodate men's and women's intercollegiate swimming and water polo and recreational activities.
- Replaces non-NCAA-compliant 1943 campus pool and locker rooms.
- Project will proceed when sufficient funding is available; partial gift funding is in hand. Student Fee referendum under discussion to augment the gift funding.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Funding Source	Amount
Gift Funds	\$6,000,000
Total Budget	\$6,000,000

Gift Campaign Summary	
Gifts in Hand	\$500,000
Gifts Pledged	
Gifts to be Raised	\$5,500,000
Total Budget	\$6,000,000

AQUATICS CENTER PHASE II

- Constructs athletic-program support facilities, including those required for NCAA Division I swim meets and water polo matches.
- Provides new men's and women's locker rooms, concession and ticket-office facilities, bleacher seating, new electronic scoreboards, officials' areas, and space for television and media operations.
- Replaces obsolete facilities that are too small to accommodate competitive swimming and water polo programs and recreational use.
- Project will move forward when sufficient gift funding is available.

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
Funding Source	Amount
Gift Funds	\$6,000,000
Total Budget	\$6,000,000

Project Scope Summary	
ASF	6,000
GSF	9,800

Gift Campaign Summary	
Gifts in Hand	
Gifts Pledged	
Gifts to be Raised	\$6,000,000
Total Budget	\$6,000,000

CAPITAL PROJECTS \$750K TO \$5M (E&G)

- Constructs utility and infrastructure improvements and building renovations.
- Includes road improvements, turf and lighting projects, Alumni House 1st floor, West Campus Interpretive Center, Ocean Sciences Education Building Phase III, and Tipton House, a new facility on the Sedgwick Reserve in the Santa Ynez Valley for University classes, public workshops, and visitor orientation.

Budget Approval	
Budget Year	2010-11

Gift Campaign Summary	
Gifts to be Raised	\$5,500,000
Total Budget	\$5,500,000

Summary of Budget by Fund Type	
Funding Source	Amount
Campus Funds	\$17,000,000
Gift Funds	\$12,500,000
Auxiliary Reserves	\$2,500,000
Total Budget	\$32,000,000

CAPITAL PROJECTS \$750K TO \$5M (AUXILIARIES)

- Constructs utility and infrastructure improvements and building renovations.
- Includes modernization of the Jameson Community Center and the Jameson Café, upgrade and modernization of the Linda Vista Kitchen, Residence Halls fire-safety projects, Faculty-in-Residence projects, and Residential Life Resource Center.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Funding Source	Amount
Campus Funds	\$5,750,000
Auxiliary Reserves	\$47,700,000
Total Budget	\$53,450,000

FACULTY CLUB RENEWAL

- Renovates and adds to the physical plant of the Faculty Club to meet increased demand for overnight lodging, conference space, and food services.
- Includes new lodging space and modernization to meet current building codes in this 1967 building.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	21,314
GSF	26,643

Summary of Budget by Fund Type	
Funding Source	Amount
Auxiliary Reserves	\$10,000,000
Total Budget	\$10,000,000

NORTH CAMPUS FACULTY HOUSING PHASE II

- Development of faculty housing to meet a critical University objective of providing affordable, quality faculty housing to recruit and retain distinguished academic personnel.
- Phase II of a six phase faculty housing development on the North Campus.
- Construction of 35 of 161 units – 22 currently under construction in Phase I.

Budget Approval	
Budget Year	2010-11

Financing	
Long-Term	\$16,625,000
Anticipated Fund Source:	
• Repayment of Interim Financing from Home Sales Proceeds	

Summary of Budget by Fund Type	
Funding Source	Amount
Campus Funds	\$16,625,000
Total Budget	\$16,625,000

Units	
	35 Homes

PORTOLA DINING COMMONS RENOVATIONS

- Renovates the 1966 Commons at the Santa Catalina housing complex, which (together with Linda Vista Kitchen) serves over 1,300 students.
- Modernizes the facilities to gain production efficiencies and enhancements to service and delivery.
- Scheduled after Linda Vista Kitchen upgrade.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Funding Source	Amount
Auxiliary Reserves	\$6,400,000
Total Budget	\$6,400,000

Project Scope Summary	
ASF	19,754

SANTA CRUZ

UC Santa Cruz was conceived as an uncommon research university where educational programs would not simply co-exist with, but be enriched by, the research environment. Today, Santa Cruz faculty are recognized both as excellent teachers and as leaders in major disciplines, including biochemistry, molecular biology, environmental studies, geosciences, astronomy and astrophysics, literature, and international economics. Each of the campus's ten residential colleges, led by a Provost with a faculty appointment, is a vibrant living and learning community of 1,200 to 1,500 students. The campus's continued investment in the colleges enables students to experience the intimacy of a small liberal arts college and the intellectual heft of a major research university.

UCSC's Physical Design Framework and its planning model achieve two complementary ideals: they enable the vision and goals of the campus's *Strategic Academic Plan*, and they respect the exceptional setting of the main campus, which is nestled amid 2,000 acres of redwoods and meadows with vistas of the Santa Cruz Mountains and the nearby Pacific Ocean. The shoreline of the 73-acre Marine Science Campus overlooks the Monterey Bay, home to the world's largest collection of marine research

activities. Other campus locations include the 483-acre Monterey Bay Education, Science, and Technology Center (near Monterey) and the 3,600-acre Lick Observatory atop Mount Hamilton (near San Jose).

Since 1988, the campus has more than doubled the number of research doctoral programs (from 13 to 32) to address areas of State need and enhance campus intellectual vibrancy. In the past five years alone, UCSC has introduced 11 new graduate programs. As a result of growth in existing programs and new program establishment, the campus has more than doubled the number of Ph.D. degrees it awards each year.

Over the ten-year period to 2007-08, UC Santa Cruz grew by 58% to 16,075 budgeted full-time equivalent (FTE) students. Since then, however, the State has been unable to provide additional funding to support enrollment growth. In response to budgetary uncertainties, the campus is working to scale back its current class (17,161 FTE students in 2009-10) to budgeted levels.

Unfortunately, even during past periods of growth, funding for capital construction did not keep pace with either budgeted enrollment growth, academic program development, or the associated increases

SANTA CRUZ CAMPUS FACTS:	
Established	1965
FTE Enrollment 2009-10	
Undergraduates	15,684
Graduate Students	1,476
Health Science Students	0
Campus Land Area	2,000 acres
Campus Buildings	3.7 million ASF
University Professors (active & emeritus)	2

in faculty and staff. Despite accounting for planned enrollment reductions over the next few years, a significant unmet need remains for new and renovated space and for the supporting infrastructure associated with currently budgeted program levels.

CAMPUS GOALS AND OBJECTIVES

This *2010-20 Capital Financial Plan* balances projects among the five objectives described as follows in support of the *Strategic Academic Plan*. It addresses only those most critical needs required to support 2007-08 budgeted enrollment and associated faculty levels.

Instruction and Research Program Development

New facilities are needed to support graduate instruction across all disciplines – allowing all interested faculty to participate in graduate



Providing connections to existing resources

education; supporting the research interests of the campus; and providing the trained graduates needed by the State and the nation. There is additional need for new facilities which enhance the quality of the undergraduate experience. At some point in their baccalaureate studies, over half of Santa Cruz's current undergraduates assist faculty with research, an educational opportunity which cannot be sustained without adequate facilities. In addition to the demands of past enrollment growth, the evolution and increased sophistication of campus instruction and research programs has created a shortage of space. Without the construction of new facilities fully justified by 2007-08 budgeted enrollment levels, vital instruction and research program development will be diminished.



Undergraduate Research Students

Retrofitting and Upgrading Existing Academic Facilities

Many buildings on the 45-year-old campus require renewal, modernization, and upgrades to comply with health, safety, and accessibility (ADA) requirements and to respond to obsolescence and changing academic program needs. The campus is also witnessing the evolution of cutting-edge programs in disciplines that depend upon laboratory and computer facilities of a much larger scale. Some of the campus's older buildings lack the advanced infrastructure (e.g., fume hoods, power and advanced communications networks) or the specialized space needed to support today's academic programs, or the flexible modular design to accommodate changing program needs. Accordingly, there is a need to rebalance, reconfigure, renew, and augment existing space to address both obsolescence and pedagogy requirements.

Improvements to Core Infrastructure

Similarly, the campus needs to renew, upgrade, and extend core infrastructure systems to address obsolescence, to improve efficiency and energy conservation, and to meet modern program needs. To support existing programs and enable their next stage of development, the campus takes a programmatically and functionally logical approach to the expansion and renewal of its existing infrastructure and the extension of its utilities and circulation systems.

Student Life/Intellectual Engagement and Residential Life

Santa Cruz is recognized for its commitment to academic engagement and a quality learning experience at all levels. By providing opportunities for undergraduate and graduate students to work together, the assets of a premier research university further contribute to superlative undergraduate learning environments. UCSC's unique residential experience is another important component of that learning environment. Over the next decade, the campus plans significant investment in on-campus residential facilities, including on-campus housing for graduate students and student life facilities.

Campus Environment, Sustainability, and Life Safety

Creating connections and public spaces that support a vital intellectual community is a major theme of the campus's approach to physical development, an objective advanced by principles and concepts informing the design of all projects in this plan. Maintaining the campus's strong traditions of environmental stewardship and sustainability requires new capital investment to promote sustainable practices in campus operations as well as investments that balance development with sensitivity to the natural environment. Consistent with UC-articulated priorities, the campus has already addressed serious seismic and other life-safety deficiencies in most campus facilities; however, several projects are in progress or remain to be implemented.

All UC Santa Cruz projects will comply with the *University of California Policy on Sustainable Practices*. As required by this policy, projects will adopt the principles of energy efficiency and sustainability to the fullest extent possible, consistent with budgetary constraints and regulatory and programmatic requirements.

CAPITAL NEEDS AND PRIORITIES

To achieve UCSC's mission, the campus's State capital program reflects a balance of projects which address critical needs for new construction;



Buildings are a reflection of the environment

building and utility renovation, renewal, and upgrades; and expansion of utility systems and infrastructure. Projects funded from non-State sources complement and extend State investment by meeting student life and housing needs and by addressing specific research and infrastructure needs.

UC Santa Cruz has received no State funding for capital projects for three years (2007-10). The program presented here remains consistent with campus priorities as expressed in the *2009-19 Capital Financial Plan* (and in preceding years), with project timing changed to reflect the delay/gap in funding and with minor timing adjustments to better align the program with the most urgent needs.

STATE CAPITAL PROGRAM

Priorities for the State capital program include the following:

New Buildings for Instruction and Research

Past enrollment growth and the complex nature of space required to support the continued evolution of leading-edge disciplines has driven the need for new buildings. Recent projects have partially addressed these needs, but a shortage of space and limited flexibility remain in virtually all campus programs. To the extent feasible, this *2010-20 CFP* addresses critical space deficiencies in key academic disciplines, particularly in the sciences and engineering programs.

The campus's location has influenced the focus and reach of its world-renowned research. Facilities at the Marine Science Campus (MSC) serve as the center for marine and coastal-related research and study, bringing together the Long Marine Lab marine field station, its public outreach center, and the assets of the main campus. To address space shortages at both campuses and the need for specialized I&R facilities, the Coastal



Marine Science Research

Biology Building, to be located at the MSC, is this plan's highest priority for State funding.

UCSC's social sciences disciplines play an increasingly important role in addressing global societal needs in interdisciplinary environmental research, economics, and education. As a result, the Social Sciences Facility is next in priority for State funding. In combination with the Classroom Auditorium Building project and an alterations project, it will address campus needs for new and renovated teaching and research laboratory space and will alleviate the shortage of general-assignment classroom space.

Gift-funded and extramural research-funded projects and support facilities will complement needed State-funded facilities. These include the Expansion of the Center for Ocean Health Phase 2 and the Oceans Auditorium projects.

Renewal of Existing Facilities

Although Santa Cruz is one of the newer campuses in the UC system, it is in its 45th year. Funding is urgently needed for the systematic renewal and modernization of existing facilities and building infrastructure to respond to changing academic programs; new health, safety, and regulatory requirements; building aging; and program obsolescence. The proposed State-funded program includes three major alteration and upgrade projects involving academic space.

The Alterations for Physical, Biological, and Social Sciences project will create needed teaching laboratory space by upgrading three floors of Thimann Laboratories and one floor of Social Sciences 1. The Alterations for Academic Programs and Upgrades to Instructional Space projects will provide flexible instruction and research laboratory space and bring class laboratories up to modern standards.

The State program also includes a multi-year effort to address health and safety issues and ADA upgrades, renew and modernize building utility infrastructure, replace existing fixed classroom seating, re-roof various structures, repair windows and building wall membranes, and upgrade failing sections of roads and pathways.

Long-term underfunding of basic maintenance has exacerbated the campus's renewal efforts by reducing the useful life of building systems and other infrastructure. As a result, there is a substantial backlog of deferred maintenance associated with State-supported facilities. The list of the campus's maintenance and renewal projects currently exceeds \$125 million.

Infrastructure Improvements

Proposed for State funding are four major infrastructure projects: Infrastructure Improvements, Phases 3, 4, and 5 and Cogeneration Plant Replacement Phase 1.

Inclusion of these projects illustrates that the UCSC's need for campus-wide infrastructure renewal and modernization is equally acute as its building renewal needs. Essential infrastructure improvements include the rehabilitation and expansion of basic utilities such as the campus fire alarm, sewer, communications, water (cooling, heating, fire protection, and domestic), electrical, natural gas, and drainage systems. An important component of the infrastructure renewal program entails incorporating environmentally sustainable features, with a special focus on conserving natural resources and reducing greenhouse gas emissions. The introduction of new energy-management and conservation technologies has proven to be efficient and cost-effective. The campus has processes in place to improve the sustainability of planned projects.

Circulation Infrastructure

The *2005 Long Range Development Plan* and other planning efforts have identified the need for adequate University campus circulation infrastructure and for improvements in campus access. Changes in elevation, an abundance of ravines, and dense forest create the need for a coordinated system of pedestrian and automobile bridges, roads, and accessible pathways to provide direct and efficient routes throughout the main campus. This network remains incomplete,

and the current system is further strained under the weight of enrollment.

To ensure that projects are optimally sited and integrated with both existing facilities and long-term development objectives, the campus has initiated area planning and infrastructure studies and financial feasibility analyses in support of both academic and student life facilities in this plan. This State-funded program proposes Circulation and Infrastructure Extensions Phase 1.

NON-STATE CAPITAL PROGRAM

In addition to those projects previously listed as complementary to the State-funded program, priorities for the non-State capital program include:

Auxiliary and Fee-Supported Capital Needs:

Projects funded from non-State sources address facilities needs that are essential to creating a vibrant intellectual community. Capital projects that support student life and affordable housing needs help complete the living and learning environment for the student population. By providing places conducive to conversation, socialization, and recreation, these projects enable students and faculty to participate fully in core instruction and research activities.

Student Support Facilities: A number of student-fee-supported facilities will be renovated or constructed as they gain approval and become financially feasible. These projects include: corrections to mitigate seismic and life safety deficiencies in student facilities; construction of a student center; and renovation of an outdoor quarry amphitheater.

Housing: Student housing demand and campus projections predict shortages for both on- and off-campus housing. Accordingly, the campus is pursuing both new student housing opportunities and the renovation of older residential college and student living space.

Because affordability limits housing options, faculty and staff housing continues to present a critical challenge. Phased housing projects on campus inclusion-area land are underway.

Transportation Improvements: At 45 years old, the Santa Cruz campus requires improvements to its circulation systems. Non-State funded capital projects will address parking and transportation needs.

RESOURCES

State funding anticipated under this *2010-20 Capital Financial Plan* addresses only a fraction of

the campus's overall programmatic needs. Using established metrics, the campus could fully justify significantly more funding. Because State support for capital construction has been delayed repeatedly, the campus faces a shortage of instruction and research facilities to support 2007-08 budgeted enrollments.

UCSC continues to pursue alternative funding mechanisms and non-State resources to complement and extend the State capital investment. To fulfill its core educational mission in service to California, however, Santa Cruz will require additional State funding.

TIMING AND SEQUENCE

With no new State capital funding for the past three years, important new academic buildings, renovation and renewal efforts, and infrastructure projects have not advanced. As this backlog of need accumulates, the campus has made adjustments to its program with the consequence that a greater number of State-funded projects are scheduled for the 2011-12 fiscal year.

A more detailed discussion of capital project need, timing, and sequencing appears in the *2009-19 Capital Financial Plan* accepted by the Regents and in the updated *2010-20 Capital Financial Plan* tables and project sheets.

Santa Cruz

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE					New Construction, Renovation, Both, Infrastructure	(\$ 000s)							TOTAL PROJECT BUDGET*
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements			PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	
State Funded Program															
E & G - GENERAL CAMPUS															
Biomedical Sciences Facility		•				N	75,860 5,704 X 7,192 CRM		2,220						90,976
Infrastructure Improvements Phase 2	•		•			I	684		7,449						8,133
Cogeneration Plant Replacement Phase 1				•		N		1,021 X	21,211						22,232
Coastal Biology Building					•	N			49,739						49,739
Infrastructure Improvements Phase 3				•		I			16,645						16,645
Alterations for Physical, Biological, and Social Sciences	•			•		R			14,228						14,228
Environmental Health and Safety Facility	•				•	N			16,117						16,117
Social Sciences Facility					•	N			2,960		46,421		2,000		51,381
Circulation and Infrastructure Extension Phase 1					•	I				605	5,695				6,300
Infrastructure Improvements Phase 4				•		I				1,545	24,205				25,750
Capital Renewal				•		R				1,673	1,673	1,673	1,673	6,691	13,383
Silicon Valley Center					•	N					980	700	17,850	470	20,000
Classroom Auditorium Building					•	N					1,331	1,016	21,855		24,202
Upgrades to Instructional Space				•		R					165	2,585			2,750

Santa Cruz

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE				New Construction, Renovation, Both, Infrastructure	(\$ 000s)							TOTAL PROJECT BUDGET*	
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements		PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16		2016-17 to 2019-20
Alterations for Academic Programs					•	R								15,938	15,938
Academic Building					•	N								24,321	24,321
Infrastructure Improvements Phase 5				•		I								1,442	15,450
STATE FUNDING							0	130,569	3,823	80,470	5,974	43,378	48,862	313,076	
NON-STATE FUNDING							1,021	0	0	0	0	0	0	1,021	
TOTAL STATE PROGRAM							1,021	130,569	3,823	80,470	5,974	43,378	48,862	314,097	

Santa Cruz

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE				New Construction, Renovation, Both, Infrastructure	(\$ 000s)							TOTAL PROJECT BUDGET*
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements		PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	
Non-State Funded Program														
E & G - GENERAL CAMPUS														
Biomedical Sciences Building NIH Improvements				•	R		2,686 X 4,116 F							6,802
Energy Improvements				•	R			750 X 2,250 LB			750 X 2,250 LB		750 X 2,250 LB	9,000
Expansion of the Center for Ocean Health Phase 1				•	N				10,314 G 645 X					10,959
Oceans Auditorium				•	N					7,828 G				7,828
Expansion of the Center for Ocean Health Phase 2				•	N						15,576 G			15,576
Center for Art & Visual Studies				•	N						20,600 G			20,600
2300 Delaware Building C Computational Facility				•	R								9,758 LB	9,758
Capital Projects \$750K to \$5M				•	R		5,567 X 2,264 GR	3,365 G 2,000 X	2,000 X	2,000 X	2,000 X	2,000 X	8,000 X	29,196
AUXILIARY - PARKING														
Marine Science Campus Parking Phase 1				•	I			1,030 LB 1,030 N						2,060
Parking for West Campus Student Housing Phase 1				•	I							4,738 LB 412 N		5,150
AUXILIARY - STUDENT HOUSING & DINING														
Kresge College Renovation	•		•		R					29,355 LB 1,545 N				30,900
West Campus Student Housing Phase 1				•	B							152,711 LB 8,037 N		160,748
Capital Projects \$750K to \$5M				•	R		2,000 X	2,000 X	2,000 X	2,000 X	2,000 X	2,000 X	8,000 X	23,959
												3,959 N		

Santa Cruz

PROJECT	Seismic/Life Safety	PRIMARY OBJECTIVE				New Construction, Renovation, Both, Infrastructure	(\$ 000s)							TOTAL PROJECT BUDGET*	
		Enrollment Growth	Infrastructure Deficiencies	Facilities Modernization	Program Improvements		PreFunded	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16		2016-17 to 2019-20
AUXILIARY - STUDENT ACTIVITIES, RECREATION, ATHLETICS (FEE)															
Student Life Seismic Corrections Phase 2	•		•			R			5,665 LB						5,665
Student Center				•		N			73,645 LB 1,545 U						75,190
Upper Quarry Amphitheater Renovation and Expansion	•		•			B			8,986 G						8,986
Lower East Field Improvements				•		R				7,910 LB 3,090 G					11,000
AUXILIARY - FACULTY HOUSING															
Ranch View Terrace Phase 2					•	N			46,350 LB						46,350
AUXILIARY - CHILD CARE															
Early Education and Care Center				•		N							7,773 LB 258 G 2,598 X		10,629
TOTAL NON-STATE PROGRAM							16,633	64,440	99,135	53,728	43,176	184,486	28,758	\$490,356	
TOTAL STATE PROGRAM							1,021	130,569	3,823	80,470	5,974	43,378	48,862	\$314,097	
TOTAL NON-STATE PROGRAM							16,633	64,440	99,135	53,728	43,176	184,486	28,758	\$490,356	
TOTAL CAPITAL PROGRAM							17,654	195,009	102,958	134,198	49,150	227,864	77,620	\$804,453	

*Total Project Budget may include prefunding and proposed funding in years after 2019-20.

ALTERATIONS FOR PHYSICAL, BIOLOGICAL AND SOCIAL SCIENCES

- Critical space needs for existing enrollments and recent program growth in the Physical and Biological Sciences and Social Sciences divisions.
- Renovate approximately 56,000 ASF (90,190 OGSF) in the Thimann Laboratories building and 6,400 ASF (9,300 OGSF) in the Social Sciences 1 building; includes the required life, safety, and ADA improvements.
- Provide teaching and research laboratories and additional space for various instructional programs.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	62,400
GSF	99,490

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$14,228,000
Total Budget	\$14,228,000

BIOMEDICAL SCIENCES FACILITY

- Equipping existing and future critical space needs associated with enrollment and program growth in the Physical and Biological Sciences Division and the Baskin School of Engineering.
- Provide equipment for Molecular, Cell, and Developmental Biology; Chemistry and Biochemistry; Microbiology and Environmental Toxicology; and Biomolecular Engineering.
- Construction of the facility includes additional funding from the campus and a CIRM grant.
- Project Planning Guide was approved in FY 2006-07; design is complete; construction has begun; and funding for E is requested for FY 2011-12.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	59,728
GSF	95,759

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$78,080,000
Campus Funds	\$5,704,000
CIRM Grant	\$7,192,000
Total Budget	\$90,976,000

COASTAL BIOLOGY BUILDING

- Consolidation of the Ecology and Evolutionary Biology faculty, staff and researchers now split between main campus and Marine Science Campus; release space needed on the main campus for the Ocean Sciences and Earth and Planetary Sciences.
- Bring together faculty and students to promote scientific collaboration, the sharing of specialized facilities, and the integration of instruction and research activities.
- Will serve as the center for marine-dependent and coastal-related biological sciences research and study.
- Provide research space (labs, offices and support facilities); academic and administrative offices, meeting and support space; and greenhouses and greenhouse support.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	33,235
GSF	47,500

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$49,739,000
Total Budget	\$49,739,000

COGENERATION PLANT REPLACEMENT PHASE 1

- Existing cogeneration plant is aging, inefficient, unreliable, and unable to support current campus operations.
- Replacement is needed to provide reliable backup capacity for campus emergency responders and instruction and research as well as compliance with the campus's 2005 LRDP EIR mitigation measures.
- Construct a pre-engineered facility and install a new cogeneration system adjacent to the existing campus boiler facility (Central Heat Plant 2).
- Will be primarily non-assignable mechanical area with a 150 ASF control room.
- Provide the necessary connections to the boiler facility and electrical system upgrades required to accommodate the higher electrical capacity.

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
ASF	150
GSF	4,266

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$21,211,000
Campus Funds	\$1,021,000
Total Budget	\$22,232,000

ENVIRONMENTAL HEALTH AND SAFETY FACILITY

- The campus does not have appropriate space for the handling and storage of regulated waste.
- Provide sufficient space that complies with current building and fire codes and waste handling regulations.
- Construct a waste handling and storage facility for low level radiation, chemical, and universal waste.
- Includes an equipment calibration laboratory, shower and locker rooms, and an administrative office.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	5,200
GSF	8,660

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$16,117,000
Total Budget	\$16,117,000

INFRASTRUCTURE IMPROVEMENTS PHASE 3

- Phase 3 of a multi-phase infrastructure improvement program to provide safe, reliable energy-efficient infrastructure systems with sufficient capacity to meet the needs of existing and planned instruction and research programs.
- Provide stormwater drainage and electrical system improvements to the main campus and basic infrastructure to the Middle Terrace at the Marine Science Campus.

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$16,645,000
Total Budget	\$16,645,000

INFRASTRUCTURE IMPROVEMENTS PHASE 2

- Correct failing systems while improving performance, conserving energy, and addressing life, health, and safety concerns for current enrollments.
- Phase 2 of a multi-phase infrastructure improvement program to provide safe, reliable energy-efficient infrastructure systems with sufficient capacity to meet the needs of existing and planned instruction and research programs.
- Improves electrical, natural gas, stormwater drainage, and campus core heating water systems.
- Project Planning Guide was approved in FY 2006-07; P and W are complete; funds for C are requested for FY 2011-12.

Budget Approval	
Budget Year	2011-12

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$8,133,000
Total Budget	\$8,133,000

SOCIAL SCIENCES FACILITY

- Programmatic expansion space needed for existing enrollments and expanding graduate programs for multiple Social Sciences departments.
- Provide: instruction and research space and offices for Economics and Education Departments; administrative offices for Social Sciences Division; and small general assignment classrooms.
- Provides release space for Anthropology, Psychology, other Social Sciences programs, School of Engineering, Humanities programs, and the University Library.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	50,000
GSF	83,000

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$51,381,000
Total Budget	\$51,381,000

BIOMEDICAL SCIENCES BUILDING NIH IMPROVEMENTS

- Uses NIH grant to build out shell space in basement of Biomedical Sciences Facility.
- Builds out 1,900 ASF for installation of fixed equipment, construction of infrastructure to support facility equipment, and upgrade of the building security system.
- Cost of construction above the final NIH grant amount (under negotiation) will be funded by the campus.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Funding Source	Amount
Federal (Grant)	\$4,115,581
Campus Funds	\$2,685,919
Total Budget	\$6,801,500

Project Scope Summary	
ASF	13,086
GSF	18,325

CAPITAL PROJECTS \$750K TO \$5M (E&G)

- Constructs a variety of projects under \$5 million for education and general programs. Base funding level assumes \$2 million per year for a total of \$20 million.
- Includes minor renovations in campus buildings. Also funds Engineering Thin Films and Materials Laboratories (2010-11 for \$3.581 million), Public Nature Education Facilities (2010-11 for \$2.264 million), and Science and Engineering Library Renovation (2011-12 for \$3.365 million).
- Gift funded projects will move forward when sufficient funds are available.
- These projects support the CFP objectives for academic program development; retrofitting/upgrading academic facilities; student life/intellectual engagement and residential life; core infrastructure; and campus environment, sustainability, and life safety.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Funding Source	Amount
Campus Funds	\$23,567,000
Gift Funds	\$3,365,000
Grant-Other	\$2,264,000
Total Budget	\$29,196,000

Project Scope Summary	
ASF	TBD
GSF	TBD

Gift Campaign Summary	
Gifts in Hand	
Gifts Pledged	
Gifts to be Raised	\$3,365,000
Total Budget	\$3,365,000

CAPITAL PROJECTS \$750K TO \$5M (AUXILIARY AND FEE SUPPORTED UNITS)

- Constructs a variety of projects under \$5 million for campus auxiliary and fee-supported units. Base funding level assumes \$2 million per year for a total of \$20 million.
- Includes minor renovations in campus buildings. Also funds Parking for Social Sciences Facility (2015-16 for \$1.236 million) and IT Upgrades in Residential Facilities (2015-16 for \$2.723 million).
- These projects support the CFP objectives for academic program development; retrofitting/upgrading academic facilities; student life/intellectual engagement and residential life; core infrastructure; and campus environment, sustainability, and life safety.

Budget Approval	
Budget Year	2010-11

Summary of Budget by Fund Type	
Funding Source	Amount
Campus Funds	\$20,000,000
Auxiliary Reserves	\$3,959,000
Total Budget	\$23,959,000

Project Scope Summary	
ASF	TBD
GSF	TBD

ENERGY IMPROVEMENTS

- These projects are needed to increase energy efficiency and reduce overall energy consumption in University buildings and infrastructure.
- The campus projects included in this program vary in size and complexity. Examples include renewal and retrofits of HVAC systems, lighting, and building controls; monitoring-based commissioning, and replacement of fume hoods and freezers with more energy-efficient equipment.

Budget Approval	
Budget Year	2011-12

Financing	
Long-Term	\$6,750,000
Est. Annual Debt Service	\$490,000
Terms:	6% 30 years
Interest During Construction:	\$236,000
<u>Anticipated Fund Source:</u>	
• Opportunity Fund	

Summary of Budget by Fund Type	
Funding Source	Amount
External Finance	\$6,750,000
Campus Funds	\$2,250,000
Total Budget	\$9,000,000

MARINE SCIENCES CAMPUS PARKING PHASE 1

- Provides additional parking capacity for the Coastal Biology Building, the Center for Ocean Health Expansion, and the Oceans Auditorium in accordance with the Marine Science Campus Master Area Plan and the Coastal Long Range Development Plan.
- Constructs a surface parking lot for approximately 100 cars at the Marine Science Campus to coincide with occupancy of the Ocean Health Expansion in summer 2014 and the Coastal Biology Building in fall 2014.

Budget Approval	
Budget Year	2011-12

Financing	
Long-Term	\$1,030,000
Est. Annual Debt Service	\$75,000
Terms: 6%	30 years
Interest During Construction:	\$36,000
<u>Anticipated Repayment Source:</u>	
• Auxiliary Reserves	
<u>Anticipated Fund Source:</u>	
• Parking Fees	

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
Auxiliary Reserves	\$1,030,000
External Financing	\$1,030,000
Total Budget	\$2,060,000

Units
100 Spaces

STUDENT LIFE SEISMIC CORRECTIONS PHASE 2

- Corrects structural deficiencies of buildings with a "poor" seismic rating.
- Addresses seismic and life-safety deficiencies in selected student-fee-funded facilities. Includes Student Music East-KZSC Radio Station, Merrill College Recreation Room (Cantu GLBTI Center), Student Union, Student Union Redwood Building, Cardiff House Women's Center, and Stonehouse.
- Campus seismic/life-safety fee will be increased to pay the debt service on this project.

Budget Approval	
Budget Year	2011-12

Financing	
Long-Term	\$5,665,000
Est. Annual Debt Service	\$412,000
Terms: 6%	30 years
Interest During Construction:	\$198,000
<u>Anticipated Repayment Source:</u>	
• Auxiliary Reserves	
<u>Anticipated Fund Source:</u>	
• Student Seismic Life Safety Fee	

Project Scope Summary	
ASF	15,882
GSF	20,279

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
External Financing	\$5,665,000
Total Budget	\$5,665,000

RANCH VIEW TERRACE PHASE 2

- Provides employee housing as described in the Employee Housing Master Plan and the 2005 Long Range Development Plan (targeting 25% of faculty and 3% of non-faculty staff).
- Phase 2 provides 39 single-family detached homes on the 12.5 acre Phase 1 & 2 site. This project brings the program to 67% of the targeted 125 employee housing units.
- Infrastructure and site preparation were provided in Phase 1; Phase 2 has an approved environmental impact report.
- Interim financing is required for the period of construction through sale of the units.

Financing	
Interim Financing	\$46,350,000
Terms: 6%	30 years
Interest During Construction:	\$1,622,000
<u>Anticipated Repayment Source:</u>	
• Auxiliary Reserves	
<u>Anticipated Fund Source:</u>	
• Home Sales	

Budget Approval	
Budget Year	2011-12
Project Scope Summary	
ASF	75,900
Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
External Financing	\$46,350,000
Total Budget	\$46,350,000



Humanities I Building

AGRICULTURE AND NATURAL RESOURCES

The Division of Agriculture and Natural Resources (ANR) is a State-wide network of University of California researchers and educators dedicated to the creation, development and application of knowledge in agricultural, natural, and human resources. Through strategic planning, ANR achieves scientific and technological breakthroughs that address the challenges facing Californians. ANR's work contributes to a healthy California through teaching, research, and outreach education programs focused on nutrition and healthy lifestyles and through its work on animal and ecosystem health.



Research and Extension Center Locations

Through the Agricultural Experiment Station and Cooperative Extension, ANR operates the largest system of agriculture and natural resource Research and Extension Centers (RECs) in California. The nine-center system annually manages more than 375 research projects and conducts over 600 educational outreach programs per year. Located throughout California, the centers are focal points for community participation in UC programs and for active UC involvement in identifying and addressing regional agricultural and environmental problems and issues. This State-wide system offers a premier research management organization that provides academic researchers with localized services in various agricultural zones throughout the State.

ANR GOALS AND PRIORITIES

Because ANR operates as a network for research and education located throughout California, development of a *Capital Financial Plan* and *Physical Design Framework* similar to those of the campuses is not feasible. However, the division has developed a ten-year capital program that addresses its most critical needs – providing modern research space, expanding outreach, and renewing existing facilities which support sustainability and energy-efficiency goals.



Lysimeter Project

Modern Research

The Research and Extension Centers support multi-disciplinary initiatives in growing methods, pest control, water management, resource conservation, and other subjects necessary to respond to new issues and critical needs facing the State. The technologically and environmentally changing nature of these fields drives division needs for modern chemistry laboratories and equipment to support this type of research. However, the existing facilities at

DIVISION OF AGRICULTURE & NATURAL RESOURCES FACTS:

Established	1952
Research and Extension Centers	9
Land Area	12,653 acres
Buildings	540,000 ASF

the majority of the RECs are outdated, short of space, and ill-equipped to adequately perform the necessary research.

This ten-year plan proposes eight facilities that will provide space for new field and analytic chemistry laboratories, as well as built-in and moveable modern research equipment. These facilities are located in different regions of the State, including the agricultural communities of Five Points and Parlier, the coastal community of Irvine, the foothill community of Browns Valley, the high mountain community of Tulelake, and the desert community of El Centro.



Kearney REC Greenhouse Facility

Expanding Outreach

ANR's outreach program provides hands-on opportunities for researchers and their students to evaluate field trials via community and industry interaction. In addition, ANR provides members of the community with meeting room and classroom space otherwise not readily available in remote

surroundings. Currently, ANR holds these meetings and classes in small rooms or, in some cases, simple conference rooms that have limited technological capabilities. Therefore, in addition to research labs, six of the facilities proposed in the ten-year plan will provide large, modern multi-purpose rooms that will accommodate educational sessions, community meetings, and community-industry interaction forums.

Sustainability and Renewal of Existing Facilities

ANR's goal for all buildings and infrastructure is to be sustainable and energy-efficient and to minimize operating and maintenance costs. All construction will comply with the *University of California Policy on Sustainable Practices* and its requirements for LEED™ certification.

ANR's ten-year plan proposes two capital renewal projects. The first, scheduled in 2012-13, will renovate the aging irrigation system at the West Side REC. Outdated, inefficient, and inadequate, the existing system requires constant maintenance, frequently resulting in wasted water and destroyed crops. Included in this project is the replacement of HVAC and roof systems in several buildings across the State. These buildings have an average age of 35 years, and these systems have reached the end of their useful lives. The second project, scheduled in 2017-18, will continue the HVAC system and roof replacement efforts, as well as repair roads and renovate outdated laboratories at additional sites.



Desert REC children with instructional cow

RESOURCES

Over the next ten years, ANR must rely on State resources as the main source of funds to support its capital program. Although ANR does enjoy industry support of research, such support for capital projects is very limited.

ANR carefully reviews and prioritizes capital projects to meet the most urgent research needs. It also factors in support from agricultural and other industries, which may provide funding and equipment for its projects. ANR actively works with specific industry research groups in the development of research-specific facilities.

Of critical concern to ANR is the operation and maintenance of plant (OMP). As utilities and other costs rise without increased funding, and with no

funding for new facilities, ANR has focused on the development of capital renewal projects to modernize facilities, as well as stabilize or reduce the utility costs of the Research and Extension Centers.

TIMING AND SEQUENCE

Many factors influence the structure of the ten-year capital program and *Capital Financial Plan*. The Facilities Planning and Management staff of ANR is very small. While capital projects are determined by the most urgent needs, staffing issues are also considered in the timing of projects. The availability and amount of State funding also impact the sequence and viability of ANR's projects.

CHALLENGES FOR THE CAPITAL FINANCIAL PLAN

ANR is preparing to meet the future for Californians by articulating a *Strategic Vision* and identifying essential initiatives for implementation. While the capital program aligns with these initiatives to meet the State's most critical needs, it also relies primarily on State resources to realize them. As a result, delays in funding compromise the division's ability to be most effective.



Since acceptance of the *2009-15 State and Non-State Capital Improvement Program*, budgetary constraints

required that ANR cease operations at the Shafter Center. All projects previously proposed for the Shafter REC site are no longer in the program. No other changes are anticipated.

With UC's unparalleled scientific capacity, ANR is at the heart of California's unique position as a world leader in agriculture and natural resource research and innovation. This ten-year capital program supports this future for ANR and for California.

Agriculture and Natural Resources

PROJECT	Seismic/Life Safety	Enrollment Growth	PRIMARY OBJECTIVE				New Construction, Renovation, Both, Infrastructure	(\$ in 000s)							TOTAL PROJECT BUDGET
			Infrastructure Deficiencies	Facilities Modernization	Program Improvements	PreFunded		2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17 to 2019-20	
State Funded Program															
E & G - GENERAL CAMPUS															
Intermountain REC Field Laboratory and Multipurpose Facility				•		N			1,891 50 G						1,941
Capital Renewal Program				•		B				1,705 200 G					1,905
West Side REC Field Laboratory and Multipurpose Facility				•		N				1,590 175 G 45 X					1,810
Kearney REC Insectary Facility				•		N				1,808 200 G 75 X					2,083
Desert REC Field Laboratory and Multipurpose Facility				•		N						1,502 200 G			1,702
Capital Renewal Program - Phase 2				•		B							1,120		1,120
Sierra Foothill REC Laboratory and Extension Facility				•		N							1,891 150 G		2,041
South Coast REC Laboratory and Extension Facility				•		N							1,502 100 G		1,602
STATE FUNDING								0	1,891	1,705	3,398	0	1,502	4,513	13,009
NON-STATE FUNDING								0	50	200	495	0	200	250	1,195
TOTAL STATE PROGRAM								0	1,941	1,905	3,893	0	1,702	4,763	14,204
Non-State Funded Program															
E & G - GENERAL CAMPUS															
Hansen Agricultural Learning Center Research Facility				•		N							7,200 X		7,200
Sierra Foothill REC Citrus Clonal Protection Facility				•		N		1,200 G							1,200
TOTAL NON-STATE PROGRAM								1,200	0	0	0	0	7,200	0	\$8,400
TOTAL STATE PROGRAM								0	1,941	1,905	3,893	0	1,702	4,763	\$14,204
TOTAL NON-STATE PROGRAM								1,200	0	0	0	7,200	0	0	\$8,400
TOTAL CAPITAL PROGRAM								1,200	1,941	1,905	3,893	7,200	1,702	4,763	\$22,604

**INTERMOUNTAIN REC FIELD LABORATORY
& MULTIPURPOSE FACILITY**

- Enhance research, extension, and educational activities in the Intermountain REC.
- Provide space for dry laboratory activities, seminars, and educational programs.
- Faculty, specialists, and advisors will use the facility for mountain and high desert agriculture and natural resource activities.
- Industry support (gift funding) is anticipated for equipping the building.

Budget Approval	
Budget Year	2011-12

Project Scope Summary	
ASF	3,000
GSF	3,750

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
State Funds	\$1,891,000
Gift Funds	\$50,000
Total Budget	\$1,941,000

Gift Campaign Summary	
Gifts in Hand	
Gifts Pledged	
Gifts to be Raised	\$50,000
Total Budget	\$50,000

**SIERRA FOOTHILL REC CITRUS CLONAL
PROTECTION FACILITY**

- Researches infestation of pests threatening the State's citrus industry.
- Provides protected propagating and growing conditions for the State's citrus budwood environment.
- Includes laboratory space for propagation and research evaluation.
- Project will begin when funding is received from the Citrus Research Board in 2011.

Budget Approval	
Budget Year	2010-11

Project Scope Summary	
ASF	40,000
GSF	40,000

Summary of Budget by Fund Type	
<u>Funding Source</u>	<u>Amount</u>
Gift Funds	\$1,200,000
Total Budget	\$1,200,000

Gift Campaign Summary	
Gifts in Hand	
Gifts Pledged	\$1,200,000
Gifts to be Raised	
Total Budget	\$1,200,000

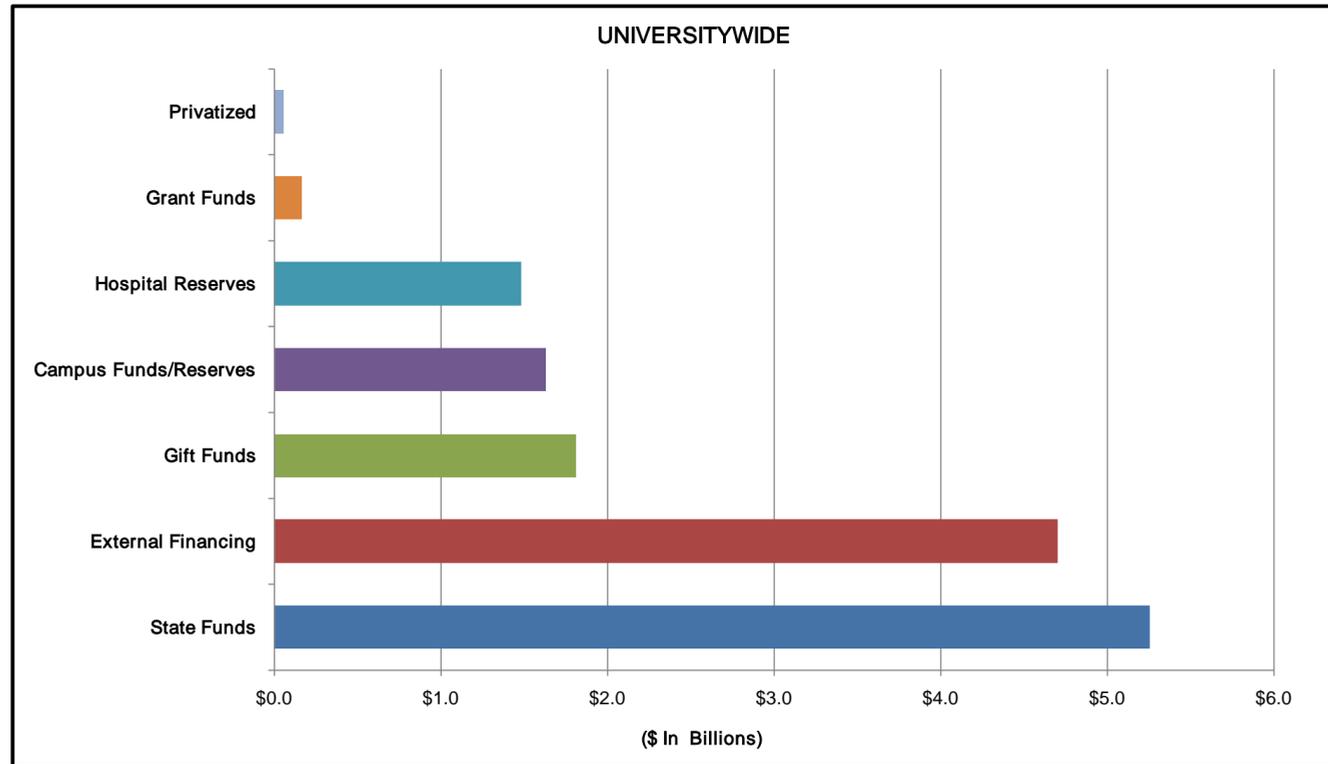


Lindcove REC Extension Center

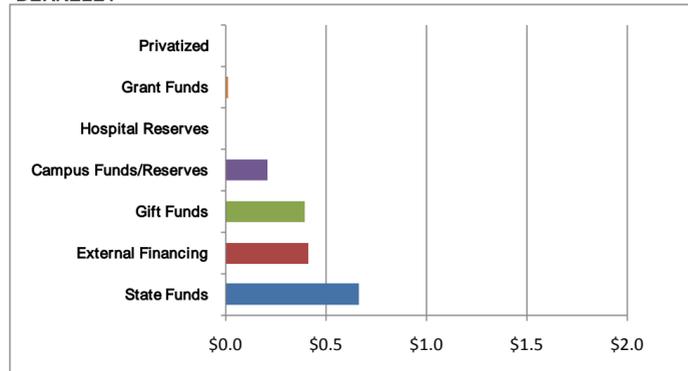
CAPITAL PROGRAM AT-A-GLANCE

The following charts show the distribution of capital resources by funding source, by program category, by project objective and by construction type.

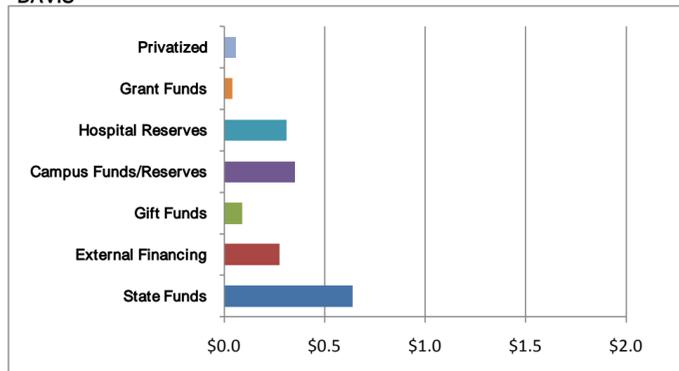
**2010-20 CAPITAL PROGRAM BY
FUNDING SOURCE**
(FOR ALL CHARTS: \$ in billions)



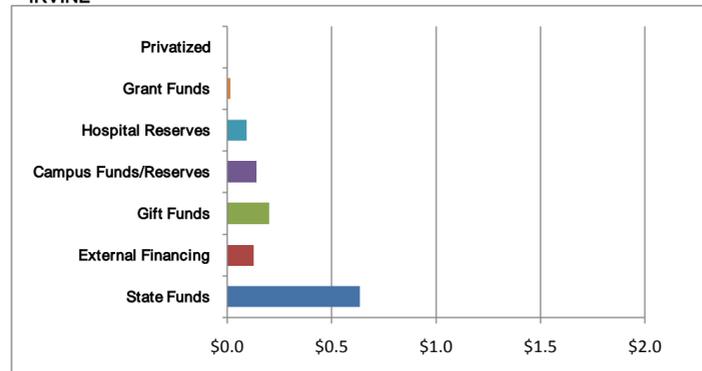
BERKELEY



DAVIS

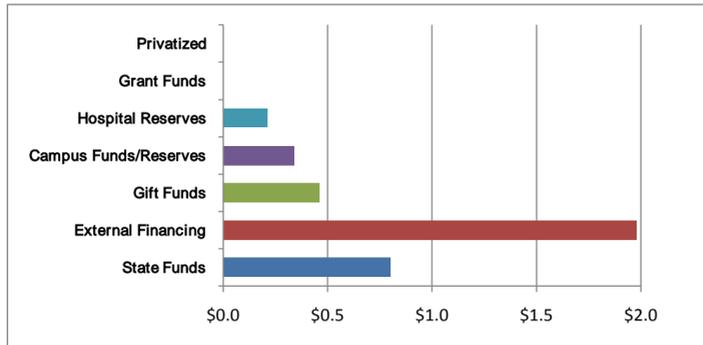


IRVINE

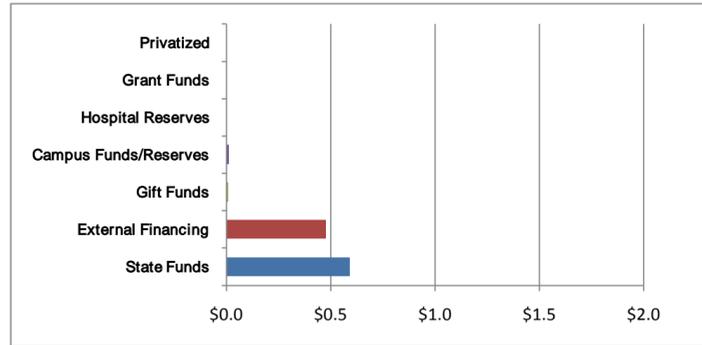


**2010-20 CAPITAL PROGRAM BY
FUNDING SOURCE**
(FOR ALL CHARTS: \$ in billions)

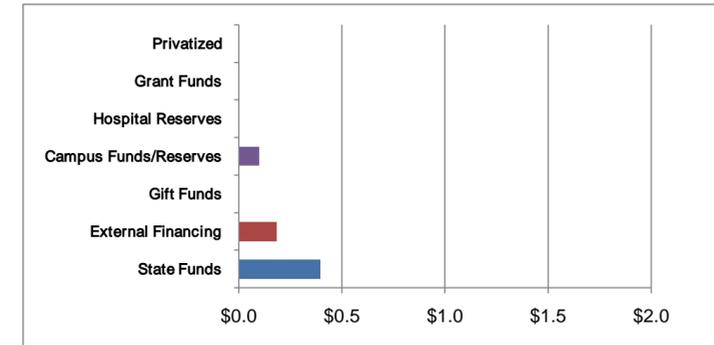
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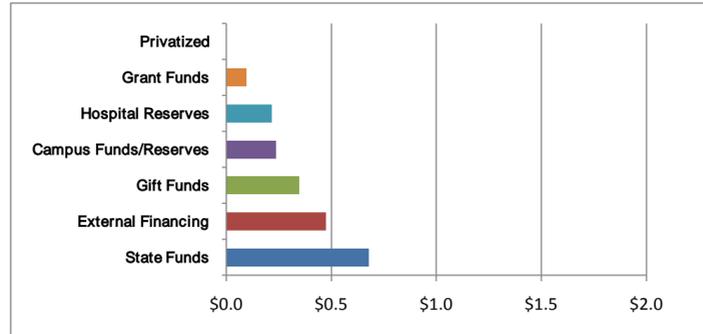
MERCED



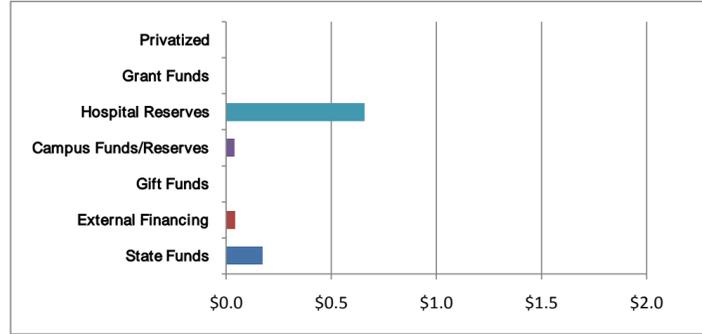
RIVERSIDE



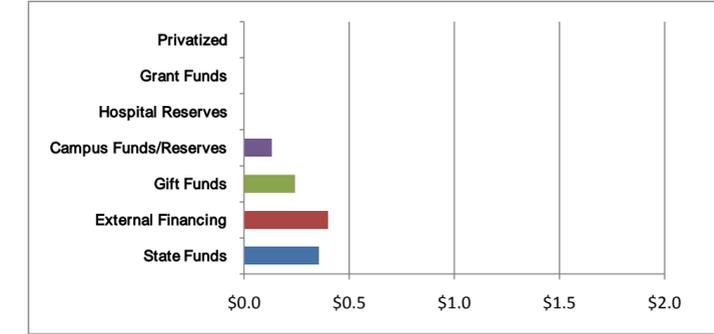
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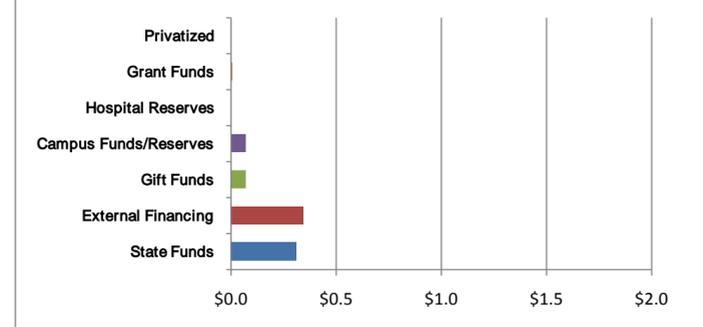
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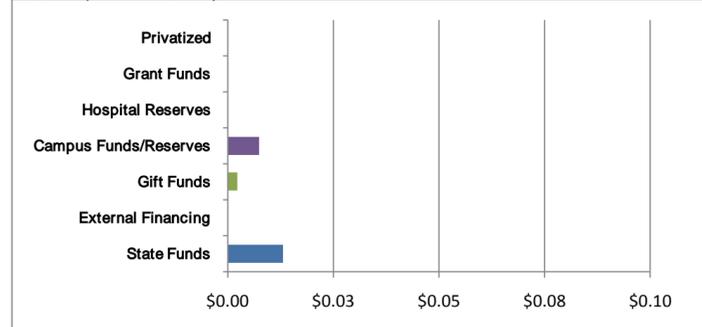
SANTA BARBARA



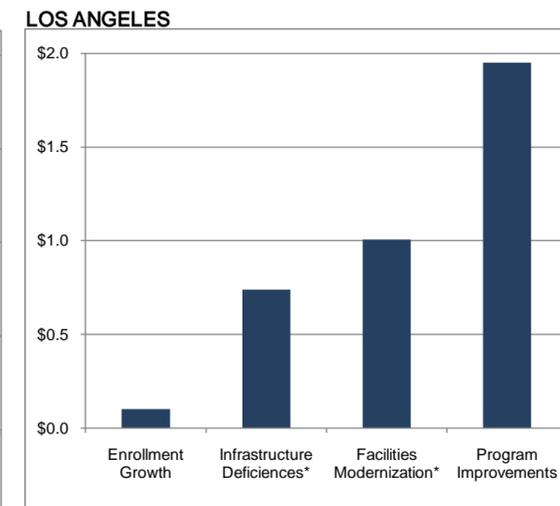
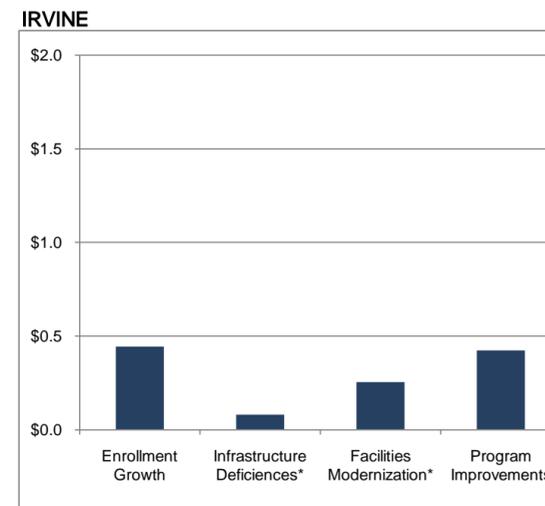
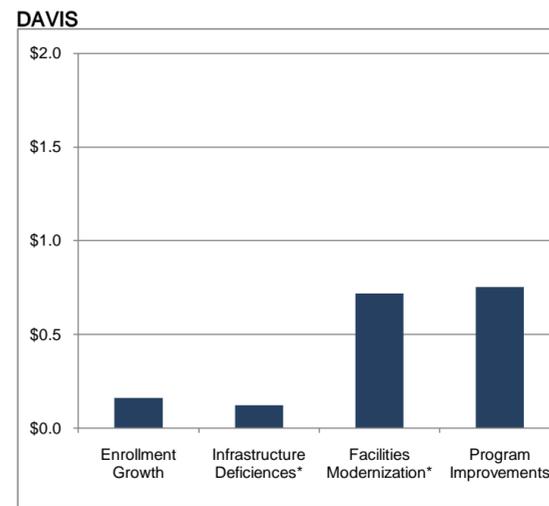
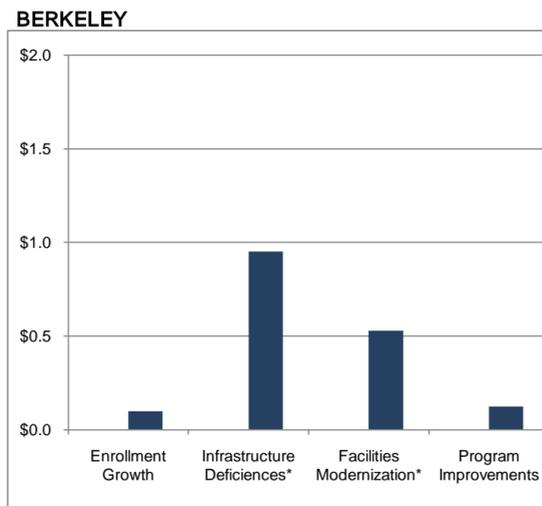
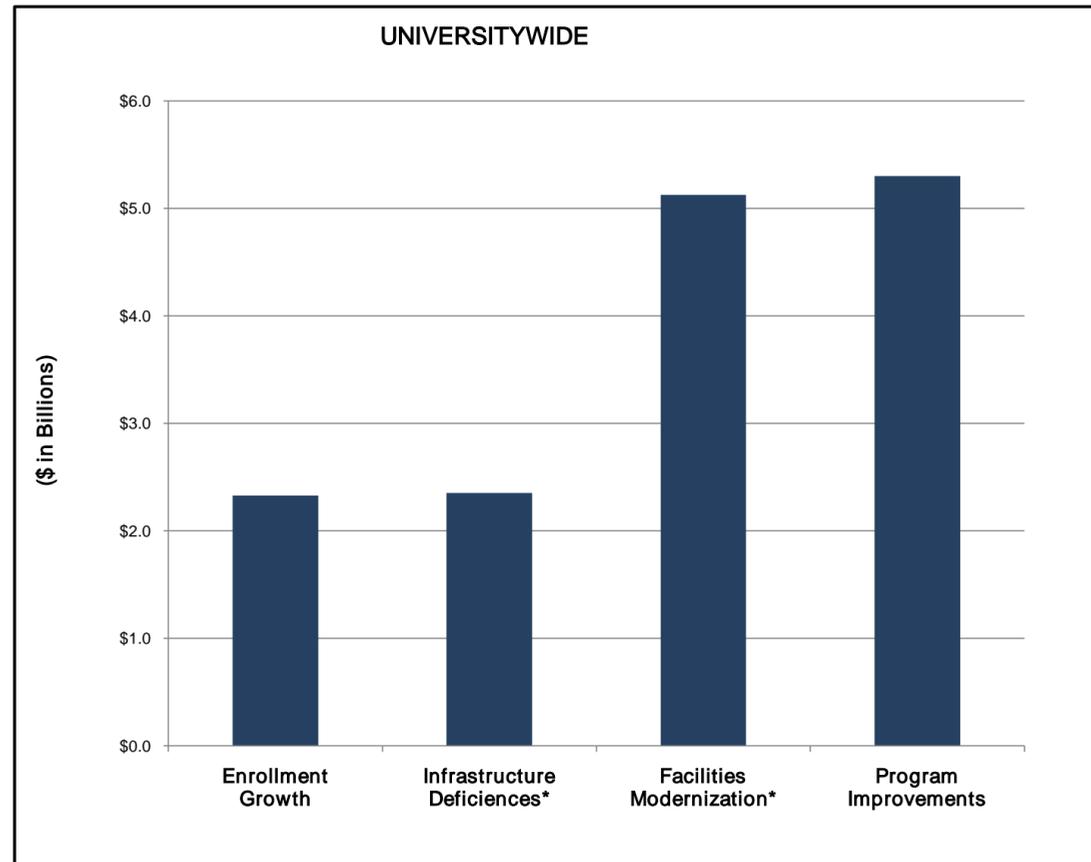
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ANR (Different Scale)



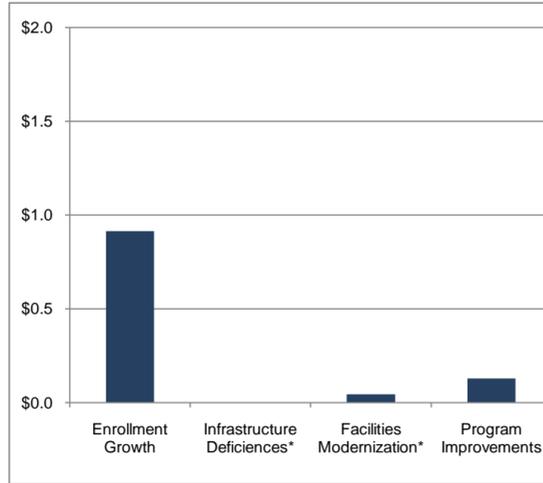
**2010-20 FUNDING BY
PRIMARY PROJECT OBJECTIVE**



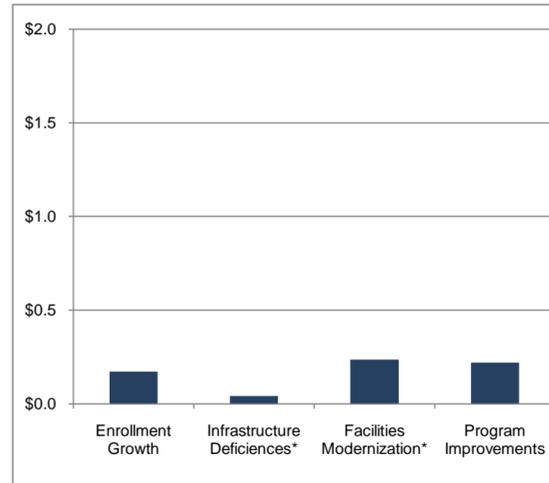
* Seismic and life safety projects are reported in these two categories

**2010-20 FUNDING BY
PRIMARY PROJECT OBJECTIVE**

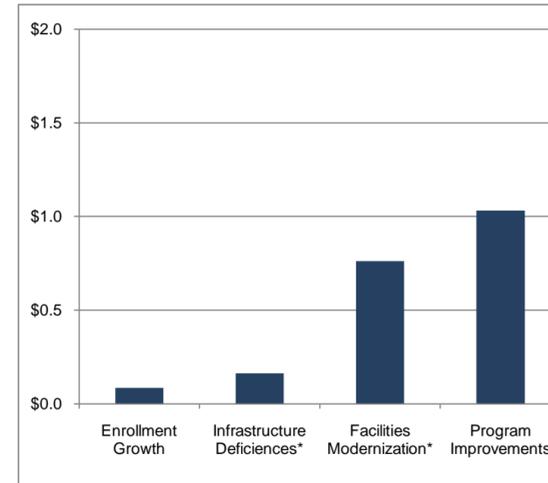
MERCED



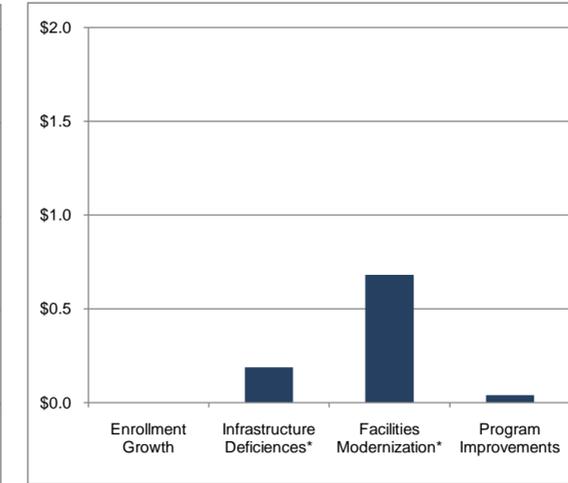
RIVERSIDE



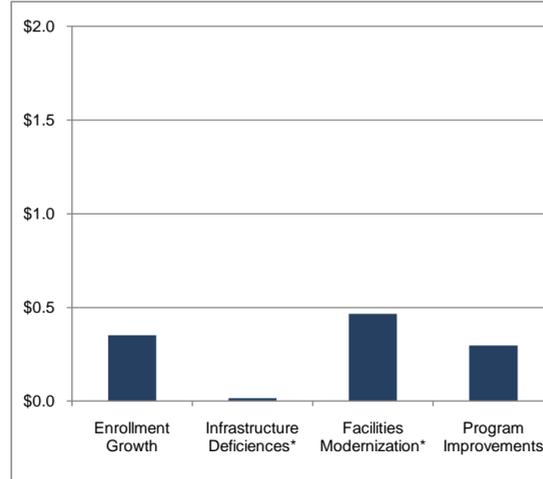
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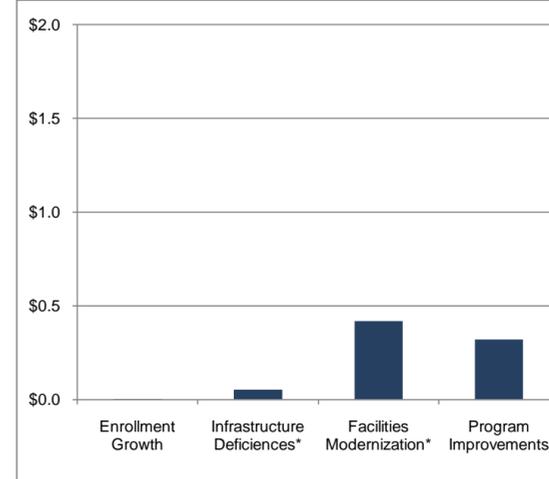
SAN FRANCISCO



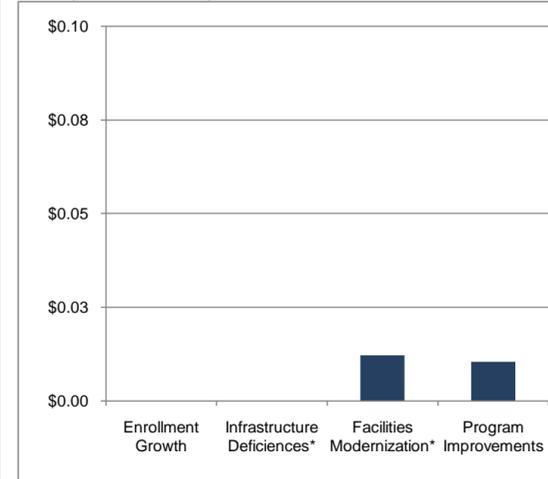
SANTA BARBARA



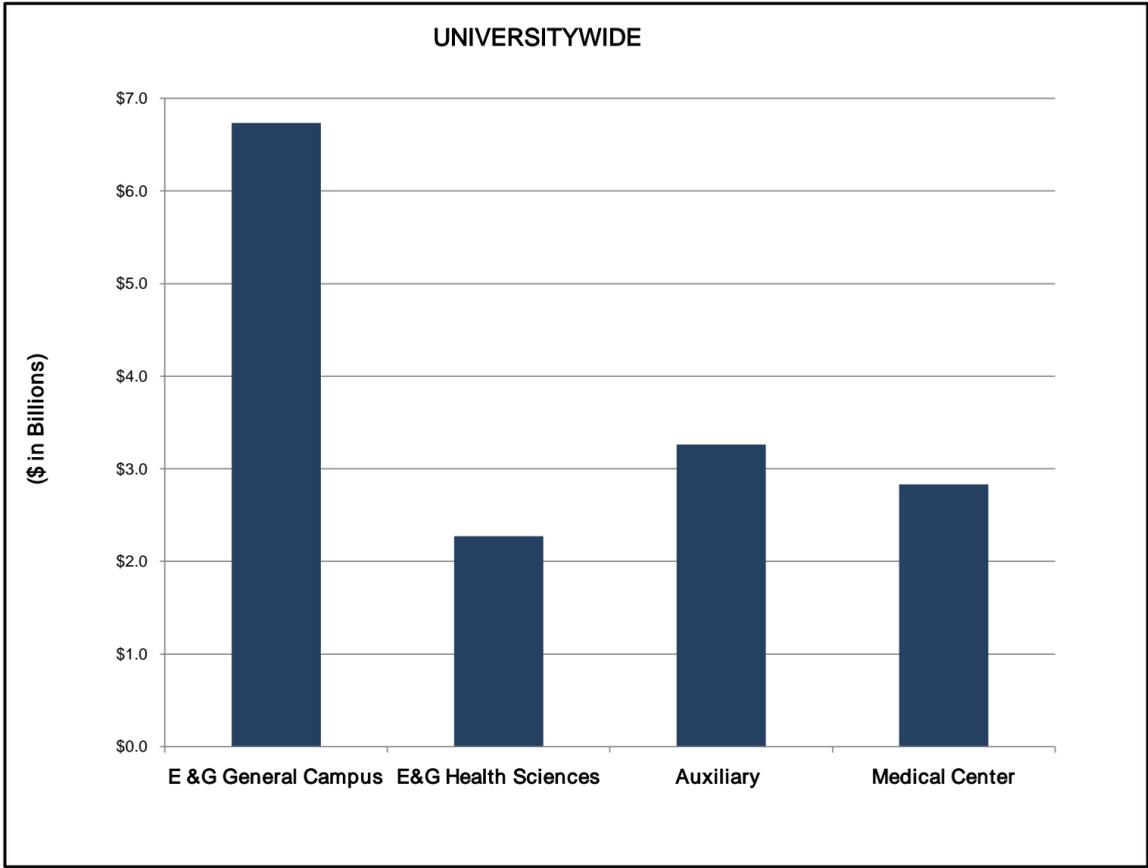
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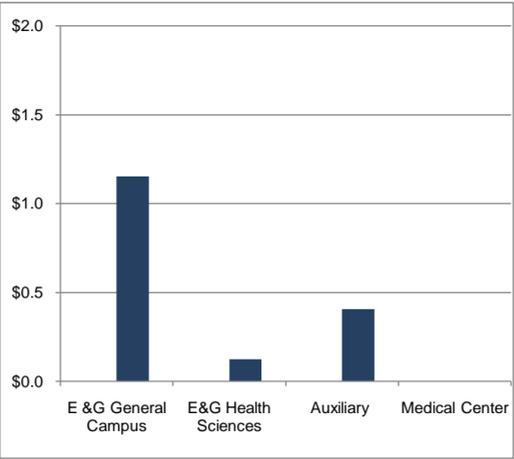
ANR (Different Scale)



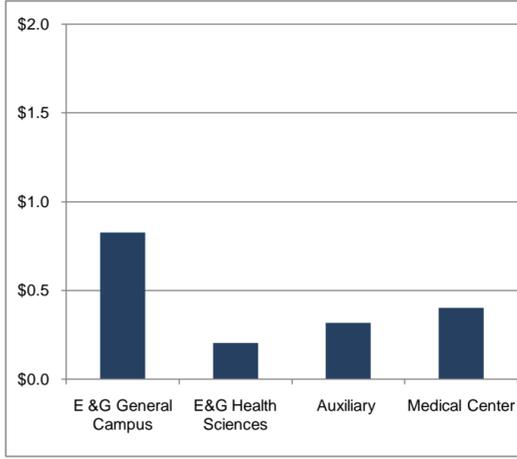
**2010-20 FUNDING BY
PROGRAM CATEGORY**



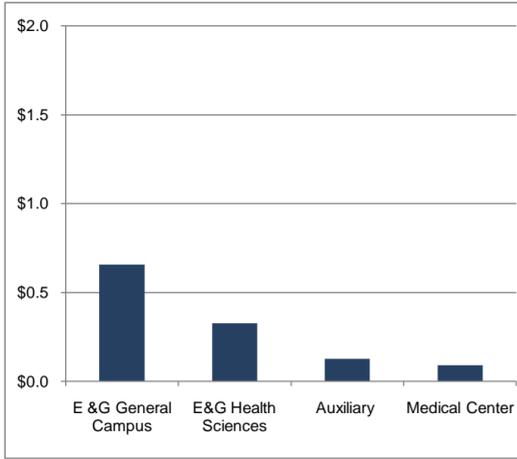
BERKELEY



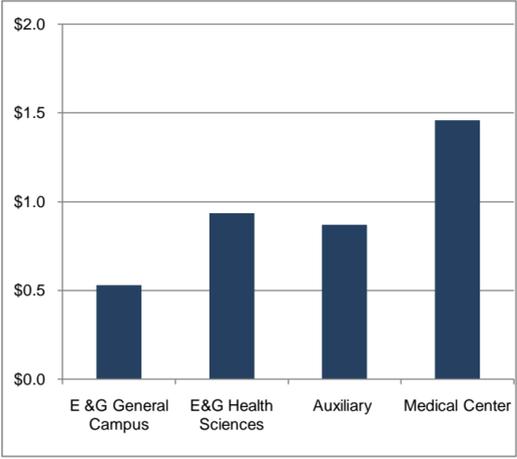
DAVIS



IRVINE

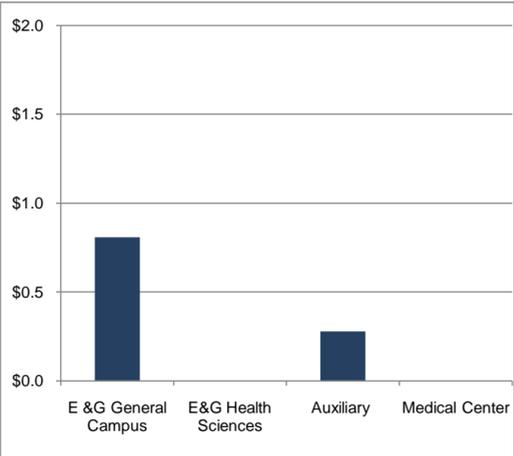


LOS ANGELES

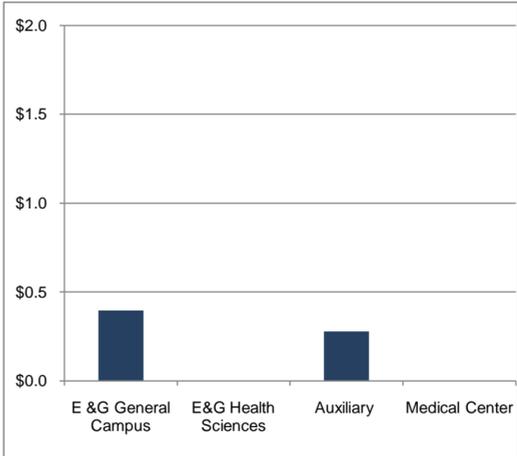


**2010-20 FUNDING BY
PROGRAM CATEGORY**

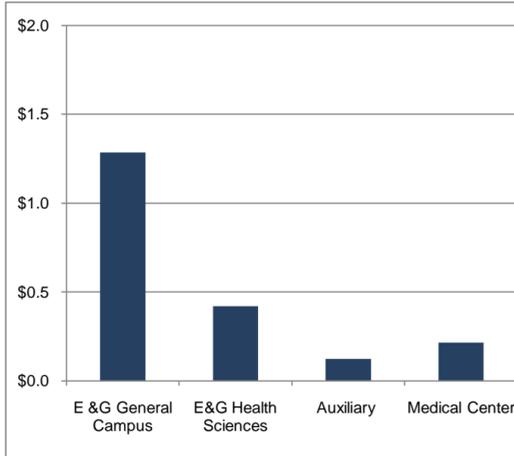
MERCED



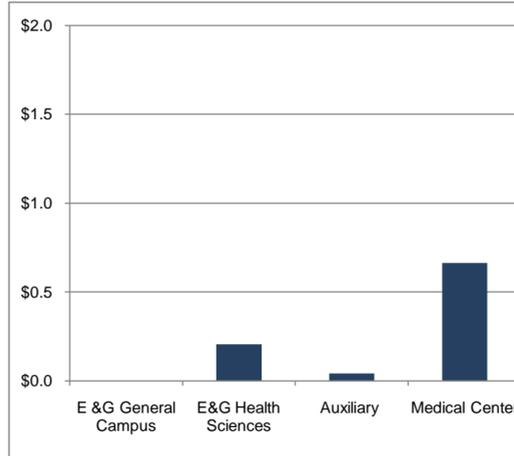
RIVERSIDE



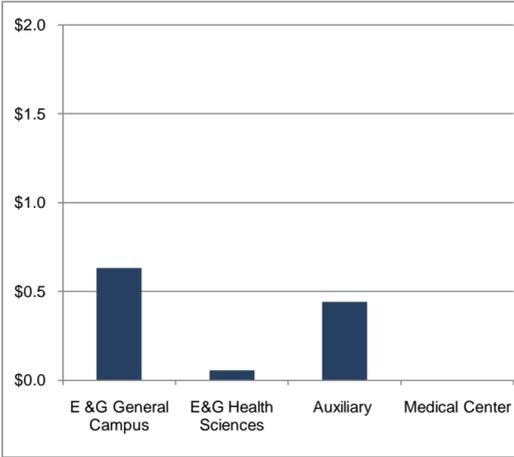
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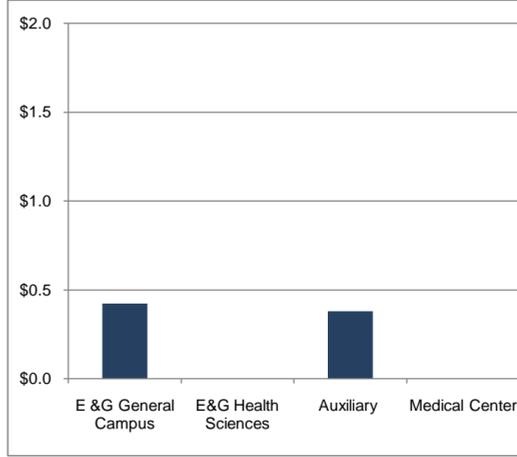
SAN FRANCISCO



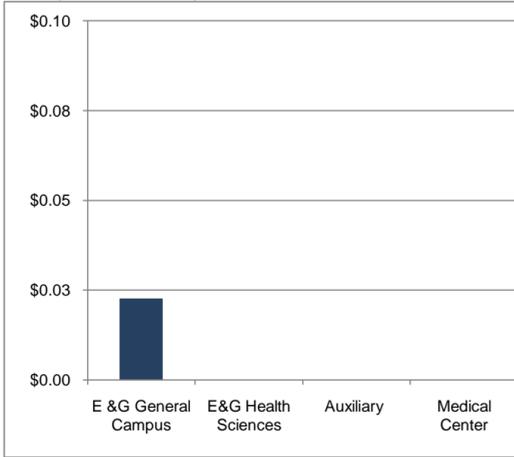
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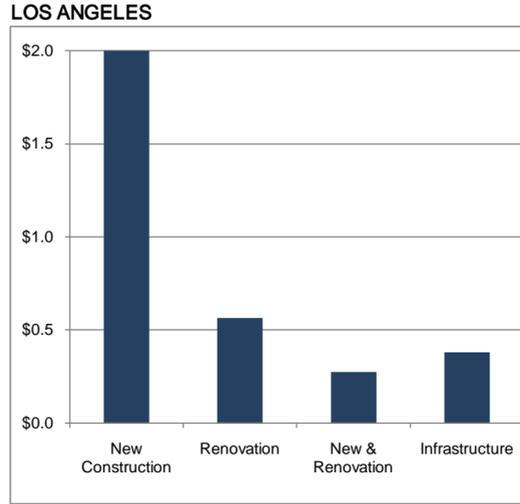
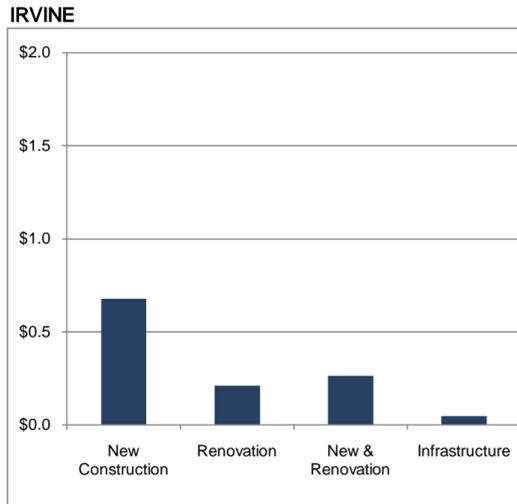
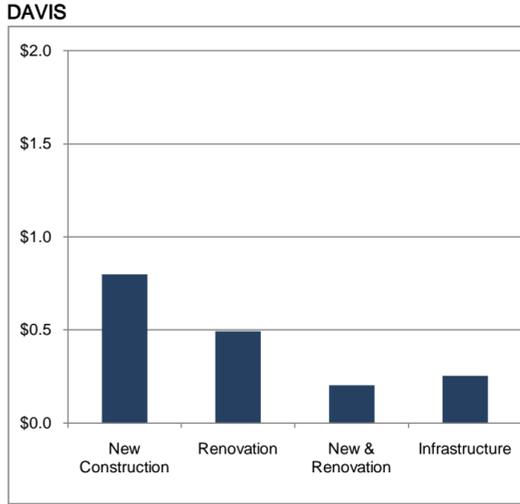
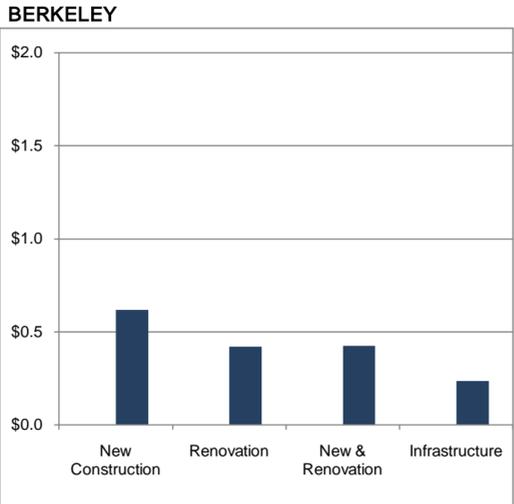
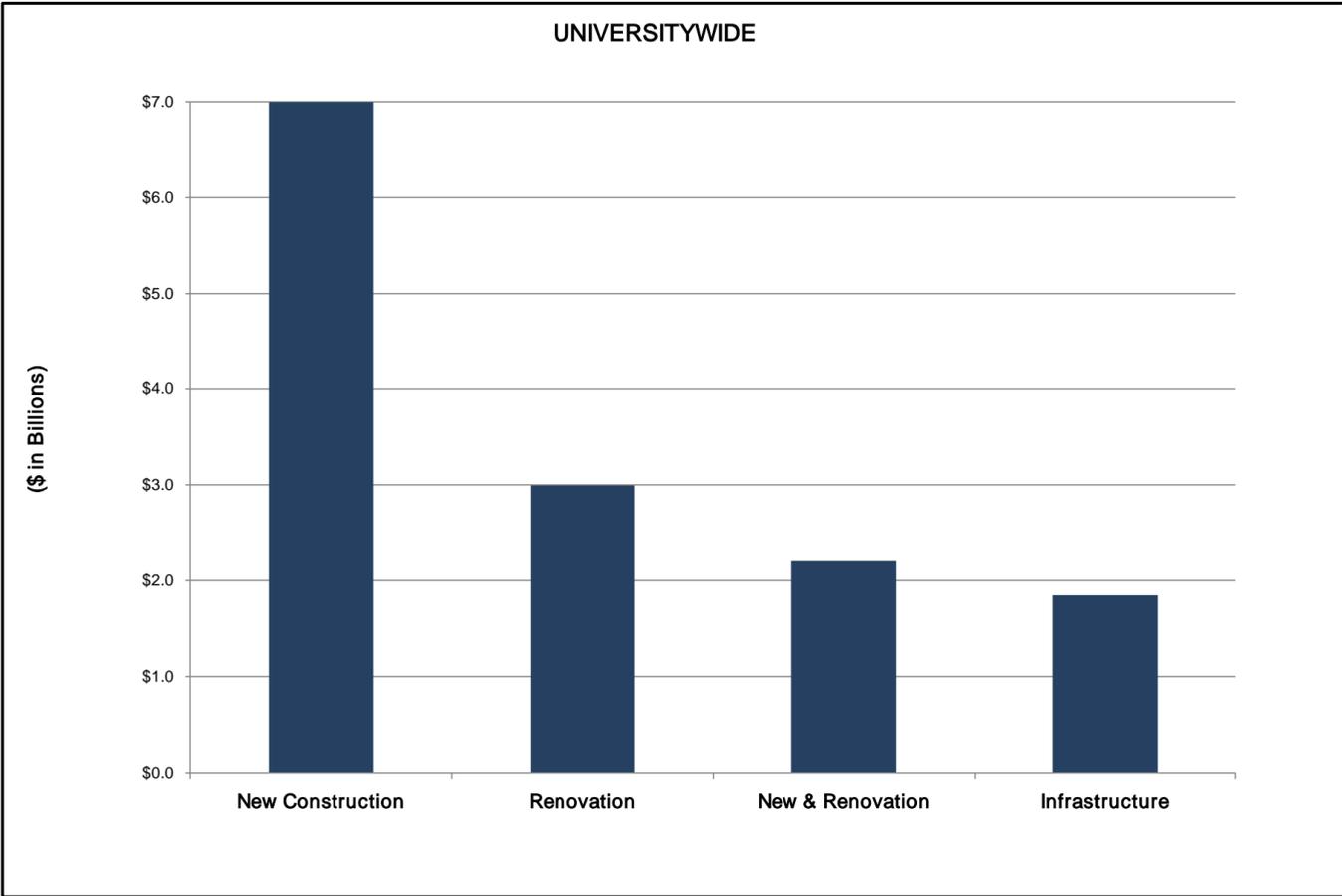
SANTA CRUZ



ANR (Different Scale)

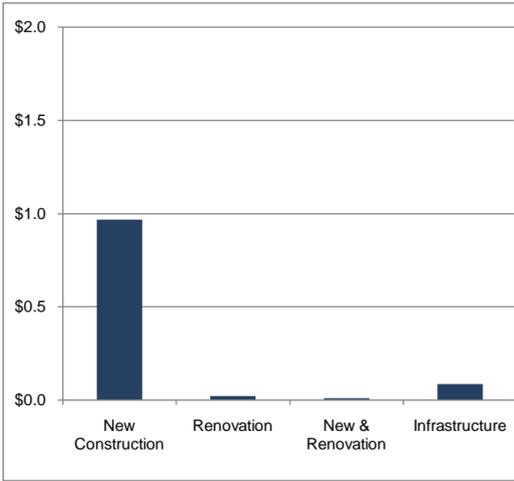


**2010-20 FUNDING BY
TYPE OF CONSTRUCTION**

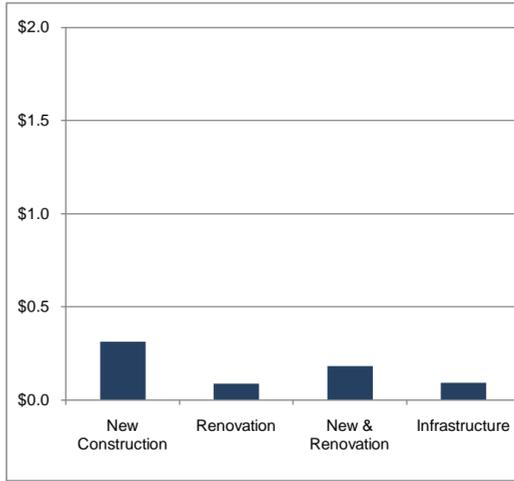


**2010-20 FUNDING BY
TYPE OF CONSTRUCTION**

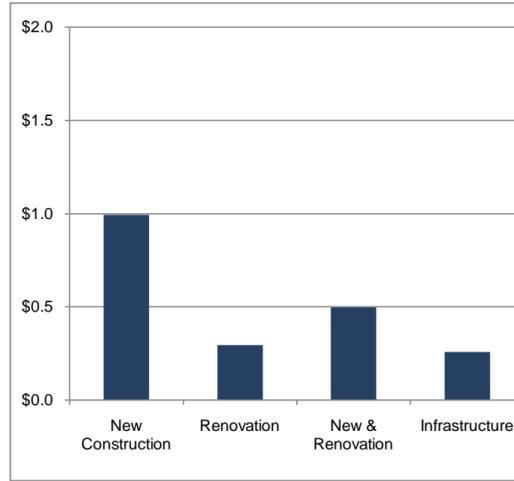
MERCED



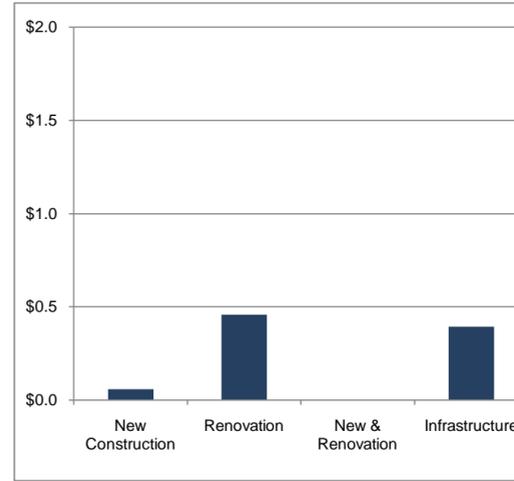
RIVERSIDE



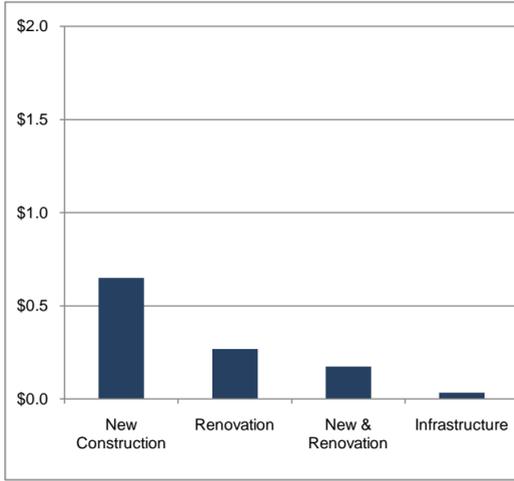
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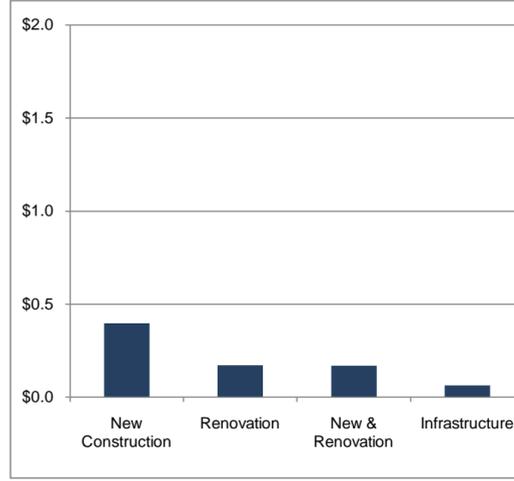
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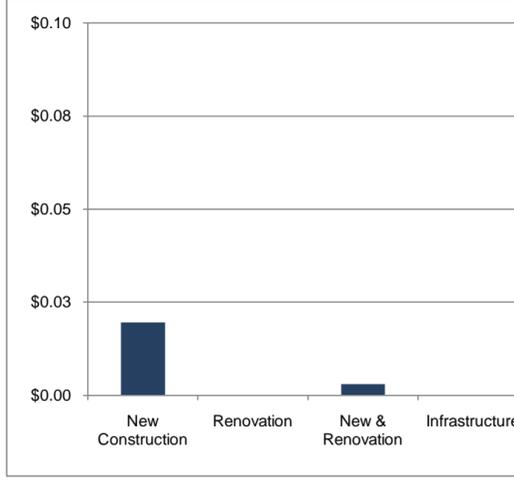
SANTA BARBARA



SANTA CRUZ



ANR (Different Scale)



KEY TO THE TABLES

PROGRAM CATEGORIES

The list of projects is organized into four program categories.

Education & General - General Campus: Core instruction, research, general campus academic space, academic support space, student support space, institutional support space, infrastructure, and seismic/life safety.

Education & General - Health Sciences: All academic space, academic support space, student support space, institutional support space, infrastructure, and seismic/life safety for the health sciences if developed separately from general campus space (e.g., a separate health sciences library or vivarium).

Auxiliary:

- Parking
- Student Housing & Dining
- Student Activities, Recreation, Athletics (Fee)
- Faculty Housing
- Child Care

Medical Centers: Remediation of patient care facilities, infrastructure, seismic/life safety, and medical center support space.

PROJECT OBJECTIVES

This field identifies the primary purpose(s) of each project.

Enrollment Needs: To provide capacity related to student and faculty growth.

Infrastructure Deficiencies: To correct seismic hazards rated seismically “Poor” or “Very Poor” and/or other life-safety deficiencies.

Facilities Modernization: To address unsatisfactory conditions in existing buildings or infrastructure systems. This may include code deficiencies, systems obsolescence, technological obsolescence, or program modernization needs.

Program Improvements: To accommodate new or expanding programs that are not necessarily related to enrollment growth. Examples are new research centers or institutes or the initiation of new schools or degree programs.

ESTIMATING PROJECT COSTS

Cost Indexing: For State- and Non-State-funded projects, project costs are benchmarked to July of the budget year (e.g., costs in 2010-11 are benchmarked to July 1, 2010 at CCCI 5565 and EPI 2928; costs in 2011-12 and beyond are benchmarked to July 1, 2011 at CCCI 5732 and EPI 3016).

FUNDING SOURCES

Identifies the categories of fund sources used to support the project.

State Funds

(blank) – General obligation (including health sciences expansion), lease revenue bonds, or other State funds

CRM – California Institute for Regenerative Medicine Bonds – CIRM (Proposition 71)

Non-State Funds

LB – External Financing

X – Campus funds or other University sources

G – Gifts in hand, pledges, and amounts expected to be raised

U – University Registration Fee Reserves

HR – Hospital Reserves

N – Auxiliary Reserves (Housing, Parking and Other)

F – Funds expected to be provided from any federal agency

GR – Grants Other

PRI – Privatized

TBD – As yet unidentified funding

FUND SOURCES

The University depends on a wide range of fund sources to support proposed projects, including State funds, gifts, grants, University equity funds (derived from auxiliary enterprise revenues, certain fees and other discretionary resources), and external financing (long-term debt). UC's general revenue is pledged as security for long-term debt; however, Educational Fees are not used to pay for construction or debt service.

While capital improvements to support academic programs, academic support, core student services and administration, and campus operational support are eligible for State bond funding, they may be funded from both State and non-State sources. Self-supporting activities such as housing, parking, athletics, and medical enterprises generally are not eligible for State funding and must be supported from other sources.

STATE FUNDS

General obligation (GO) bonds, which require voter approval, have been the primary source of State funds to support general campus and medical education facility needs since the mid-1980s. The University has also been the recipient of GO bonds to support expansion and

improvements to children's hospital facilities throughout the State as well as bonds to support regenerative medicine (stem-cell) research facilities. The voters last approved a GO bond measure for higher education in 2006, which was intended to provide funding over a two year period to support general academic projects and expansion of health sciences facilities and telemedicine programs.

State lease revenue bonds also have supported the University's capital improvement program. These bonds require only the approval of the Legislature and the Governor and, unlike GO bonds for which the State's general revenue is pledged as repayment of the bonds, a physical asset is pledged as collateral for repayment. In recent years, the State has utilized lease revenue bonds for selective programs or to support a limited number of high-priority projects.

Limited State General Fund revenues have been provided for selective program purposes.

NON-STATE FUNDS

The University has four principal non-State sources of funds available to support capital projects. These include current funds, gifts, grants, and external financing.

Current funds include reserves generated from specific operations and campus funds available to the Chancellor. These include revenues from hospital operations, housing, parking, athletics, and other auxiliaries. Reserves associated with the University Registration Fee also may be used to support capital improvements, and student-initiated fees can support the construction of recreation, student union, and other student-related facilities. The use of reserves typically is restricted to support the program that generates the reserve revenue.

Gifts include those in hand, pledged, and to be raised. The University has a successful history of acquiring major gifts to fund capital projects. The University's goals for philanthropic support remain highly successful; however, the economic crisis has directly impacted the pace at which private funds have been raised in support of specific capital projects. As a result, projects dependent upon gifts will be advanced when funding targets have been achieved.

Grants include federal, State, and private awards. Campuses are aggressively pursuing State and federal grants to fund capital projects. The campuses have received grant money from the

California Institute for Regenerative Medicine to improve and expand research facilities, and are renovating and constructing new facilities to support children's health with grant funds from the California Health Facilities Financing Authority. In addition, the campuses have been awarded millions of ARRA federal stimulus dollars to fund capital projects.

Grant funds can be used to cover direct capital expenditures, or a portion of grant overhead funds can be used to pay long-term debt service. The "Garamendi" financing mechanism is a specific tool for financing the construction of facilities through which the University has realized a number of projects. Under State Government Code Section 15820.21, the University may seek authorization to pay debt service and maintenance costs for specifically approved research buildings using federal indirect cost recovery from net new research dollars awarded. The University has had 23 facilities approved using this mechanism, including a new facility approved in 2010-11 at San Diego.

External financing under the Regents' authority is a significant financing tool to support capital improvement projects. The University's credit rating allows the Regents to borrow and sell bonds at rates that are more favorable than those for the State at this time. The financial markets are able to evaluate the credit-worthiness of the University using all its many revenue streams. While general

revenue is pledged as security for bonds, Educational Fee revenue is not used to pay for construction or debt service.

Campuses must pledge the use of specific funds for repayment of the debt and must demonstrate that sufficient funds are available from that fund source to repay the debt. In addition, interim financing – the use of short-term financing instruments – may be provided to campuses to backstop pledged gifts or gifts to be raised.



University of California
Office of the President
Budget and Capital Resources
1111 Franklin Street, 6th Floor
Oakland, California 94607-5200
510.987.9122
<http://budget.ucop.edu>