

UNIVERSITY
OF
CALIFORNIA

Capital Financial Plan

2015-25



FOREWARD

On March 29, 1868, the California State Legislature granted a charter for the organization of a state university to be known as the University of California and to be a public, State-supported land-grant institution. The State Constitution established UC as a public trust to be administered under the authority of an independent governing board, the Regents of the University of California. Designated as the primary State-supported academic institution for research, the University is the public segment primarily responsible for awarding the doctorate and many professional degrees in areas such as medicine and law.

Campuses and UC Health: The University of California system today encompasses ten campuses, five medical centers, eighteen health professional schools, five law schools and the state's only public veterinary school. The ten campuses are located in Berkeley, Davis, Irvine, Los Angeles, Merced, Riverside, San Diego, San Francisco, Santa Barbara, and Santa Cruz. All of the campuses, except San Francisco, offer undergraduate, graduate, and professional education; the San Francisco campus is devoted exclusively to health sciences graduate and professional instruction. UC Health provides leadership and strategic direction for UC's five academic medical centers and 17 health professional schools.

Agriculture and Natural Resources: The Division of Agriculture and Natural Resources (ANR) is a statewide research and public service organization that serves a large and diverse agricultural community. The ANR conducts studies on the Berkeley, Davis and Riverside campuses and at nine Research and Extension Centers spread across the state. In addition, research and educational programs are conducted in each of the State's 58 counties.

National Laboratories: UC is the prime contractor for the management and operation of Lawrence Berkeley National Laboratory, as well as a partner in the Lawrence Livermore National Security, LLC that manages Lawrence Livermore National Laboratory, and a partner in Los Alamos National Security, LLC that manages Los Alamos National Laboratory.

2015-25 CAPITAL FINANCIAL PLAN

The *2015-25 Capital Financial Plan (CFP)* delineates the University's multi-year program of proposed capital construction and renovation. Submitted annually for acceptance by the Board of Regents (Regents), the *Capital Financial Plan* incorporates the following required reports:

- The Annual Budget for State Capital Improvements;
- The University of California Five-Year Capital Outlay Plan for State Funds; and
- The Annual Report on Campuses' Ten-Year Capital Financial Plans.

Subsequent to its acceptance by the Regents, the *2015-25 Capital Financial Plan* will be submitted to the State of California to comply

with the statutory requirement for providing a five-year capital outlay plan.

The *CFP* presents proposed capital projects for each campus and the ANR, within the context of campus goals and needs, current economic conditions, and specific circumstances. This document demonstrates the University's efforts to align its capital proposals with anticipated demographics, academic and research initiatives, safety-code requirements, financial resources, and the public service needs of California.

The projects included in the *2015-25 Capital Financial Plan* have been reviewed for suitability of their scope and budget. The *CFP* includes projects funded with debt financing, gifts, campus funds, hospital reserves, auxiliary reserves, grants and privatized funds.

The *CFP* does 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 location's discussion of its goals, priorities, and long-range capital planning.

ORGANIZATION

The *2015-25 Capital Financial Plan* contains a perspective on the University's near-term capital program including a Program-At-A-Glance, a How to Read Tables explanatory section, followed by a chapter for each campus. Each campus chapter provides a plan for capital development, along with a summary of proposed capital projects. The chapter provides the context for each location's capital financial plan, including:

- strategic goals;
- capital program priorities;
- challenges and constraints;
- summary table of the campus projects;
- summary table of the Medical Center projects; and
- summary table of projects that are eligible for State funding.

An expanded online edition of the *2015-25 Capital Financial Plan* provides detailed descriptions for project proposed for the next two years and may be found at:

<http://www.ucop.edu/capital-planning/resources/2015-25-capital-financial-plan.html>

A separate volume, *2016-17 Budget for Current Operations* provides information on the University's budget plan.



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PERSPECTIVE

The capital improvement program for the University of California stems from 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.¹

Since the first permanent building was completed in 1873, the inventory of the Regents' capital assets has grown to include over 5,900 structures enclosing approximately 132.6 million gross square feet on 30,000 acres.² In the last decade, the space available to UC for program uses has increased by 16.3 million square feet. Even more space must be added to accommodate enrollment growth and expanding programs. In addition, UC must maintain and upgrade its facilities, more than half of which are at least 35 years old.

The capital requirements for just the current fiscal year of 2015-16 and the next five fiscal years are estimated at \$13.3 billion, the majority of which is proposed to be met through external financing subject to the campus/medical center and project meeting affordability metrics.

In 2011, the University commissioned a study of its economic contribution to the State.³ In addition to the economic benefits to the State arising from the instruction and research enterprise, benefits also accrue from capital investment in the University. UC expenditures for construction create jobs and economic stimulus for suppliers such as architects, engineers, builders and construction workers, who in turn recirculate these earnings in the local and regional economies. A construction program such as the one proposed by the University of California in the 2015-25 *Capital Financial Plan* could generate approximately 25 thousand full time equivalent jobs per year.

The Office of the President works with the campuses by providing guidance and perspective relative to Regental and State policies and expectations. The 2015-25 *Capital Financial Plan* reflects campus priorities as identified in the list of projects scheduled in the multi-year, capital financial plan presented for each campus.

CAPITAL PLAN SUMMARY

The 2015-25 *Capital Financial Plan (CFP)* presents the University's capital plan for the next decade. The analysis of the CFP focuses on the current (2015-16) and next five fiscal years ("current term"). The last four years are provided to give the current term of projects a context into a longer time horizon of a decade.

The CFP identifies program needs in three program categories as follows. Approximately \$8.1 billion of the funding in this plan is for Education and General projects that support the academic mission of the University and \$2.4 billion is targeted for Medical Centers. The

1 Constitution of California, Article 9, Section 9.

2 Corporate Equipment and Facilities System, 2014 data.

3 Economic & Planning Systems, Inc., The University of California's Economic Contribution to the State of California, EPS #21030 (September 12, 2011). <http://regents.universityofcalifornia.edu/regmeet/sept11/f7attach.pdf>

remaining project funding of approximately \$2.8 billion is associated with Auxiliary and Student-Fee-supported projects. This year's plan shows an increase in auxiliary projects reflecting the University's need to provide housing to its undergraduate and graduate students.

A summary of the 2015-25 *Capital Financial Plan* may be found on pages 10-11 (*Program-At-A-Glance*).

CAPITAL PLANNING AT UC

The major factors that guide capital planning for the University of California are:

- Preservation of existing capital assets through investment in the renewal of facilities, including seismic correction and systems modernization.
- Enrollment demand, consistent with the University's commitment to student access.
- Innovation and change in academic and research program needs – facilities must be upgraded to handle technology advances and the changing nature of academic programs and research.

PRESERVATION OF CAPITAL ASSETS

The University has a substantial backlog of deferred maintenance⁴ and repairs. This backlog is the result of insufficient 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 deferred maintenance funding by reducing the useful life of building systems.

Addressing existing seismic and life safety is a high priority of the University. Maintaining the physical condition and functional utility of existing assets is critical as University campuses age. Over half of the UC's state-supported facilities are more than 35 years old. Many building components, such as air circulation systems, electrical equipment, and built-in laboratory equipment, may require replacement two to three times during the life of a building.

In fiscal year 2015-16 and next five years thereafter, approximately \$3.4 billion of the CFP would support *Facilities Modernization* projects that address technological obsolescence, systems improvements, and space functionality. The *Infrastructure Deficiencies* category includes seismic and other life safety needs, and totals approximately \$1.6 billion.

The 2015-16 *California State Budget* includes the principal elements of the funding framework that the University negotiated with the Governor. The framework provides \$25 million in one-time funding for deferred maintenance. This is the first time since 2002 that the State has provided funding to the University to help address its aging physical plant.

With an aging plant, the University's annual facilities-renewal needs

4 Deferred maintenance is maintenance that was not performed when it should have been or was scheduled to be and is delayed for a future period. Reference: FASAB -SFFAS No6, Chapter 3, Par. 77 & DOE Order 430.1B: Real Property Asset Management

are increasing. The 2015-25 *Capital Financial Plan* includes projects that address some of these needs; however because of funding constraints, the *CFP* can only address a portion of this backlog. For further detail on deferred maintenance and capital renewal, please refer to UC's [2016-17 Budget for Current Operations](#).

ENROLLMENT DEMAND

"The University fosters a social mobility from which we all benefit. UC's graduates are growing California's economy and they should give everyone great hope not only for the state of California, but for the future of the entire country." – University of California President Janet Napolitano in an address to the College Board Forum, October 29, 2014.

In recent decades, enrollment growth has been a critical determinant of the University's need for new and renovated space. The University's undergraduate enrollment planning stems from UC's student access requirements under the 1960 *Master Plan for Higher Education* and specifies that the top 12.5% of California high-school graduates, as well as transfer students from the California Community Colleges who have successfully completed specific requirements, shall be eligible for admission to the University.

In fiscal year 2015-16 and next five years thereafter, approximately \$3.2 billion of the *CFP* would support projects to accommodate previous and potential [Enrollment](#) at several campuses. Based on initial proposals from the campuses, the University expects modest growth in California resident undergraduates, with many of those enrollments at the Merced campus. To support enrollment growth, the Merced campus is proposing the *Merced 2020 Project*. This project represents \$1.1 billion in the current term of projects.

INNOVATION AND CHANGE IN ACADEMIC AND RESEARCH PROGRAM NEEDS

"Dr Wessler runs UCR's Campbell Learning Lab. The Lab is revolutionizing how young college students learn science. Instead of taking notes in a lecture hall, freshmen learn the core principles of biology while conducting cutting-edge research in the Learning Lab itself. This is the kind of research that most students don't experience until they are upperclassmen—or graduate students." – University of California President Janet Napolitano in an address to Good Morning Riverside, April 9, 2015.

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 continue to operate at the forefront of learning by developing and using innovative processes and technologies that support discovery and expand knowledge that fuels economic growth in California. Cross-disciplinary initiatives are changing space needs.

As identified by project objective, approximately \$5.1 billion of the *CFP* would support [Program Improvements](#) that address program changes or new programs in this fiscal year and for the next five years. As science, industry, and commerce evolve, so must the academic programs responsible for preparing students and conducting research. To accommodate these changes, existing academic facilities must be renovated and updated.

FUNDING PLAN

Throughout most of its history, 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.

The projects proposed in the 2015-25 *Capital Financial Plan* continue to rely on a diverse array of non-State fund sources. For the current fiscal year (2015-16) and the next five fiscal years thereafter, approximately \$6.5 billion of the funding plan is expected to come from external financing. The external financing includes \$803 million of debt associated with State projects funded via the funding mechanism enabled in recent provisions to the Education Code.

As State support for the University's capital and operating needs has declined, the University has been forced to rely on its own resources to fund capital projects. In particular, external financing has played a greater role in funding capital needs. While the University continues to have significant capital needs, its current financial state presents limited capacity for additional debt. This issue has been discussed by the Regents' Long Range Planning Committee. In response, a system-wide Debt Strategy Task Force, first convened in fiscal year 2014-15, has formulated strategies to address questions concerning the University's capital funding plans and prioritization of debt resources. The Task Force is developing a Debt Policy to guide the University's capital markets activities.

Given the implications of long-term financing commitments, campuses provide a pro forma analysis of the financial feasibility of planned debt-financed projects. For the 2015-25 *Capital Financial Plan*, campuses analyzed the affordability of the proposed debt-funded projects on a ten-year pro forma basis, with the additional debt burden measured against certain metrics, such as modified cash flow margin and either debt service to operations or expendable resources to debt, and, for auxiliary projects, project debt service coverage and auxiliary system debt service coverage. The campus metrics are analyzed again when external financing is requested at the time of individual project budget approval. Medical center projects with a debt component are analyzed based on the respective medical center's pro forma business plan. Metrics such as pro forma debt service coverage and days cash-on-hand are considered in the analysis.

The CFP identifies an additional \$1 billion of State eligible projects to



UC Merced's Housing Summits

be supported by a combination of \$841 million in future State funds and \$170 million in non-State funds. Funding of these State eligible projects is uncertain and is dependent on a future voter-approved general obligation bond measure. It should be noted that the proposed external financing over the next ten years may increase if critical State eligible projects do not receive State funding.

The remaining \$6.9 billion in funding for capital projects slated for this current fiscal year and the next five years thereafter is supported by the following non-State resources.

- Campus funds, including reserves generated from specific operations and funds available to each Chancellor.
- Gift funds, including those in-hand, pledged, and to be raised. The University's goals for philanthropic support remain highly successful. Projects dependent upon gifts are advanced when funding targets have been achieved.
- Grants, including federal, State, and private awards. Campuses aggressively pursue State and federal grants to fund capital projects. Grant funds can be used to cover direct capital expenditures.

Financial challenges require each campus to consider carefully how to deploy resources to optimize the benefits to the academic programs and the campus mission as a whole. In the absence of significant State funding, campuses must make urgent funding decisions for critical projects that cannot be delayed. In some cases, those campuses with available resources may choose to redirect non-State funds to projects that otherwise would have been funded with State resources. To the extent non-State funds are used to support core academic capital needs, less funding is available to support high priority operating needs.

A summary of the funding plan, including a breakout by campus, may be found on pages 10-11 (*Program-At-A-Glance*).

2016-17 BUDGET FOR STATE CAPITAL IMPROVEMENTS

State funding for capital projects has shrunk in the last decade because of the past economic downturn and the State's goal to reduce overall bond debt. The last general obligation bond measure was passed in November 2006. With State revenue up and with the economic recovery continuing, the University continues to support a future general obligation bond measure.

In 2013-14 the Education Code was amended to allow the University of California to use its State General Fund allocation, with certain conditions, to finance the design, construction, and equipping of academic facilities to address seismic and life safety needs, enrollment growth, modernization of out-of-date facilities, or renewal or expansion of infrastructure to serve academic programs. These provisions authorize the University to use its State General Fund support appropriation to make debt service payments on its general revenue bonds (GRB) issued for projects that have been approved by the State.

The State passed Senate Bill No. 81, which amended the Education



UC Irvine's Ring Mall

Code to allow the University to use a portion of its State General Fund appropriation to make availability payments, lease payments, installment payments, and other similar or related payments for the financing of capital expenditures. This amendment provides the University with greater flexibility to use its support appropriation for alternative financing options.

The Education Code provides that the University shall manage its General Revenue Bond program and certain other payments in a manner so that not more than 15 percent of its General Fund support appropriation, less the amount of that appropriation that is required to fund general obligation bond payments and State Public Works Board rental payments, is used for the total of payments for capital expenditures, pay-as-you-go capital outlay projects, and State Public Works Board rental payments.

The University submitted one project to the State for inclusion in the *2016-17 Budget for State Capital Improvements*, the *Merced State 2020 Project*. The State-supportable portion of the project consists of approximately 415,800 assignable square feet for academic facilities, campus operations, as well as the infrastructure that is proportionate to the State-eligible space. The State-supportable portion is estimated to cost \$527.3 million (escalated year of expenditure dollars).

DEVELOPMENTS IN THE CAPITAL PROGRAM

A number of ongoing and new developments will continue to affect the implementation of capital projects in the future years. The University continues to seek opportunities for process improvements,

to address initiatives, and to employ public-private partnerships to optimize the implementation of the capital program in a resource constrained environment.

PROCESS IMPROVEMENTS

The Pilot Delegated Process for Capital Improvement Projects (Delegated Process) delegates Regental approval to the Chancellors for projects with a total project cost of less than \$70 million. The Regents delegated approval authority for budget and design for capital projects and the authority to make any related California Environmental Quality Act determinations to the Chancellors, via the President, for the portfolio of projects in this cost range that meet eligibility criteria. This process helps expedite project approvals on smaller projects while maintaining the rigor of the traditional Regental process. It provides campus accountability for capital project delivery. Since its implementation in 2009 through the end of fiscal year 2014-15, the Delegated Process has been used on 102 projects representing 168 actions for budgets and/or design approvals. Budgets approved via the Delegated Process during this time frame total \$2.4 billion. In that same timeframe, the Regents approved 90 projects totaling \$4.6 billion. In March 2015, the Regents extended the pilot phase of the Delegated Process by two years to March 31, 2017 and raised the threshold from \$60 million to \$70 million.

INITIATIVES

The University of California is strongly committed to creating and sustaining a campus environment that supports and values all mem-

bers of our community, including visitors. Gender inclusion should provide access and equality by creating an environment that is safe, accessible, and respectful of all individuals. In accordance with the University's nondiscrimination policies, guidelines were developed and issued on the implementation of gender inclusive restroom facilities in UC-owned buildings. Privatized projects developed on UC-owned land where the project is to be used for University-related purposes shall comply with the requirements for inclusive facilities.

The University is a pioneering leader in sustainability, including taking action to mitigate climate change. UC affirmed its climate leadership position in 2007, when all ten Chancellors signed the American College and University Presidents' Climate Commitment as founding signatories. Furthering this leadership, President Napolitano announced in November 2013 a Carbon Neutrality Initiative for UC to become the first research university to achieve carbon neutrality by 2025. In addition, the President announced in January 2014 a goal of reducing per-capita water use by 20% throughout the UC system by the year 2020. The University's [Sustainable Practices Policy](#) is updated on a regular basis and affects capital project siting, design, construction and operation, with goals that assure a minimum level of performance on energy, water, waste, and healthy work environments.

The [Annual Report on Sustainable Practices](#) provides a summary of the University's sustainability achievements and initiatives,

including the area of Green Buildings. As noted in the 2014 report, UC has 191 LEED™ certified projects (new construction, renovation, homes and existing building certifications), the most of any university in the country. A complete list of all UC LEED™ certifications is available at: <http://ucop.edu/sustainability/programs-initiatives/green-building/uc-leed-certified-projects.html>.

As previously noted, the University's capital assets are aging and have significant amounts of unfunded deferred maintenance. Each campus and medical center carries on-going and day-to-day responsibility for the management of these assets, yet the system lacks tools that are consistent in format, in nomenclature and standards, and the depth and breadth of these tools vary greatly across the system. ICAMP (Integrated Capital Asset Management Program) was conceived to provide a consistent systemwide assessment of UC capital assets, a means to evaluate risk, prioritize needs and provide necessary information for data-based decision making. The proposed ICAMP software and condition assessment project can support campus stakeholders and decision makers in their stewardship of UC assets with robust tools. During initial scoping for ICAMP, more than 70 different stakeholder groups across the system were consulted in surveying needs for a condition assessment and database.

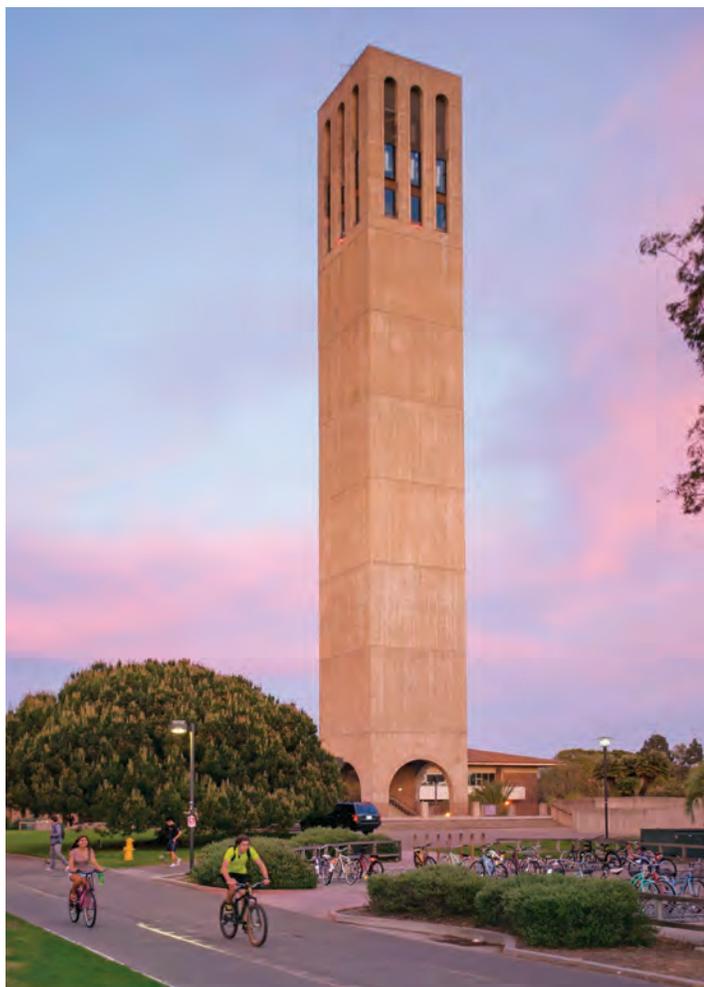
The aforementioned revisions to the Education Code allowed the University to use its State General Funds allocation to complete capital projects that were suspended and address a few critical State-eligible capital projects. The Vice Chancellors of Budget and Planning and OP Chief Financial Officer have convened a task force to evaluate the use of the State funds and formulate a prioritization framework for the use of these funds to address the University's capital program. The first meeting was held in August 2015. The goal is to have a framework in place by the first quarter of 2016.

PUBLIC-PRIVATE PARTNERSHIPS

To date, 93 public-private partnerships (privatized development), using a variety of transaction structures, have been developed or are in planning at the University of California. Projects include instructional, office, research, and clinical space; student rental and faculty for-sale housing; hotels; a recreational facility; parking structures; and projects designed primarily to generate income from land retained for the University's future use.

Given the University's success in executing privatized projects, this delivery method is now evaluated alongside traditional capital project approaches, particularly for auxiliary uses. Four key privatized project transaction structures (and the uses to which they are most applicable) have included:

- Ground Lease (auxiliary uses— revenue produced from third party tenants/buyers—e.g., student rental housing, hotels, parking structures);
- Ground Lease/Leaseback (programmatic uses in furtherance of the University's mission—e.g., instructional, research, clinical buildings);
- Donor Development (donor controls project delivery; typi-



UC Santa Barbara's Starke Tower

cally programmatic use on or off University land); and

- Developer Build-to-Suit for purchase by the University on completion (also known as turnkey projects—typically for programmatic use off University land).

The *2015-25 Capital Financial Plan* includes the *Merced 2020 Project*. With an approximate cost of \$1.1 billion, this project represents the University's largest public-private partnership to date. The Merced campus is in the final stages of soliciting proposals to enter into a public-private partnership to design, build, finance, operate and maintain the *Merced 2020 Project*. The project will expand the campus by 918 million square feet of academic, administrative, research, recreational, student housing, and student services facilities to support enrollment growth. The selected developer will act as the design and construction contractor, provide debt and equity financing, and operate and maintain major building systems for 35 years. This concession approach is new to the University and represents a comprehensive albeit complex privatized delivery model.

The privatized project method has the potential to deliver facility design and construction quickly; however, the time to complete team selection and negotiate arrangements can offset these time savings. While the University's excellent financing makes it unlikely that a privatized project can produce significant savings compared to an effectively implemented UC delivery method, particularly for programmatic projects, the privatized approach allows the University to augment its capital delivery system and shift project construction and operating risk while enhancing long term flexibility in situations where yielding control of the real property is appropriate.

COMPANION REPORTS

A separate volume, the *2016-17 Budget for Current Operations*, provides information about the University's revenue needs and expenditure plans for all aspects of the University's operating budget.

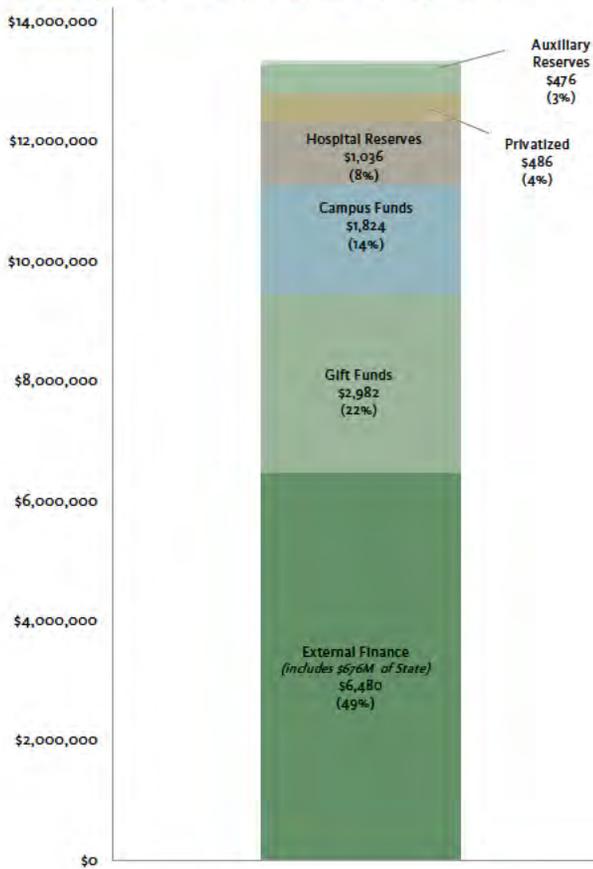
The *Annual Report on Major Capital Projects Implementation* provides an update on the University's active Capital Improvement Program, including budget and schedule changes and completion of projects.

The *2015 UC Accountability Report* provides a comprehensive assessment of the University's progress in meeting key teaching, research, and public service goals.



UCLA's Royce Hall

Display 1: 2015-20 Fund Sources (\$000's)



Display 2: 2015-20 Program Categories (\$000's)



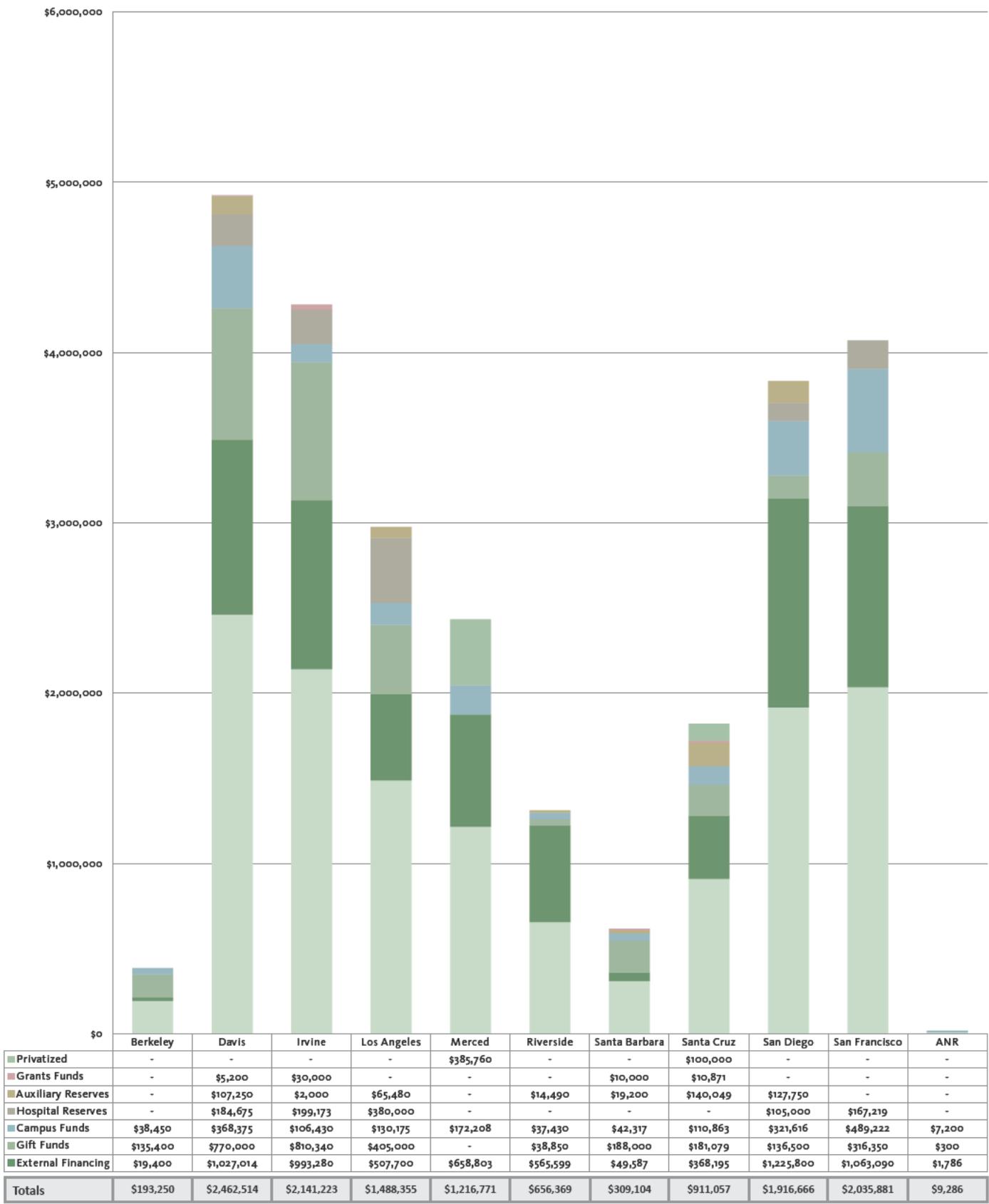
Display 3: 2015-20 Primary Project Objectives (\$000's)



Display 4: 2015-20 Construction Type (\$000's)



Display 5: 2015-20 State and Non-State Funding by Campus



How to Read Tables

	1		2		3		4					5	
	Projects	Category	Pre-Funded	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Totals	2021-25		
7 Campus	Lecture Hall 1	E&G	1,2	1,000 SE 20,000 CF	30,000 SG						33,000		
	Housing Renovation	AUX			20,000 CF						20,000		
	Science Building	E&G				30,000 EF					30,000		
	Athletic Training Facility	AUX	3				1,500 GF	14,000 GF			15,500		
	Campus Program Totals				30,000	20,000	30,000	1,500	14,000	0	98,500		

	1		2		3		4					5	
	Projects	Category	Pre-Funded	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Totals	2021-25		
8 State Need	Life Sciences Building Renewal	E&G	3				1,000 CF	2,000 SE	24,000 SE	27,000 SE	3,000		
	Campus Infrastructure	E&G						450 SE	550 SE	10,000 SE	36,000		
	State Eligible						-	2,450	24,550	37,000	39,000		
	Non-State Contribution						1,000	-	-	1,000			

1 Project List

This column lists the names of projects or descriptions of programs that are proposed over the ten year plan.

2 Program Categories

Projects are identified by four program categories:

E&G - Education & General: New construction and renovation of core instruction, research, general campus academic space, academic support space, student support space, institutional support space, infrastructure, and seismic/life safety.

AUX - Auxiliary: New construction and renovation of student housing/dining, faculty/staff housing, student activities, recreation or athletic facilities, student health centers, parking and roads, seismic/life safety, child care facilities, fee-supported facilities and other enterprises.

MC - Medical Centers: New construction, renovation and remediation of patient care facilities, infrastructure, seismic/life safety, and medical center support space.

MIT - Mitigation: Actions to reduce, avoid or offset the potential adverse environmental consequences.

3 Project Change

Changes from the prior year plan are indicated by four types:

1 - Budget Update: costs have been revised to reflect current estimates.

2 - Scope Update: the scope or program of the project have been revised from prior year.

3 - New Project: indicates a project not included in prior year plan.

4 Plan Year

This area indicates the fiscal year that the project will request budget approval. Project completion dates will vary by project type. Pre-Funded amounts indicate approval that was given for elements of the budget in years prior to those considered in this plan.

5 Total Budget

This column provides the sum of the total project budget between the Pre-Funded and 2020-21 fiscal years.

6 Proposed Budget and Source

This area provides the budget amount (in \$000's) proposed for the project in the year indicated. Each amount includes a proposed source of funding from the following options:

AR - Auxiliary Reserves
CF - Campus Funds
DD - Donor Development
EF - External Financing
GF - Gift Funds
FG - Federal Grant
HR - Hospital Reserves

OG - Other Grants
PR - Privatized
SE - State Eligible
SG - General Funds (State)
UR - University Fee Reserves (Voted, Life Safety and Registration)

7 Plan Division

The plan is organized into two potential divisions as relevant to each campus:

Campus Program - This includes all projects that support the academic endeavors of the campus.

Medical Centers - This includes all projects that part of the medical enterprise of a campus.

8 State Need

This section of the plan identifies the proposed projects that are eligible for State funding. The table indicates cases where the project may be proposing the use of additional non-State funding sources. If project has been approved for the use of State funds in a prior year it is include in the Campus Program division of the plan.

CAPITAL FINANCIAL PLAN

2015-25

By Campus



UNIVERSITY OF CALIFORNIA, 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. Berkeley offers more than 270 degree programs in 170 academic departments in fourteen schools and colleges, which provide unmatched opportunities for students and faculty to advance knowledge and to serve California, the nation, and the world. In Fiscal Year 2014-15, Berkeley attracted \$691.1 million in new research funding reflecting the reach and range of campus scholarship.

STRATEGIC GOALS

Berkeley's 2015-25 *Capital Financial Plan (CFP)* is based on the objectives, policies and guidelines identified in the 2020 *Long Range Development Plan* which, in turn, are based on the principles of excellence articulated in the *Strategic Academic Plan (2003)*. The *CFP* reflects the campus' ongoing strategy to maintain and advance these principles in an economic environment that has changed significantly since the founding of the University. Plans and programs that integrate education and research will continue to have high priority and retaining the breadth and quality of academic programs will remain central to all plans. Core values—the passion for inquiry and discovery and the primacy of public service—remain unchanged. Berkeley's commitment to access is reflected in all of its strategic goals and in four key academic investment areas identified by the Chancellor: sustaining the research enterprise, improving undergraduate education, promoting the arts, and deepening global engagement.

In support of these goals—and because Berkeley is also a densely developed urban campus—its capital investment program, as reflected in the *CFP*, combines a strong focus on reinvestment with selective new construction.

CAPITAL INVESTMENT PROGRAM

In Fall 2014, the campus completed a major effort to determine the existing condition, maintenance, and renewal needs of all campus facilities. The initiative conducted physical inspections of the campus' largest 90 buildings in 90 days, including review of maintenance and capital renewal records, meetings with facility managers, and surveys of Facilities Services staff, the Fire Marshal's office and other campus units, and revealed significant renewal and maintenance needs across the campus. This allowed the Berkeley campus to prioritize projects when developing the 2015-25 *CFP*. Additionally, when establishing the framework for capital investment, the campus is focused on ensuring that each capital investment represents optimal use of campus resources. If the Berkeley campus were to receive an infusion of State capital funds, those funds would be directed primarily toward seismic and life safety upgrades and capital renewal of core academic buildings for which there are few other fund sources. For the balance

of capital investment needs at Berkeley, however, the future lies in the use of gifts and grants—leveraged with the strategic use of campus funds and in partnerships with donors as developers. Accordingly, capital investment at Berkeley is guided by the following four principles: leverage campus funds with external funds to maximize their effect, commit as much as possible to the renewal of buildings and infrastructure, require each project budget to include the cost of renewal and maintenance during the entirety of its useful life, and make judicious use of partnerships to reduce cost and risk.

With the principles identified above, the Berkeley campus has established the following Capital Program priorities:

Capital Renewal Program: Capital Renewal of core buildings and infrastructure is a key to the campus's ability to recruit and retain exceptional students, faculty and researchers; to pursue new topics of research; and to explore new modes of instruction. The campus is committed to a significant and sustained effort to renew its inventory of existing buildings and programs through its Capital Renewal Program while balancing other needs of the campus. Like many other campuses, Berkeley's needs far outweigh the campus's resources. Historically, the campus has relied on debt, in part, to fund this program. With the campus limited in its ability to take additional debt, this program will be funded with other sources. As such, funding will be provided for our most critical projects. The Berkeley *CFP* envisions the program (\$37.5M per year in 2015-16) to be on-going at that approximate level for the next ten years. The Capital Renewal Program is driven by age and performance of core building, utility and maintenance systems. A small part of the program, approximately \$5.0M (the Capital Bank), is targeted to respond to program driven reinvestment in existing facilities.

Berkeley Way West Building (Tolman Replacement): Construction is scheduled to begin in Fall 2015. The 325,000 gross square foot, eight story building at the north edge of downtown Berkeley will become the new home for the Graduate School of Education and the Department of Psychology and provide space for the School of Public Health. The building is planned to maximize site capacity, and the campus expects to lease out space on the top three floors. This project replaces and demolishes Tolman Hall thereby addressing that building's significant seismic risk.

Southside Housing: The campus is currently identifying potential development sites that provide needed housing. The housing needs are primarily for freshman residences; however, housing for recently recruited faculty and graduate students is also necessary.

Moffitt Library Renovation: The renovation will transform two floors of Moffitt Library into a distinctive, tech-friendly 24-hour center for learning, research and collaboration. The project will

Project Key

- 1. Southside Student Housing (Dana-Bancroft Site)
- 2. 2223 Fulton
- 3. 2111 Bancroft
- 4. A&E
- 5. Aquatics Center - Phase 2
- 6. Wheeler Hall CR
- 7. Haas School Addition
- 8. Bowles Hall Renovation
- 9. Berkeley Way West
- 10. Moffitt Library 4th & 5th Floor Renovation
- 11. Aquatics Center - Phase 1

Note: Project location on map does not indicate Site Approval per CEQA regulations

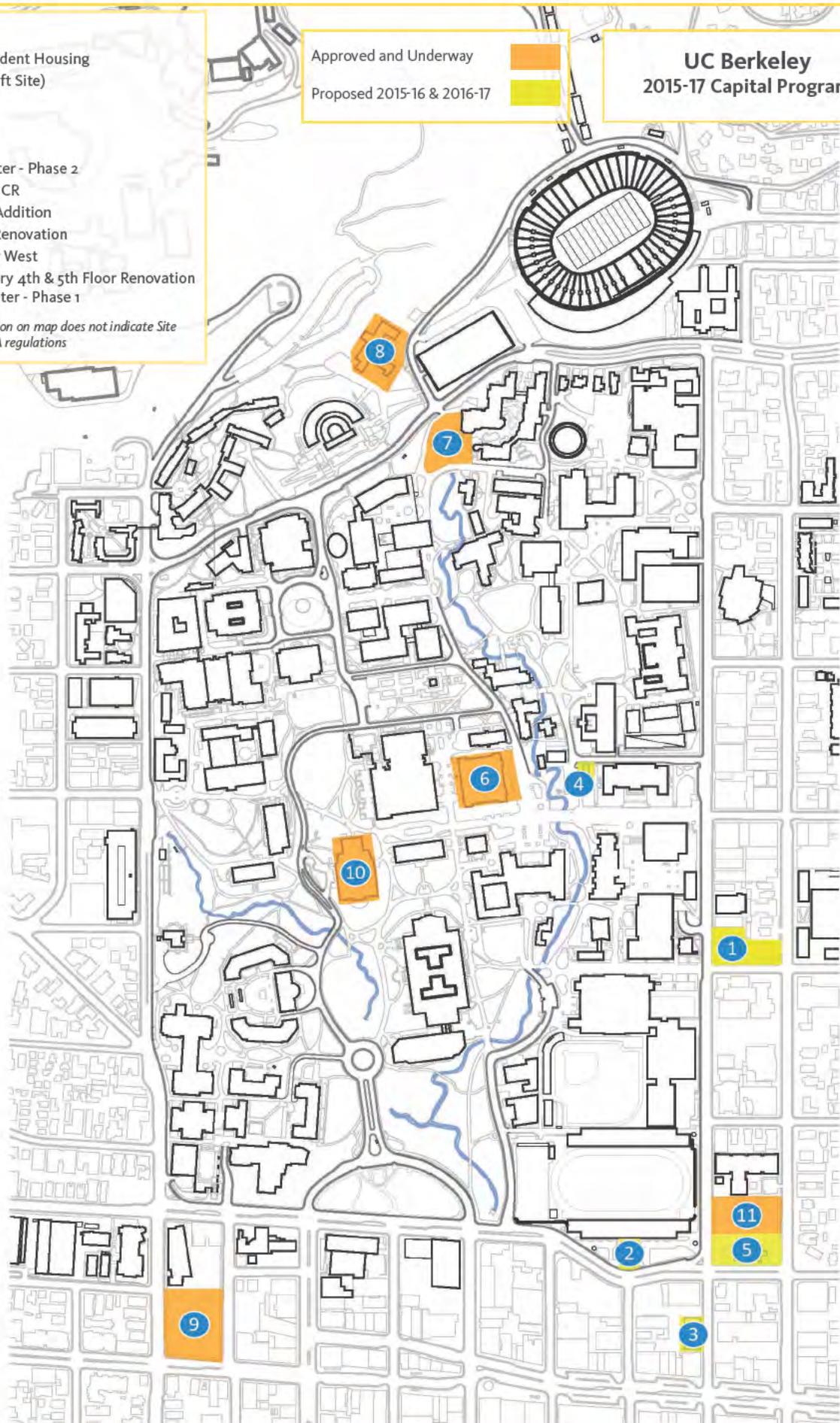
Approved and Underway



Proposed 2015-16 & 2016-17



**UC Berkeley
2015-17 Capital Program**



2015-25 Berkeley Capital Program (\$000's)

Projects		Category	Pre-Funded	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25	
Campus	Wheeler Hall: Capital Renewal	E&G	3	1,100 CF	19,400 SG					20,500		
	Southside Student Residences	E&G			PR					PR		
	2223 Fulton Seismic Demolition	E&G	1	3,000 CF						3,000		
	2111 Bancroft Seismic Demolition	E&G			2,500 CF					2,500		
	Architecture and Engineering Building Seismic Demolition	E&G	1		750 CF					750		
	Aquatics Phase 2 New Construction	AUX	3		8,000 GF					8,000		
	Woo Hon Fai Hall Seismic Renovation	E&G	1			25,000 GF				25,000		
	Woo Hon Fai Hall Program Improvements	E&G	3			TBD GF				TBD		
	University Hall Seismic Replacement	E&G				PR				PR		
	Dwinelle Annex Renovation	E&G	3			2,200 CF 2,400 GF				4,600		
	Gateway Project New Construction	AUX	3			PR				PR		
	Chemistry Lab Seismic Replacement	E&G	3				90,000 GF			90,000		
	Cal Performances Program Improvements	AUX	3					TBD GF		TBD		
	Theater, Dance & Performance Program Improvements	E&G	3					10,000 GF		10,000		
	NW Quad Project New Construction	E&G	3						PR	PR		
	Capital Projects \$750K to \$5M	E&G			5,000 CF	5,000 CF	5,000 CF	5,000 CF	5,000 CF	5,000 CF	30,000	20,000
	Campus Program Totals				27,400	16,250	34,600	95,000	15,000	5,000	193,250	20,000

Projects		Category		2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25	
State Need	Hilgard Hall Capital Renewal	E&G	3		20,000 CF 20,000 SE				40,000		
	Evans Hall Seismic Retrofit	E&G	1			52,200 SE			52,200		
	Hearst Gymnasium Seismic Renovation	E&G	1				35,800 GF 35,800 SE		71,600		
	McLaughlin Hall Seismic Renovation	E&G	1					27,200 SE	27,200		
	Giannini Hall Seismic Renovation	E&G								38,300	
	Hesse Hall Seismic Renovation	E&G								22,800	
	Wellman Hall Seismic Renovation	E&G								24,300	
	Campus Capital Renewal	E&G	3		37,500 CF	37,500 CF 21,250 SE	37,500 CF 21,250 SE	37,500 CF 21,250 SE	37,500 CF 21,250 SE	272,500	187,500 85,000
	State Eligible Portion					41,250	73,450	57,050	48,450	220,200	170,400
	Supporting Non-State Contribution				37,500	57,500	37,500	73,300	37,500	243,300	187,500
State Program Totals				37,500	98,750	110,950	130,350	85,950	463,500	357,900	

E&G = Education and General AUX = Auxiliary MC = Medical Center 1 = Budget Update 2 = Scope Update 3 = New Project

also address critical infrastructure and life safety deficiencies. Construction will take place during the 2015-16 academic year.

Chemistry Lab Building (Donner Replacement): The College of Chemistry, the top ranked Chemistry department in the US, is planning a new, 120,000 square foot laboratory building on the site of Donner Hall. Teaching and research labs in this building will then

replace the very poor laboratories in Lewis Hall. The collaboratively themed building will also include space for the College of Engineering's Bioengineering program.

Woo Hon Fai Hall Seismic Renovation: The "Old Berkeley Art Museum" building is being vacated and the campus is exploring ways to fund programs proposed for the building.



Haas School of Business North Addition



Jacobs Hall

UNIVERSITY OF CALIFORNIA, DAVIS

Known for its academic distinction and global impact, UC Davis is a world-class public research university, driven by a vision of excellence and a dedication to place students at its core. UC Davis offers more than 100 undergraduate majors in four colleges and advanced degrees from six professional schools. The campus has nine organized research centers, a comprehensive medical center, and research funding among the highest at any UC campus. Graduate study and research opportunities are offered in nearly 90 programs, along with a number of interdisciplinary graduate study programs, especially laboratory-intensive science programs.

STRATEGIC GOALS

Chancellor Katehi's "Vision of Excellence" leads and inspires UC Davis' journey to ensure that the campus provides diverse educational opportunities, innovative, interdisciplinary and collaborative research endeavors, and leadership of enterprises that support social responsibility and a sustainable global environment both on the Davis campus and on the Sacramento campus, home to the UC Davis Health System.

In support of the Chancellor's vision, the 2015-25 CFP represents UC Davis' prioritization of scarce resources to advance continued growth and to improve campus facilities. The CFP represents a balance of investment in existing facilities—necessary for responsible stewardship and addressing a significant backlog of deferred maintenance—with investment in new construction in support of program expansion and the infrastructure needed to support these world-class facilities.

DAVIS CAMPUS

The primary Davis campus encompasses 5,330 acres with facilities that provide teaching, research, student support, and recreational space to serve the campus community.

Building Renewal and Stewardship: Of the approximately 14 million gross square feet located in 1,200 buildings on the Davis campus, nearly 80% of all space is in buildings that are more than 20 years old and approximately 60% of all buildings are more than 40 years old. Most buildings have not benefitted from significant renovation. Major renovation of core campus facilities is a current campus priority. The 2015-25 CFP includes renovation of Cruess Hall, Haring Hall, Briggs Hall and other centrally located buildings that—with investment—can accommodate program growth. As the CFP reflects, along with facility renewal, the campus must complete seismic renovations to a number of facilities.

Long-term underfunding of basic maintenance has exacerbated the campus' need for renewal and contributed to a staggering \$1.3 billion backlog of deferred maintenance; eliminating the backlog of costs associated with facilities where the campus would choose

to not invest, the backlog is reduced to \$1.155 billion. Completing the projects included in the CFP would leave a remaining deferred maintenance backlog of \$440 million. Of the \$440 million, \$90 million is the most critical and will be competed in the next six years utilizing Century Bond proceeds. The campus is developing a comprehensive plan to address these needs, but significant investment beyond the campus' capacity is necessary to address the needs of building systems and infrastructure; and for "unplanned" repair and replacement.

Program Expansion: Achieving the Chancellor's vision for excellence also requires investment in new facilities to accommodate program growth. Furthering UC Davis' commitment to Science, Technology, Engineering, and Mathematics (STEM), the CFP includes the Chemistry Discovery Complex, a transformational center dedicated to chemistry and biochemistry. The CFP also includes additional new facilities to support instruction, such as the Large Lecture Hall as well as support facilities, including the redevelopment of aging housing facilities, such as Webster Hall and Emerson Hall.

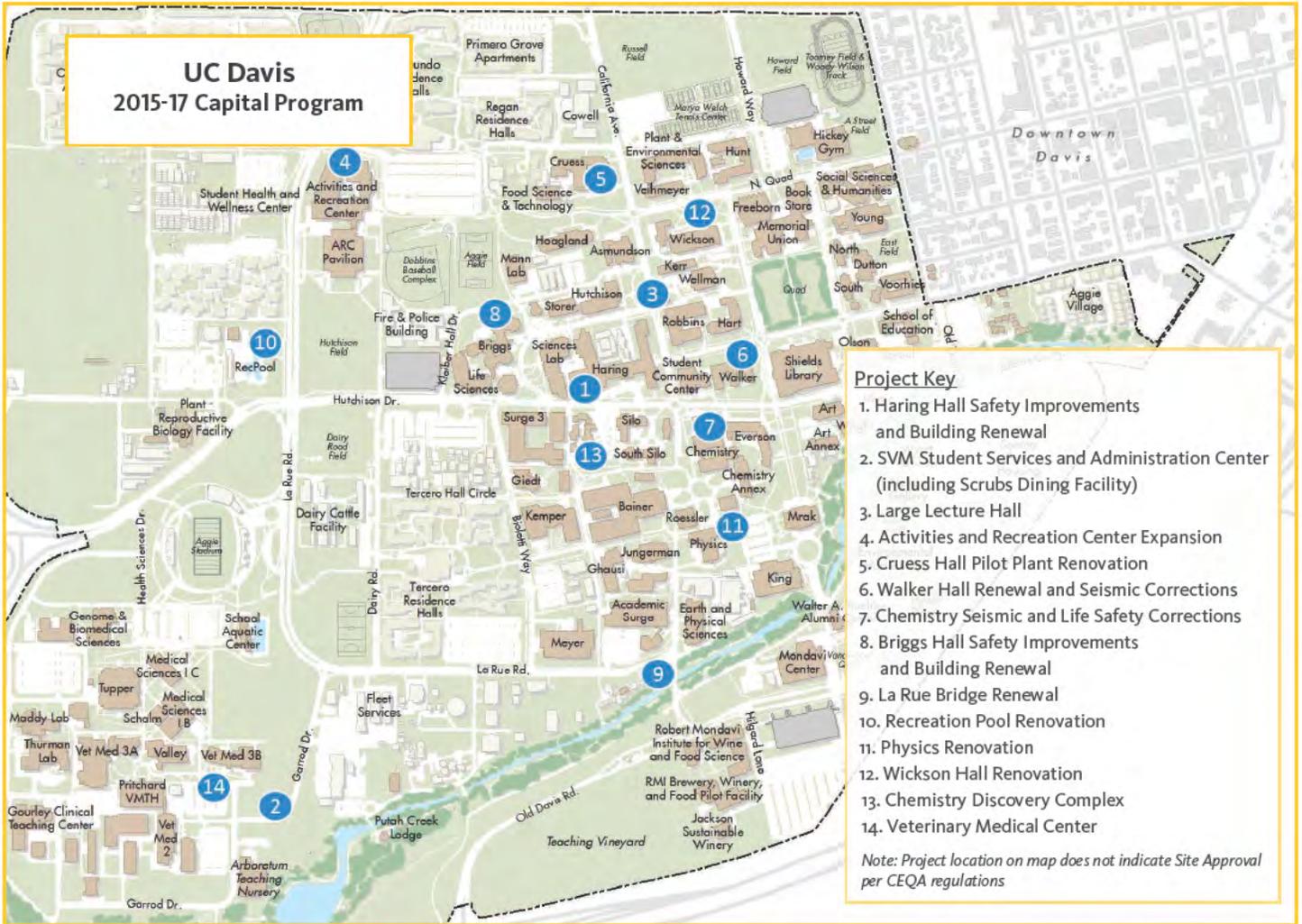
SACRAMENTO CAMPUS: UC DAVIS HEALTH SYSTEM

The region's only academic health center, UC Davis Health System (UCDHS) focuses on innovation and providing the highest quality of care. UCDHS encompasses the UC Davis Medical Center, the UC Davis School of Medicine, and the Betty Irene Moore School of Nursing. The UCDHS capital program includes projects that will improve the patient care experience via the development of hospital and clinic space; advance teaching and research via innovative design and technology; complete legislatively-mandated seismic improvements; and thoughtfully develop and maintain buildings.

Relocation of patient care support units out of the seismically-deficient North/South Wing into seismically-safe space in the new North Addition office tower as well as existing facilities, and the construction of new educational facilities to support the Betty Irene Moore School of Nursing and the School of Medicine remain capital priorities at the UCDHS. The CFP also includes plans for a new Hospital Bed Tower. The new bed tower would not only address 2030 State seismic mandates, but also provide a facility that will sustain the clinical enterprise and teaching needs for years to come.

GIFT CAMPAIGN

UC Davis' first comprehensive gift campaign concluded in 2014 with a total of \$1.1 billion raised, of which \$114.4 million (approximately 10%) was designated to improve the campus environment and infrastructure. The campus continues to have ambitious goals to fundraise for a number of projects that will provide facilities to



support program. The campus is currently planning its next major campaign, of which capital will be a significant component. Key facilities that will be targeted in this campaign include the Veteri-

nary Medical Center and the Chemistry Discovery Complex as well as teaching and research space to support top ranked programs such as Viticulture and Enology.



Large Lecture Hall

2015-25 Davis Capital Program (\$000's)

Projects		Category	Pre-Funded	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
Campus	Chemistry Seismic and Life Safety Improvements	E&G	3,482 SG	31,076 SG						34,558	
	Seismic Corrections	E&G		20,000 EF						20,000	
	Large Lecture Hall	E&G	1,996 EF	19,745 EF	259 EF					22,000	
	Activities and Recreation Center Expansion	AUX		5,000 AR 10,000 EF						15,000	
	Facility for Distilled Beverage Science	E&G	3	7,600 GF						7,600	
	Freeborn Hall Renewal	AUX	1	18,000 EF 7,000 AR						25,000	
	Central Plant Boiler Replacement	E&G		14,000 EF						14,000	
	La Rue Bridge Renewal	E&G	1	1,500 CF 5,200 FG						6,700	
	225 Hopkins Road	E&G			PR					PR	
	2015 Critical Infrastructure Projects	E&G		14,000 EF						14,000	
	Cruess Hall Pilot Plant Renovation	E&G	1,2	17,000 EF						17,000	
	Steam Distribution Improvements Phase 1	E&G		15,000 EF						15,000	
	Cage Wash Facility	E&G	1,2	15,000 EF						15,000	
	Orchard Park Renewal or Redevelopment	AUX		48,450 EF 8,550 AR						57,000	
	Engineering Student Design Center	E&G	3	15,000 GF						15,000	
	Natural History Museum	E&G	3	32,000 GF 5,000 EF						37,000	
	West Village Phase 1B Infrastructure	AUX	3	1,000 EF						1,000	
	West Village Phase 1B Faculty/ Staff For-Sale Homes	AUX	3	9,500 EF 68,500 CF						78,000	
	West Village Phase 1B Faculty/ Staff For-Rent Homes	AUX	3	27,000 EF						27,000	
	West Village Phase 1B Student Housing	AUX	3			PR				PR	
	Recreation Pool Renovation	AUX			10,000 AR					10,000	
	Silo North Phase 2	AUX			10,000 EF					10,000	
	Haring Hall Safety Improvements and Building Renewal Phase 1	E&G	1		50,000 EF					50,000	
	Webster Hall Replacement	AUX			40,000 EF 10,000 AR					50,000	
	Laboratory for Energy-related Health Research (LEHR) Remediation	E&G					10,800 EF			10,800	
	Dairy and Animal Science Teaching Facility Relocation	E&G	1				31,000 GF 10,000 EF			41,000	
	Chemistry Discovery Complex	E&G	1,2				122,000 EF 122,000 GF 121,500 CF			365,500	
	Physical Science and Engineering District Infrastructure	E&G	3				68,000 EF			68,000	
	Sciences Building	E&G					40,000 EF 10,000 GF			50,000	
	Emerson Hall Replacement	AUX					75,000 EF 25,000 AR			100,000	
Solano Park Redevelopment	AUX						30,000 EF 10,000 AR		40,000		

Projects		Category	Pre-Funded	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25	
Campus	World Food Center	E&G							PR	PR		
	Center for Agriculture, Health and Nutrition	E&G							PR	PR		
	Veterinary Medical Center	E&G		11,600 GF	198,000 GF 25,000 CF	37,000 GF	117,000 GF	29,000 GF	28,000 GF	445,600		
	Deferred Maintenance	E&G	2	15,000 EF	15,000 EF	15,000 EF	15,000 EF	15,000 EF	15,000 EF	90,000		
	Intercollegiate Athletics Initiatives	AUX		5,300 CF	30,000 GF	5,000 GF	15,000 GF	5,000 GF	15,000 GF	85,300		
	Administrative Support Building 2nd Floor Renovations (Sacramento Campus)	E&G		350 GF 450 HR	5,075 HR 3,275 CF					9,150		
	Health Sciences Education Expansion Phase 1 (Betty Irene Moore Hall) (Sacramento Campus)	E&G	1		12,300 GF 35,184 EF 4,100 CF					51,584		
	UC Davis Institute for Regenerative Cures Phase 5 (Sacramento Campus)	E&G			5,000 CF					5,000		
	Skills Lab (Sacramento Campus)	E&G	3		5,000 CF					5,000		
	UC Davis Institute for Regenerative Cures Phase 6 (Sacramento Campus)	E&G				5,000 CF				5,000		
	Child Care Center (Sacramento Campus)	E&G				5,500 CF				5,500		
	Eye Center (Sacramento Campus)	E&G	3				10,000 CF 30,000 GF			40,000		
	UC Davis Institute for Regenerative Cures Phase 7 - CTSC (Sacramento Campus)	E&G						15,000 CF		15,000		
	Capital Projects 2021-22 to 2024-25	E&G									100,000	
	Capital Projects 2021-22 to 2024-25	AUX									75,000	
	Student Affairs Recreation, MU, Unitrans Projects \$750K to \$5M	AUX		6,750 AR	750 AR	750 AR	750 AR	750 AR	750 AR	750 AR	10,500	8,250
	Intercollegiate Athletics Projects \$750K to \$5M	AUX		5,000 GF 4,500 AR	1,500 GF	5,000 GF	1,500 GF	5,000 GF	1,500 GF	1,500 GF	24,000	13,000
	Capital Projects Projects \$750K to \$5M	E&G		14,000 CF	14,000 CF	14,000 CF	14,000 CF	14,000 CF	14,000 CF	14,000 CF	84,000	56,000
Student Housing Projects \$750K to \$5M	AUX		3,000 AR	1,000 AR	1,000 AR	1,000 AR	1,000 AR	4,000 AR		11,000	4,000	
Student Affairs Division-Wide System Renewal \$750K to \$5M	AUX		1,000 AR 1,000 AR	700 AR 700 UR	1,000 AR 1,000 UR	1,000 AR 1,000 UR	1,000 AR 1,000 UR	1,000 AR 1,000 UR	1,000 AR 1,000 UR	11,400	5,000 5,000	
Campus Program Totals			547,205	411,909	725,550	246,250	86,750	80,250	2,097,914	266,250		

Projects		Category	Pre-Funded	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
Medical Center	Main Hospital 5th Floor ICU Re-model (Sacramento Campus)	MC		9,900 HR						9,900	
	Hospital East 7 Reactivation Project	MC	1	8,000 HR						8,000	
	Pavilion 1st Floor 3T MRI Installation	MC	3	6,600 EF						6,600	
	University Tower 2nd Floor Operating Rooms Remodel	MC	3	19,900 EF						19,900	
	Main Hospital East 2 and 3 Pulmonary and GI Remodel	MC	3	7,200 HR						7,200	
	University Tower Basement Central Processing Unit	MC	3	5,000 HR						5,000	
	North Addition Office Building	MC	1	87,500 EF						87,500	
	Physical, Medicine, & Rehabilitation Project	MC	3		15,000 HR					15,000	

Projects		Category	Pre-Funded	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
Medical Center	Pavilion 1st Floor Intra-operative MRI	MC	3		20,000 EF					20,000	
	Emergency Power Upgrade Phase 2	MC			12,500 EF					12,500	
	UCDMC Bed Tower	MC	3		TBD					TBD	TBD
	Research IV Building	MC							4,000 CF 47,000 EF	51,000	
	Capital Projects 2021-22 to 2024-25	MC									173,600
	Health System Projects \$750K to \$5M	MC		22,000 HR	22,000 HR	20,000 HR	20,000 HR	20,000 HR	18,000 HR	122,000	72,000
	Medical Center Totals			166,100	69,500	20,000	20,000	20,000	69,000	364,600	245,600

Total Capital Program			713,305	481,409	745,550	266,250	106,750	149,250	2,462,514	511,850
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Projects		Category	Pre-Funded	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
State Need	Walker Hall Renewal and Seismic Corrections	E&G	30,648 SG		521 SE				31,169	
	Briggs Hall Safety Improvements and Building Renewal	E&G			2,777 SE	26,190 SE			28,967	
	Physics Renovation	E&G	3				34,800 SE		34,800	
	Wickson Hall Renovation	E&G	3				30,000 SE		30,000	
	Seismic Corrections	E&G			20,000 SE		20,000 SE		40,000	60,000
	Critical Infrastructure	E&G						25,000 SE	25,000	50,000
	Governor's Hall Remodel (Sacramento Campus)	E&G						10,000 SE	10,000	
	MIND Prevention and Treatment Research Building (Sacramento Campus)	E&G						28,128 SE	28,128	
	Health Sciences Education Expansion Phase 2 (Sacramento Campus)	E&G						72,000 SE	72,000	
	UC Davis Health System Priority Phase 1 (Sacramento Campus)	E&G								60,877
	Deferred Maintenance	E&G	3							90,000
	Capital Projects 2021-24 to 2024-25	MC								
State Program Totals					23,298	26,190	84,800	135,128	269,416	400,877

Please note these projects were listed in the 2014-24 Capital Financial Plan and are now removed from the program:

1919-1920 5th Street

Seismic Correction Thurman Laboratory

Engineering 4

E&G = Education and General	AUX = Auxiliary	MC = Medical Center	1 = Budget Update	2 = Scope Update	3 = New Project
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Betty Irene Moore Hall (Sacramento Campus)

UNIVERSITY OF CALIFORNIA, IRVINE

STRATEGIC GOALS

In the past decade, significant progress has been made toward UC Irvine's 2006 *Strategic Academic Plan (SAP)* goals, which include key objectives such as maintaining and strengthening core academic disciplines; enrolling 32,000 students; developing innovative programs in emerging disciplines and supporting interdisciplinary collaboration; and expanding on-campus housing to accommodate 50 percent of students.

While many of these goals still apply, with the 2015-25 *Capital Financial Plan*, campus leadership is looking beyond the 2006 *SAP* to focus towards providing the facilities needed to expand to an on-campus enrollment of 37,000 students, consistent with the 2007 *Long Range Development Plan*; increasing the size of the faculty to accommodate this enrollment; and substantially increasing funded research. The campus is in the process of updating the *Strategic Academic Plan* to reflect these goals.

CAPITAL PROGRAM PRIORITIES

Capital program priorities support the campus's strategic goals, the development objectives outlined in the 2007 *Long Range Development Plan*, and the context of the *Physical Design Framework*. The capital program provides new facilities to accommodate the academic mission and other campus needs, with projects such as the Classroom/Office Building; Sciences Instruction and Research Building 1; Law Building; and Student Wellness Services Building. The aging of existing facilities is addressed through projects such as the Capital Renewal and Infrastructure Improvement Program; Engineering Renovations; and Med Surge Replacement. The *CFP* includes infrastructure projects that will address existing deficiencies and growth needs, keep the campus functioning efficiently, and further reduce the campus' carbon footprint. Two examples of infrastructure projects include the Water, Sewer, and Storm Drain Improvements and the Central Plant Renewal.

CHALLENGES

The campus faces several major challenges in addressing its capital needs. The foremost obstacle is the lack of sufficient funding to support the program. In response to the decline in State funding of recent years, the campus has developed an ambitious non-State-funded capital program, including over \$2 billion in projects to be funded from gifts, external financing, campus funds, auxiliary reserves, and hospital reserves. Gift funding plays a major role in this plan, and the campus is actively working to initiate gift campaigns. The *CFP* also includes nearly \$770 million for projects eligible for State funding. Given these

funding issues, a continuing priority—and challenge—is managing existing space to make the most efficient use of existing facilities.

The critical need to address deferred maintenance, safety, and utility infrastructure repairs is a daily challenge. Approximately 20 percent of UCI's space is in buildings more than 40 years old, and nearly 40 percent is in buildings from 20 to 40 years old. A backlog of more than \$450 million in deferred maintenance needs has been identified, based on the *UCOP Facilities Infrastructure Renewal Model*. The *CFP* includes a number of projects to address this backlog, including Fire and Life Safety Improvements, Med Sci Renovations, Building Renewal Phases 1 and 2, and others. To continue to address the most urgent issues of safety or imminent failure, the campus also is proposing Phases 2 and 3 of its Capital Renewal and Infrastructure Improvement Program.

ACHIEVEMENTS

Construction is underway on the University Extension (UNEX) Classroom Building, with completion scheduled for Fall 2016. This project provides consolidated and expanded facilities for UNEX's International Programs and replacement space for administrative offices currently in leased space. Phase 1 of the Capital Renewal and Infrastructure Improvement Program is also well under way, with more than half of those projects included in the program completed or in construction, and remaining work scheduled for completion by Summer 2016. Construction of the 750-bed Mesa Court Expansion project continues on schedule, with completion slated for Fall 2016.

UC Irvine continues to be a leader in environmental stewardship, as demonstrated by its first-place ranking in *Sierra* magazine's eighth annual list of the "greenest" campuses in the nation. A key factor in meeting campus sustainability objectives is incorporating conservation and energy-efficiency goals into the capital program. To date, achievements in this area include 13 buildings with LEED™ Platinum certification, and eight buildings certified Gold.

MEDICAL CENTER

UC Irvine Health is Orange County's only academic health center with a tripartite focus of clinical care, teaching, and research. Comprised of UCI's Medical Center (UCIMC) and the School of Medicine, UC Irvine Health provides a continuum of services spanning from primary care to complex tertiary/quaternary care in locations across the county.

Strategic planning and facility master planning studies have identified areas of improvement needed to position UC Irvine Health as a provider of premier specialized services such as burn, trauma, cancer care, advanced surgical care, and as a manager of

population health through an increased emphasis on primary care. Upgrade or replacement of ambulatory care facilities at UCIMC is an important part of achieving these goals. Existing facilities are fragmented and deteriorated, and parking, wayfinding, waiting areas, and clinical areas are not designed to current standards for care. To address these problems, UC Irvine Health is proposing to consolidate and expand UCIMC's ambulatory care services.

Among the projects included in the 2015-25 CFP are a new Ambulatory Care Center and adjacent parking structure, a facility services building, a central chiller plant, and an office replacement building. The Medical Center's recently completed *Physical Design Framework* will help guide the planning and design of these projects.



University Extension Classroom Building (Rendering)



2015-25 Irvine Capital Program (\$000's)

Projects		Category	Pre-Funded	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25	
Campus	Fire and Life Safety Improvements Phase 1	E&G		34,290 SG						34,290		
	Neuroimaging Facilities Improvements	E&G	1,2	15,000 EF 5,000 CF						20,000		
	UCI Center for Living Peace	E&G		DD						DD		
	Classroom / Office Building	E&G	1	60,000 EF 5,000 CF						65,000		
	Nursing / Allied Health Building	E&G	1	40,000 GF 20,000 EF						60,000		
	On-Campus Hotel	AUX		PR						PR		
	Beckman Laser Expansion and Renovation	E&G		25,000 GF						25,000		
	Student Wellness Services Building	E&G	1,2	40,000 EF 15,000 GF 10,000 CF						65,000		
	TEM Facility Engineering Hall Renovation	E&G	1	15,000 EF 1,430 CF						16,430		
	Capital Renewal and Infrastructure Improvements Program Phase 2	E&G		32,000 EF						32,000		
	Sciences Instruction & Research Building 1	E&G	1,2	65,000 EF 60,000 GF						125,000		
	Health Sciences Parking Lot Expansion	AUX		5,400 EF						5,400		
	Statewide Energy Partnership (SEP) Program	E&G	3	10,434 EF 3,105 CF						13,539		
	Beall Center Expansion and Renovation	E&G	3		6,000 GF					6,000		
	Biological Sciences 3 1st Floor Renovation	E&G	1		10,000 GF					10,000		
	Student Center Expansion	AUX	3		25,000 EF					25,000		
	Law Building	E&G	1		155,000 GF 45,000 EF					200,000		
	North Campus Redevelopment	AUX	3		PR					PR		
	Facilities Management/Campus Services Relocation	E&G	3		PR					PR		
	Child Development Center	E&G	1		13,000 GF					13,000		
	Convergence Science Building	E&G	3		225,000 GF					225,000		
	Athletics Facilities Improvements	AUX	1,2				31,000 GF				31,000	
	Capital Renewal and Infrastructure Improvements Program Phase 3	E&G					20,000 EF				20,000	
	Verano Unit 7 Apartments, Phase 2	AUX	3				75,000 EF				75,000	
	ARC Field Expansion	AUX					2,000 AR 5,000 GF				7,000	
	Shellmaker Island Boathouse Replacement	AUX					7,000 GF				7,000	
	Middle Earth Redevelopment	AUX	3						130,000 EF		130,000	
	Institute for Memory Impairments and Neurological Disorders	E&G							53,000 GF		53,000	
	Student Apartments	AUX							PR		PR	
	ARC Expansion Phase 4	AUX										53,000
Art Museum	E&G										42,000	
Parking Structure 5	AUX										45,000	
Events Center	AUX										PR	
Capital Projects \$750K to \$5M	E&G			10,000 CF	15,000 CF	15,000 CF	15,000 CF	15,000 CF	15,000 CF	85,000	60,000	
Campus Program Totals				471,664	494,000	155,000	15,000	198,000	15,000	1,348,664	200,000	

Projects		Category	Pre-Funded	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
Medical Center	UCIMC Facilities Building	MC		8,400 HR						8,400	
	UCIMC Chiller Plant Expansion	MC	1	33,708 EF						33,708	
	UCIMC Emergency Power Upgrades	MC		8,000 HR						8,000	
	Douglas Hospital 4th Floor Inpatient Bed Expansion	MC	3	15,000 HR						15,000	
	Gavin Herbert Eye Institute Surgery Expansion	MC	3	5,300 HR						5,300	
	UCIMC Cancer Center 4th Floor Clinic Remodel	MC			5,200 HR					5,200	
	UCIMC Medical Center Drive/ Dawn Way Improvements	MC			8,000 HR					8,000	
	UCIMC Office Building	MC	1		62,158 EF 7,000 GF					69,158	
	Outpatient Clinical Center	MC			51,500 GF					51,500	
	UCIMC Building Demolition & Site Preparation	MC			8,000 HR					8,000	
	Electrical Plant and Substation B81A Replacement	MC	3		33,200 HR					33,200	
	Douglas Hospital 3rd Floor Inpatient Bed Expansion	MC	3		27,560 EF					27,560	
	UCIMC Ambulatory Care Center	MC	1			223,797 EF 100,000 GF 30,000 CG				353,797	
	UCIMC Patient/Visitor Parking Structure	MC	1			53,933 EF				53,933	
	Gavin Herbert Eye Institute 2nd Floor Buildout	MC				6,840 GF				6,840	
Capital Projects \$750K to \$5M (MC)	MC		38,273 HR	9,800 HR	15,000 HR	15,000 HR	15,000 HR	15,000 HR	108,073	60,000	
Medical Center Totals				108,681	212,418	429,570	15,000	15,000	15,000	795,669	60,000
Total Capital Program				580,345	706,418	584,570	30,000	213,000	30,000	2,144,333	260,000

Projects		Category		2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
State Need	Med Sci Renewal	E@G			29,400 SE				29,400	
	Engineering Renovations	E@G			20,300 SE				20,300	
	Water, Sewer, and Storm Drain Improvements	E@G			15,500 SE				15,500	
	Sciences Instruction @ Research Building 2	E@G	1,2		60,000 SE 61,000 EF		4,000 SE		125,000	
	Med Surge Replacement	E@G	1			95,000 SE		4,000 SE	99,000	
	Central PLant Renewal Phase 1	E@G				33,000 SE			33,000	
	Fire and Life Safety Improvements Phase 2	E@G					22,500 SE		22,500	
	Humanities and Social Sciences Classroom Renovations	E@G					2,700 SE		2,700	
	Med Sci Renovations	E@G					47,400 SE		47,400	
	Chilled Water System Expansion	E@G						51,000 SE	51,000	
	Central Plant Renewal Phase 2	E@G						16,800 SE	16,800	
	Biological Sciences Greenhouse Replacement	E@G								15,800
Building Renewal Phase 1	E@G								36,000	

Projects		Category	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
State Need	Sciences Buildings Renovations	E@G							22,000
	Academic Building	E@G							40,000 21,000
	Social & Behavioral Sciences 2	E@G							53,000
	Building Renewal Phase 2	E@G							36,000
	Health Sciences Instruction and Research Building 2	E@G							44,000 2,500
	Transportation Infrastructure Safety Improvements	E@G							4,200
	Capital Renewal	E@G 1		10,000 SE	3,200 SE	3,200 SE	3,200 SE	19,600	12,800
	State Eligible Portion			135,200	131,200	79,800	75,000	421,200	263,800
	Supporting Non-State Contribution			61,000				61,000	23,500
	State Program Totals			196,200	131,200	79,800	75,000	482,200	287,300

Please note these projects were listed in the 2014-24 Capital Financial Plan and are now removed from the program:

East Campus Commercial Development

Mesa Court Unit 3 Renewal

Pippin Dining Commons Replacements

E&G = Education and General	AUX = Auxiliary	MC = Medical Center	1 = Budget Update	2 = Scope Update	3 = New Project
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Mesa Court Expansion (Rendering)

UNIVERSITY OF CALIFORNIA, LOS ANGELES

UCLA's 2015-25 *Capital Financial Plan (CFP)* framework guides the campus in prioritizing capital investments in support of its mission, and identifies facilities needs aligned with the 2002 *Long Range Development Plan*, as amended in March 2009, and the 2009 *Physical Design Framework*.

The primary strategic goals of UCLA's *CFP*, since its inception in 2009, have been to complete the seismic correction of all remaining seismically deficient structures by 2019, and to transform the campus into a residential academic community. As the seismic program is near completion, and 11,300 students are accommodated in on-campus housing, the campus intends to commit resources during the next five years to upgrading campus infrastructure and reducing the backlog of deferred maintenance associated with State-supported facilities. As a result, the 2015-25 *CFP* includes funding for critical infrastructure projects throughout the campus and capital renewal to increase the useful life of buildings. The *CFP* also reflects the goals of a major gift campaign currently underway to support a broad array of program improvements in a variety of campus facilities. Highlights of the proposed 2015-25 *CFP* for the campus and Medical Center are described in more detail below.

Complete the Seismic Correction Program: The campus remains on track to complete the seismic correction of all remaining structures with Level V or Level VI seismic performance ratings by 2019. Since the mid-1980s, the campus has completed seismic corrections to 56 structures totaling nearly 8.9 million gsf, and has work in progress on 11 structures totaling 1.1 million gsf. There are currently no structures in the seismic work remaining category. Since 1994, the campus has used 92 percent of its State general obligation bond funds and considerable campus resources to complete these projects.

State-Eligible Projects: These include two seismic construction funding requests in 2017-18 for which the campus proposes to fund preliminary plans and working drawings in 2015-16; additional improvements to buildings that were already seismically upgraded with campus resources; and provision of additional instruction space for undergraduate students in the north campus.

Upgrade Campus Infrastructure: Due to the absence of State funding, UCLA proposes to fund \$35 million of critical upgrades to infrastructure from campus resources. This work would include upgrades to the electrical distribution system, replacement of obsolete emergency generator equipment serving the Center for the Health Sciences, and expansion of the campus's central co-generation plant. Additional studies are underway to develop master plans for upgrading campus sewer, storm water, and other infrastructure that will be included in future updates to the *CFP*.

Capital Renewal: There is a need to renew systems in more than 50 buildings that are 25 to 80 years old. Based on the *UCOP*

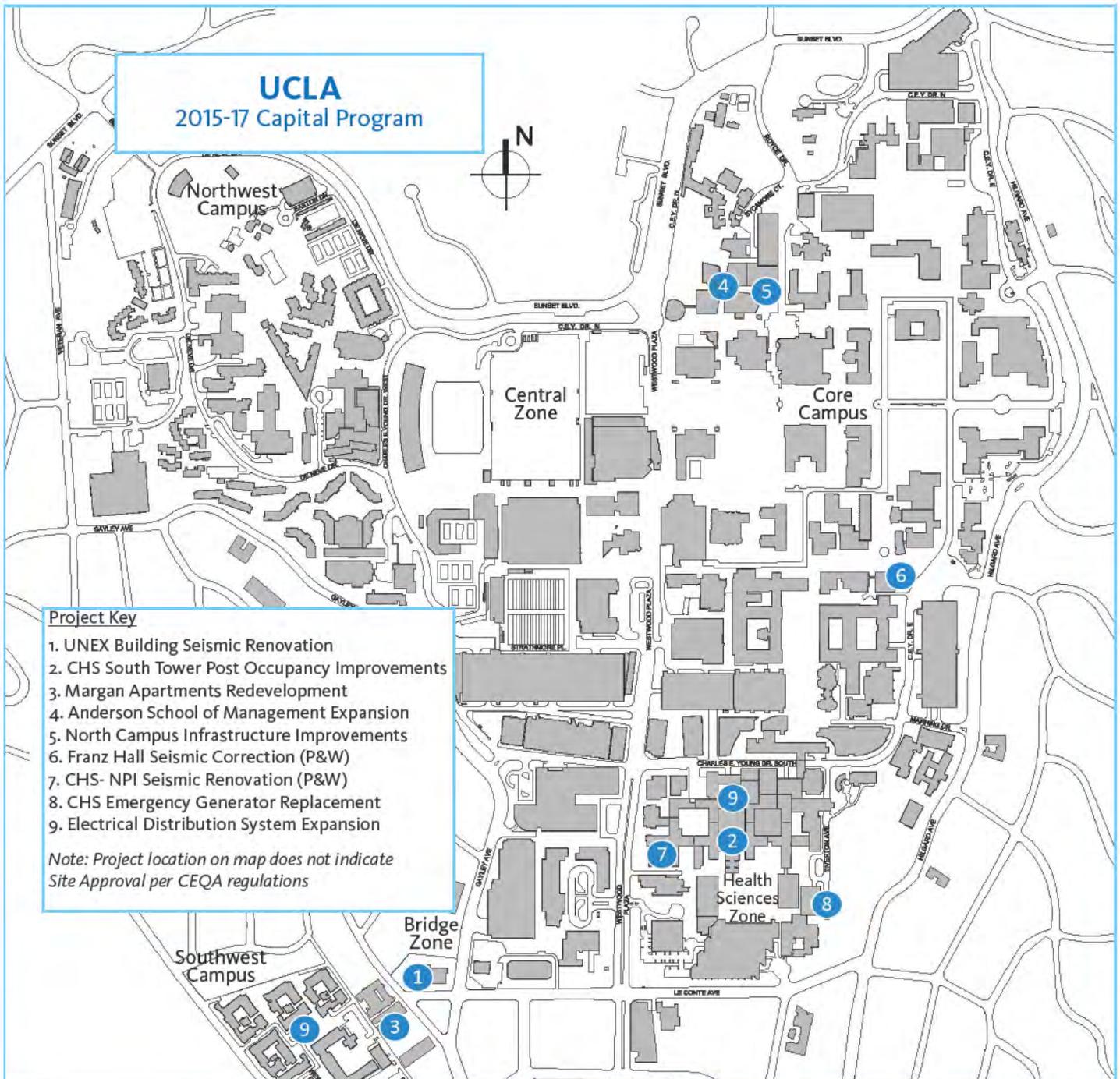
Facilities Infrastructure Renewal Model, UCLA has over \$770 million in deferred maintenance needs. Renewal scope would involve replacement of obsolete building systems, utility infrastructure and life safety systems; modernization initiatives to improve functionality and space utilization; classroom refurbishment; and repairs to campus hardscape and roadways.

Gift Campaign: A \$4.2 billion gift campaign is currently underway to raise funds for a broad range of programs and campus priorities at UCLA. As part of that campaign, the campus recently received a \$100 million gift that included \$40 million to expand the Anderson School of Management. Successful completion of the overall campaign will allow UCLA to fund a variety of new and renovated academic, cultural and recreational facilities included in the *CFP*. The campus has a successful history of fund raising. In fiscal year 2015, UCLA raised \$643 million in gifts and pledges. Since 2006, the campus has raised an average of \$449 million annually.

Student Housing: The campus remains committed to increasing the supply of affordable undergraduate student housing proximate to campus. The current *CFP* includes a project to redevelop the site of an aged apartment building in the Bridge zone to increase the supply of beds available to undergraduate students. As the development potential for construction of additional on-campus housing is limited, UCLA will continue to acquire nearby properties.

Center for the Health Sciences (CHS): The 2.4 million gsf CHS complex is one of the largest health sciences instruction and research facilities in the nation. The multi-building complex of seismically deficient structures, built in phases beginning in 1951, houses the Schools of Medicine (including Neuropsychiatric Institute and the Jonsson Cancer Center), Dentistry, Nursing, Public Health, and portions of the UCLA Medical Center. Significant seismic and life safety upgrades have already been completed or are already underway; projects in the proposed *CFP* provide the remaining seismic upgrades to improve life safety for occupants at an early date. Following completion of that work, post-occupancy projects would provide additional improvements to support the next generation of use.

Medical Center: Proposed capital improvements include a patient bed tower on the Westwood campus to meet the increased demand for patient beds; renovation of the basement levels of the CHS South Tower to provide critical clinical support space for the medical center on the UCLA campus; capital equipment replacement to ensure that the hospital system is equipped with state-of-the-art technology; improvements to the building envelope and infrastructure to the Merle Norman Pavilion that were not part of the recently completed UCLA Santa Monica Orthopaedic Replacement Hospital project; and the construction of additional administrative and clinical support facilities at the Santa Monica Hospital.



Wasserman Football Performance Center

2015-25 Los Angeles Capital Program (\$000's)

Projects		Category	Pre-Funded	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
Campus	UCLA Extension Seismic Renovation	E&G	1,2	325 CF	30,000 EF					60,000	
					29,675 CF						
	CHS South Tower Post-Occupancy Improvements (Levels 2-10)	E&G	1		70,000 EF					70,000	
	Margan Apartments Redevelopment	AUX	3		39,000 EF					39,000	
	Real Estate Acquisition No. 1	AUX	1		5,000 AR					25,000	
					20,000 EF						
	Anderson School of Management Expansion	E&G	1,2		70,000 GF					70,000	
	North Campus Infrastructure Improvements	E&G	3		20,000 EF					20,000	
	Franz Tower Seismic Correction (P&W Only)	E&G			3,000 CF					3,000	
	CHS - NPI Seismic Renovation (P&W Only)	E&G			3,000 CF					3,000	
	CHS Emergency Generator Replacement	E&G	3		10,000 EF					10,000	
	Electrical Distribution System Expansion	E&G	3		4,500 SE					9,000	
					4,500 EF						
	Real Estate Acquisition No. 2	AUX				5,000 AR				25,000	
						20,000 EF					
	Fowler Museum Renovation and Addition	E&G	3					70,000 GF		70,000	
	Warner Graduate Art Studio Renovation and Addition	E&G	3					35,000 GF		35,000	
	Northwest Campus Recreation Facility	AUX						20,000 GF		20,000	
	Botanical Gardens Enhancements	E&G						20,000 GF		20,000	
	Student Services / Welcome Center	AUX						50,000 GF		50,000	
Powell Library Interior Renovation	E&G	3					20,000 GF		20,000		
Theater, Film & Television Renovation	E&G						50,000 GF		50,000		
Psychology - Neuroscience Research Building	E&G	3					70,000 GF		70,000		
Capital Projects \$750K to \$5M	E&G	1		15,700 CF	15,000 CF	15,000 CF	15,000 CF	15,000 CF	15,000 CF	90,700	60,000
Capital Projects \$750K to \$5M	AUX	1		15,700 AR	12,700 AR	7,500 AR	7,500 AR	7,500 AR	4,580 AR	55,480	18,320
Campus Program Totals				340,075	52,700	22,500	357,500	22,500	19,580	814,855	78,320

Projects		Category	Pre-Funded	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
Medical Center	CHS South Tower Post-Occupancy Improvements (Levels A&B)	MC		70,000 EF						70,000	
	RRUMC 5th Floor NICU Expansion	MC	3	14,200 EF						14,200	
	SMH Office Building	MC	1		70,000 EF					70,000	
	SMH Merle Norman Pavilion Renovation	MC	1				70,000 EF			70,000	
	SMH Medical Office Building	MC	1					70,000 EF		70,000	
	RRUMC Bed Tower	MC									500,000
	Capital Equipment Replacement Lease Funding	MC		75,000 HR	75,000 HR	50,000 HR	50,000 HR	50,000 HR	50,000 HR	350,000	200,000

Projects	Category	Pre-Funded	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
Capital Projects \$750K to \$5M	MC	1	5,000 HR	5,000 HR	5,000 HR	5,000 HR	5,000 HR	5,000 HR	30,000	20,000
Medical Center Totals			164,200	150,000	55,000	125,000	125,000	55,000	674,200	720,000
Total Capital Program			504,275	202,700	77,500	482,500	147,500	74,580	1,489,055	798,320

Projects	Category		2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
<i>Franz Tower Seismic Correction</i>	E@G			50,000 SE				50,000	
<i>CHS-NPI Seismic Renovation</i>	E@G	3		50,000 SE				50,000	
<i>North Campus Academic Facility</i>	E@G	1			70,000 SE			70,000	
<i>Central Plant Expansion</i>	E@G	3			50,000 SE			50,000	
<i>Fielding School of Public Health Building Interior Renovation</i>	E@G	1				50,000 SE		50,000	
<i>Life Sciences Building Renovation Phase 2</i>	E@G					50,000 SE		50,000	
<i>CHS Program and Infrastructure Improvements</i>	E@G	3							50,000
<i>CHS - Biomedical Library Tower Renovation</i>	E@G								50,000
<i>Capital Renewal</i>	E@G			15,000 SE	15,000 SE	15,000 SE	15,000 SE	60,000	15,000
State Program Totals				115,000	135,000	115,000	15,000	380,000	115,000

Please note these projects were listed in the 2014-24 Capital Financial Plan and are now removed from the program:

CHS - SOM East Building Renovation (Note: Scope included in CHS Program and Infrastructure Improvement Project)

E&G = Education and General **AUX** = Auxiliary **MC** = Medical Center **1** = Budget Update **2** = Scope Update **3** = New Project



Geffen Hall

UNIVERSITY OF CALIFORNIA, MERCED

UC Merced is the newest campus of the University of California and the nation's first doctoral research university of the 21st century. Strategically situated in the San Joaquin Valley, UC Merced advances the area's rich heritage by providing untapped potential, economic opportunity, and improvements to the quality of life via education and research. Since opening in 2005, enrollment demand has increased steadily, with more than 20,000 students (freshmen and transfers) applying for admission in Fall 2015. The objective within the *Capital Financial Plan* is to provide the facilities needed to accommodate enrollment growth from the current 6,200 students to 10,000 students by the year 2020.

2020 PROJECT

To meet its goal of 10,000 students by 2020 and provide the necessary space, the Merced campus has embarked on a major initiative to further develop the campus, known as the *2020 Project*. This ambitious project represents the next phase of campus development under the amended *Long Range Development Plan*.

The Project proposes expanding the existing Merced campus and consists of the comprehensive development of 900,000 assignable square feet of academic, administrative, research, recreational, student residence, and student services buildings, as well as infrastructure, outdoor recreation facilities and open space, landscaping, roadways and parking.

The *2020 Project* represents an innovative delivery model to manage long-term financial risk of capital development. The transaction structure is designed to help manage the facilities lifecycle performance and financial risk at the lowest possible cost. The finance plan for the Project has been modeled as a "hybrid" version of an availability payment Design, Build, Finance, Operate, and Maintain contract. This hybrid approach preserves the transfer of design, construction, and operations and maintenance risks, and the lifecycle costing benefits of the availability payment procurement, while bringing the overall cost of capital closer to the cost that would have been available if the University had financed the Project.

The *2020 Project* is proceeding in two phases. The request-for-qualifications phase, conducted in 2013/14, short-listed three qualified development teams who will be eligible to submit proposals for the *2020 Project*. The second phase, the Request For Proposals phase, would be released in late November 2015, and the campus would receive proposals from the short-listed teams in March 2016. The campus anticipates selecting a successful bidder in May 2016, with the President of the University to execute the Project Agreement in the summer

of 2016. Once complete, the *2020 Project* will have developed collaborative and sustainable academic, research, housing, and support facilities to accommodate 10,000 students.

ADDITIONAL PROJECTS

The campus' recent growth trajectory has required the design and construction of several additional facilities. The new Student Services Building opened in Fall 2013 and the Science and Engineering 2 building opened in August 2014. In addition, the campus is now constructing a second classroom and office building, scheduled to open in 2016, and the Central Plant Telecommunications Reliability Upgrade project, which is critically needed in order to support campus development.

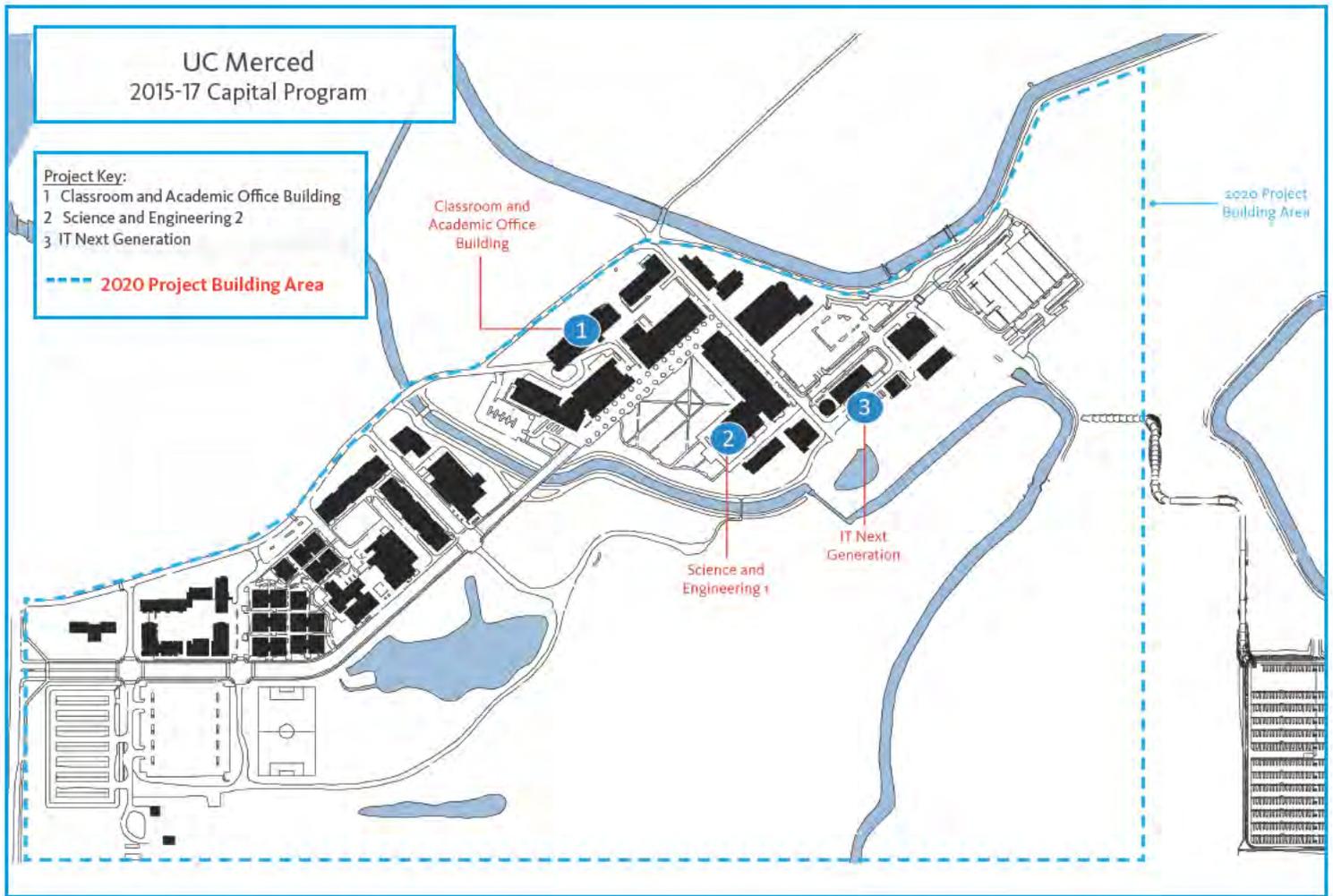
While constructed within the last 10 to 15 years, several buildings at Merced are in need of repairs and building systems replacement. This is primarily a result of over-use as well as some of the building systems having already exceeded their useful life. The campus estimates that \$20 million will be needed in the next ten years to address deferred maintenance. Lastly, the campus is beginning construction of an administrative building in Downtown Merced to consolidate staff and help reinvigorate the civic core of its host community.

ENVIRONMENTAL MITIGATION

The University must also comply with environmental mitigation requirements by purchasing wetland credits. In addition, the campus intends to establish a small internal revolving loan fund to provide flexibility to fund minor capital projects as they arise.



Merced Quad



2015-25 Merced Capital Program (\$000's)

	Projects	Category	Pre-Funded	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
Campus	Classroom and Academic Office Building	E&G	1 49,894 SG	4,805 SG						54,699	
	IT Next Generation Network (Phase 1-4)	E&G		3,000 EF	3,000 EF	3,000 EF	1,000 EF			10,000	
	Downtown Center	E&G	3	41,998 EF 3,118 CF						45,116	
	Science and Engineering Building 1 Space Renos	E&G	1		2,000 EF					2,000	
	Capital Projects \$750k to \$5M	AUX	3	2,000 CF	2,000 CF	2,000 CF	2,000 CF	2,000 CF	2,000 CF	20,000	8,000
Campus Program Totals				54,921	7,000	5,000	3,000	2,000	2,000	73,921	8,000

	Projects	Category	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
2020 Project	2020 Project	1		600,000* EF 157,090 CF PR					757,090	
	Merced 2020 Totals				757,090				757,090	

	Projects	Category	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
Mitigation Measures	Federal Environmental Mitigation	1		13,749 TBD	600 TBD				14,349	
	Transportation Improvements	1		750 TBD	200 TBD	200 TBD	200 TBD		1,350	
	Total Mitigation				14,499	800	200	200	15,699	

*\$400,000 is proposed to be supported by State funds

E&G = Education and General AUX = Auxiliary MC = Medical Center 1 = Budget Update 2 = Scope Update 3 = New Project

UNIVERSITY OF CALIFORNIA, RIVERSIDE

UC Riverside (UCR) is recognized internationally for teaching, research, and public service in an ever-widening range of fields. Over 100 undergraduate degree programs, 52 master's degree programs, and 42 Ph.D. programs are offered by UCR. More than 50 percent of undergraduate students participate in faculty-mentored research during their time on campus. With over 21,000 students, the student body is among the most diverse in the nation. Nearly 60 percent of UCR undergraduate students are the first in their families to pursue college degrees. UCR is also proud of its role in strengthening the community. The campus generates jobs, research, investments, and other economic activities that contribute more than \$1.4 billion annually to the regional economy.

Between 2000 and 2014, the undergraduate population grew by 64 percent, with faculty only increasing by 28 percent. UC Riverside has embarked on an ambitious plan to hire 300 new faculty by 2020, with the goal of improving the student/faculty ratio while at the same time increasing faculty diversity to reflect our diverse student population.

STRATEGIC GOALS

UCR 2020: [The Path to Preeminence](#) strategic plan (UCR 2020) describes how UC Riverside is transforming itself to become a national model for academic excellence, student access, and best-in-class administration. UCR 2020 continues to serve as the framework and impetus for UCR's improvements associated with capital program development by enhancing operational efficiencies, redefining and improving space utilization, and diversifying financing and development activities. With new faculty and increased student enrollment, huge demands will be placed on existing facilities. Significant efforts are underway to renovate and construct new space that will accommodate the expected growth, manage space assignments, and improve overall space utilization.

UC Riverside is actively engaged in a Master Planning Study process that will provide a framework for the physical requirements of an evolving campus and to reinforce a sense of place. A campus Design Review Committee and Capital Projects Committee make recommendations in support of high priority capital, real estate, and space related resources and initiatives.

CAPITAL PROGRAM PRIORITIES

New Faculty and Research Initiatives: To achieve the goals of UCR 2020, the campus has identified strategic areas for expansion of research. This process led to the adoption of research clusters and proposals focused on multidisciplinary

research. Areas of study span all colleges and departments, and involve investigators across campus from colleges and schools such as Bourns College of Engineering, College of Natural and Agricultural Sciences, School of Medicine, and College of Humanities, Arts and Social Sciences. Examples of research clusters include: biomedical informatics, neurosciences, systems biology, pathophysiology, and aging and life span. Accommodation of these research directions requires additional, flexible space that the campus lacks in quantity. As a result, the campus is proposing several projects in the 2015-25 *Capital Financial Plan (CFP)* that will expand research capacity, improve academic programs, and enable the campus to hire additional faculty. These projects include: Multidisciplinary Research Buildings 1 and 2, Engineering Building 3, and Fawcett Laboratory Project.

Capital Renewal: The UCR campus requires substantial renovation/capital renewal to extend the effective use of existing facilities and continue to provide quality space to support its mission. Approximately 40 percent of total campus space – most of which accommodates instruction and research programs – is more than 40 years old. Addressing obsolete or inadequate facilities or building systems is integral to UCR's *CFP*. Long term underfunding of basic maintenance has exacerbated the campus' renewal efforts and as a result there is a backlog of deficiencies for both State and Non-State supportable facilities. The UC Riverside campus current backlog of deferred maintenance (DM) totals approximately \$200 million. In order to significantly reduce its DM backlog, UC Riverside has created a multi-year DM program that totals \$120 million over six years.

Campus Access: A new campus transit center and events center are in early planning phases with the expectation that they will activate the campus by improving access and opportunity for community engagement.



Glen Mor II Housing and Parking Structure

UC Riverside 2015-17 Capital Program

Approved and Underway **X**
Proposed 2015-16 & 2016-17 **X**

Project Key

1. Environmental Health & Safety Expansion
2. Batchelor Hall Building Systems Renewal
3. Pierce Hall Improvements
4. Batchelor Hall Interior Improvements
5. Barn Expansion
6. Campus Events Center
7. Fawcett Laboratory Project
8. Multidisciplinary Research Building 1
9. Pierce Hall Interior Improvements
10. SOM Research Building - First Floor Fit-Out
11. Transit Center
12. Aberdeen-Inverness Residential Restaurant Replacement
13. Multidisciplinary Research Building 2
14. Engineering Building Unit 3
15. Physics Building Renewal

Note: Project location on map does not indicate Site Approval per CEQA regulation.



2015-25 Riverside Capital Program (\$000's)

Projects		Category	Pre-Funded	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25	
Campus	Environmental Health and Safety Expansion	E&G	1,035 SE 3,663 CF 15,984 SG	369 SG						21,051		
	Batchelor Hall Building Systems Renewal	E&G	402 SE	17,777 SG						18,179		
	Pierce Hall Improvements	E&G		34,680 SG						34,680		
	Batchelor Hall Interior Improvements	E&G	3	1,500 EF	13,500 EF					15,000		
	Barn Expansion	AUX	1.2	107 AR	1,490 AR 26,123 EF 1,000 CF					28,720		
	Campus Events Center	AUX	1		PR					PR		
	Deferred Maintenance	E&G	3		15,000 EF	15,000 EF	15,000 EF	15,000 EF		60,000		
	Fawcett Laboratory Project (Design)	E&G	2		2,980 CF	3,650 CF				6,630		
	Multidisciplinary Research Building 1	E&G			6,890 EF	143,110 EF				150,000		
	Pierce Hall Interior Improvements	E&G	3		1,500 EF	13,500 EF				15,000		
	School of Medicine Research Building First Floor Fit Out	E&G	1		9,400 EF					9,400		
	Transit Center	AUX	3		300 CF	5,800 CF				6,100		
	Outpatient Pavilion (Highlander Hall Replacement Facility)	E&G				40,000 EF PR				PR		
	Multidisciplinary Research Building 2	E&G			6,890 EF	143,110 EF				150,000		
	School of Business Administration	E&G			38,850 GF					38,850		
	Engineering Building Unit 3 (Planning)	AUX			3,700 CF					3,700		
	Aberdeen-Inverness Residential Restaurant Replacement	AUX	2				35,000 EF			35,000		
	Aberdeen-Inverness Market at Aberdeen	AUX	2					5,250 EF		5,250		
	Capital Projects \$750K to \$5M	E&G			10,000 CF	2,000 CF	2,000 CF	2,000 CF	2,000 CF	2,000 CF	20,000	8,000
	Capital Projects \$750K to \$5M	AUX			2,000 EF 3,000 AR	1,000 EF 2,000 AR	1,000 EF 2,000 AR	1,000 EF 2,000 AR	1,000 EF 2,000 AR	1,000 EF 2,000 AR	20,000	12,000
Campus Program Totals				134,009	289,000	198,110	25,250	5,000	5,000	656,369	20,000	

Projects		Category		2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
State Need	Deferred Maintenance	E@G	3		15,000 SE	15,000 SE	15,000 SE	15,000 SE	60,000	
	Boyce Hall and Webber Hall Renovations, Ph 2	E@G	2		2,100 SE	2,600 SE	41,100 SE		45,800	400
	East Campus Infrastructure Improvements Phase 3	E@G			400 SE	400 SE	7,200 SE		8,000	
	Engineering Building Unit 3 (Working Drawings, Construction)	E@G			78,900 SE		3,400 SE		82,300	
	Fawcett Laboratory Project (Construction)	E@G	2		59,670 SE				59,670	
	Instructional Facility	E@G			1,200 SE	1,600 SE	23,900 SE		26,700	600
	Interdisciplinary Research Building / Psychology Building Addition	E@G			800 SE	1,000 SE	16,600 SE		18,400	500
	Physics Building Renewal	E@G	2			2,200 SE	2,700 SE	44,100 SE		49,000

Projects		Category	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
State Need	Life Sciences Building Renewal	E@G 3			1,200 SE	1,600 SE	24,500 SE	27,300	1,050
	East Campus Infrastructure Improvements, Phase 4	E@G				450 SE	550 SE	1,000	9,000
	Spieth Hall Building Renewal	E@G 3				3,000 SE	3,800 SE	6,800	62,500
	State Program Totals			160,270	24,500	156,350	43,850	384,970	76,050

Please note these projects were listed in the 2014-24 Capital Financial Plan and are now removed from the program:

- | | | |
|---|--|---|
| <i>Palm Desert Ambulatory Care Facilities</i> | <i>Fawcett Laboratory 2nd Floor Modernization</i> | <i>Campus Health and Counseling Center</i> |
| <i>West Campus Ambulatory Care Facilities</i> | <i>School of Medicine Instruction and Research 1</i> | <i>Elevator Modernization</i> |
| <i>BCOE Wetlabs</i> | <i>East Campus Core Research Facilities</i> | <i>Fawcett Instructional Laboratory Renewal</i> |
| <i>Graduate and Professional Center</i> | <i>School of Medicine Instruction and Research 2</i> | <i>Mechanical Systems</i> |
| <i>Repair / Replace Roofs</i> | | |

E&G = Education and General	AUX = Auxiliary	MC = Medical Center	1 = Budget Update	2 = Scope Update	3 = New Project
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Glen Mor II Dining Hall

UNIVERSITY OF CALIFORNIA, 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 in small liberal arts colleges.

Professional and advanced degrees, as well as research opportunities, are provided by the general campus' divisions and graduate programs, the School of Global Policy and Strategy, the Rady School of Management, the Scripps Institution of Oceanography (SIO), the School of Medicine, the Skaggs School of Pharmacy and Pharmaceutical Sciences, and the UC San Diego Health System.

STRATEGIC GOALS

In 2012, UC San Diego embarked on a strategic planning process that involved input from students, faculty, staff, and community members. The resulting vision aligns campus efforts to be a student-centered, research-focused, service-oriented public university. Support of the campus strategic plan goals requires ongoing renewal of existing buildings and infrastructure and the construction of new facilities to ensure that appropriate opportunities and conditions exist for students and faculty to flourish.

CAPITAL PROGRAM PRIORITIES

UC San Diego endeavors to be resourceful in its efforts to obtain funding for construction and maintenance of the campus' building and infrastructure inventory. The capital improvement program will continue to evolve through more detailed programming, planning studies and visioning sessions intended to activate the campus core and improve connections throughout the campus; however, the projects included in the 2015-25 *Capital Financial Plan* (CFP) support the goals of the strategic plan mentioned above.

Projects identified in the CFP will support new and expanding instruction and research programs, address critical systems renewal needs, improve capacity and distribution of utilities, and further enhance the campus community. These projects include: renovation of existing outdated teaching and research space, renewal and new construction of student housing and dining facilities, new construction of critical instruction and research space, new construction

of patient wellness and outpatient care, and utility infrastructure improvements that address campus safety.

CHALLENGES

Aged Facilities and Capital Renewal: Many of the buildings serving the general campus and the health science programs are more than 40 years old; a few at SIO are nearly 100 years old. Long-term underfunding has created a substantial backlog of Capital Renewal projects in State-supportable facilities. Through a multi-year facilities condition assessment, the campus has identified almost \$1 billion in renewal and upgrades that are required to respond to health and safety requirements, obsolescence, and changing academic programs. Without renewal or replacement, many older buildings cannot support modern teaching and research activities effectively.

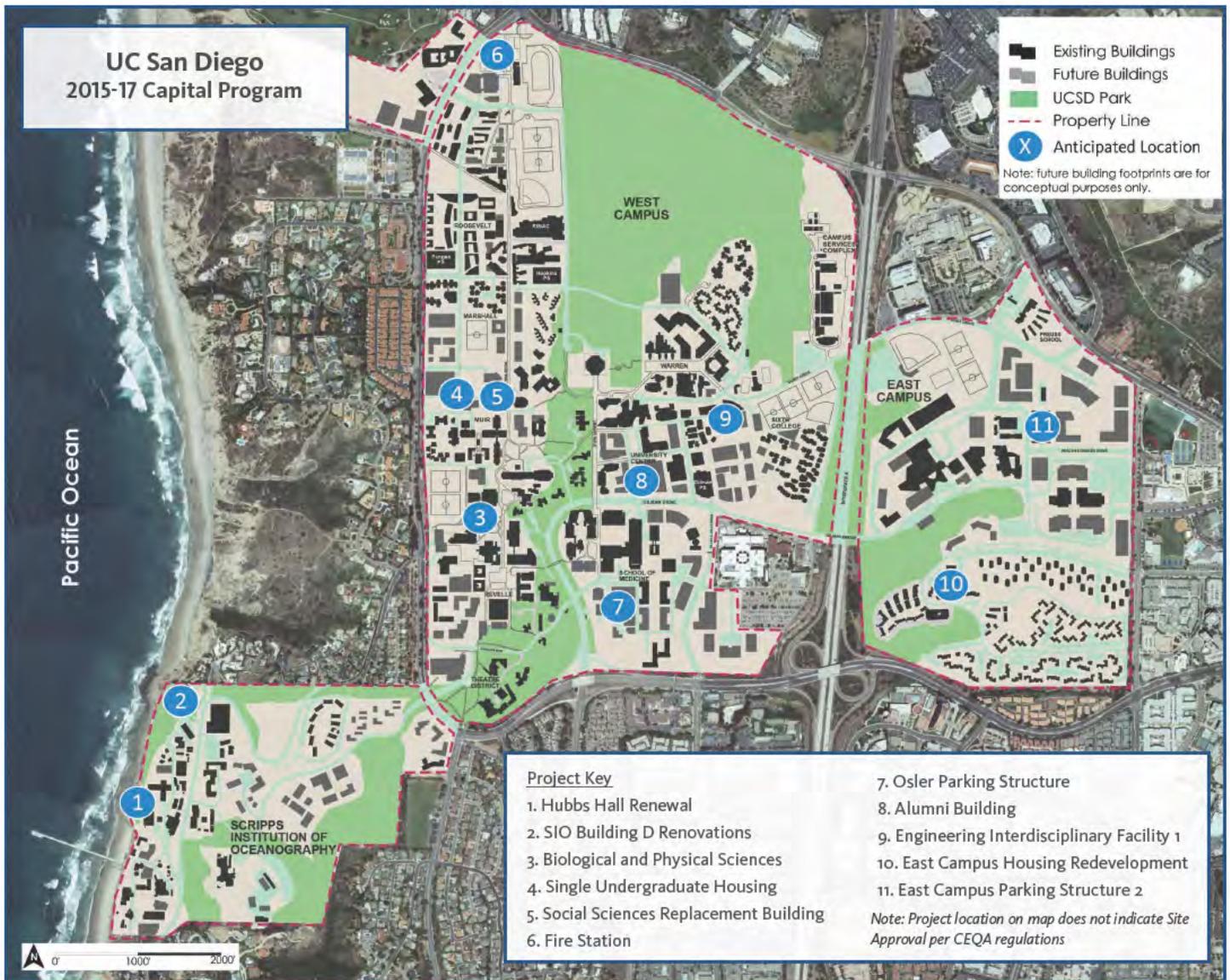
Academic Space Shortages: The campus has faced a shortage of academic space over the last decade as State funding for construction of new facilities has not kept pace with the evolution of academic programs and prior campus enrollment growth. Without new construction, the campus will continue to grapple with space shortages and some currently expanding programs will be constrained given the limited space available for their operations.

Funding: State funding is proposed for several projects identified in the CFP. These projects include renovation and renewal of existing academic buildings. Should State funding not be available, the campus would be unable to pursue many projects that support its mission.

The campus funds many projects through external financing, including projects that meet the needs of the health system, research programs, student housing, parking, infrastructure, and capital renewal. The campus also has a long history of successful fundraising efforts.

UC SAN DIEGO HEALTH SYSTEM

As a comprehensive academic health system, UC San Diego Health System continues to leverage its tripartite mission of clinical care, research, and education. The Health System has proven its ability to grow, adapt to changes in the health care environment, train health care professionals for the future, and excel in measures of patient care, safety, and satisfaction. There are several projects in the CFP that will allow the Health System to build on its multi-disciplinary collaborations that enhance patient experience, meet important and expanding community needs, and grow and influence market share.



2015-25 San Diego Capital Program (\$000's)

Projects	Category	Pre-Funded	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
Biological and Physical Sciences Building	E&G	4,500 CF	55,800 SG 50,600 EF 4,600 CF						115,500	
East Campus Parking Structure 2	AUX 1,2	25,500 EF 3,500 CF	3,516 CF						32,516	
Osler Parking Structure	AUX 3		50,000 EF						50,000	
Tuolumne Apartments Life Safety and Building Renewal	AUX 3		30,000 AR						30,000	
SIO Building D Renovations	E&G 1,2		20,000 EF 5,000 GF						25,000	
SIO Seawater System Replacement	E&G 1		25,000 EF						25,000	
Fire Station	E&G 3		15,000 CF						15,000	
East Campus Main 69kV/12kV Transformers 31 and 32 Replacement	E&G		11,000 CF						11,000	
West Campus Chilled Water Improvements	E&G		9,000 CF						9,000	

	Projects		Category	Pre-Funded	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
	SIO Emergency Power Upgrades	E&G	1		10,500 CF							10,500
East Campus Chilled Water Improvements	E&G			7,000 CF							7,000	
Hubbs Hall Renewal (Design Phases)	E&G	1,2		8,000 CF							8,000	
Projects Related to San Diego Region Transportation Projects	E&G			PR	PR	PR	PR	PR			PR	
East Campus Housing Redevelopment	AUX	1,2			420,000 EF 25,000 AR						445,000	
Single Undergraduate Housing	AUX	1,2			150,400 EF 10,000 AR						160,400	
Engineering Interdisciplinary Facility 1	E&G				37,000 EF 38,000 GF						75,000	
Social Sciences Replacement Building	E&G				40,000 EF 20,000 GF						60,000	
Alumni Building	E&G				45,000 EF 20,000 GF						65,000	
Land Acquisition A	E&G	3			25,000 CF						25,000	
Land Acquisition B	E&G	3			15,000 CF						15,000	
Innovation Center	E&G	3				45,000 EF 5,000 GF					50,000	
Extended Studies and Public Programs (ESPP) Expansion	E&G					30,000 EF 20,000 CF					50,000	
East Campus Office Building 2	E&G	3				50,000 CF					50,000	
Villa La Jolla Road Improvements	AUX	3				15,000 CF					15,000	
Campuswide Sewer Upgrades	E&G					13,000 CF					13,000	
Waterlines Replacement (Voigt and Muir Main)	E&G					12,000 CF					12,000	
Warren Residence Halls Renewal Phase 1	AUX					8,750 AR					8,750	
Student Resources Building	E&G						50,000 EF 15,000 GF				65,000	
Humanities Building	E&G						15,000 EF 10,000 GF				25,000	
Interstate 5 Electrical Switch Station Replacement	E&G						18,000 CF				18,000	
SIO Electrical Switch Station Replacement	E&G						12,000 CF				12,000	
Warren Residence Halls Renewal Phase 2	AUX						8,750 AR				8,750	
Warren Residence Halls Renewal Phase 3	AUX							8,750 AR			8,750	
SIO Academic and Research Building	E&G								120,000 EF		120,000	
Faculty For-Rent Transitional Housing	AUX								45,000 EF 5,000 AR		50,000	
Mandeville Center Auditorium Renovation	E&G								13,500 EF 13,500 GF		27,000	
Sixth College Residential Community Dining/Market	AUX								13,500 EF 1,500 AR		15,000	
Central Plant Steam Chiller Replacement WC-1	E&G								13,000 CF		13,000	

Campus

Projects		Category	Pre-Funded	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
Campus	Capital Projects 2021-22 to 2024-25	E&G									580,000
	Capital Projects 2021-22 to 2024-25	AUX									420,000
	Capital Projects \$750K to \$5M	E&G		10,000 CF	10,000 CF	10,000 CF	10,000 CF	10,000 CF	10,000 CF	60,000	
	Capital Projects \$750K to \$5M	AUX		5,000 AR	5,000 AR	5,000 AR	5,000 AR	5,000 AR	5,000 AR	30,000	
	Campus Program Totals			320,016	860,400	213,750	143,750	23,750	240,000	1,801,666	1,000,000

Projects		Category	Pre-Funded	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
Medical Center	Jacobs Medical Center	MC	1,2 500,000 EF 131,000 GF 124,360 HR 69,000 CF 35,000 EF	TBD						859,360	
	Thornton Renovations 1	MC	3	35,000 HR						35,000	
	Thornton Renovations 2	MC	3		10,000 HR 10,000 GF					20,000	
	Residential Facility for Patients and Families	MC	3			PR				PR	
	Capital Projects 2021-22 to 2024-25	MC									90,000
	Capital Projects \$750K to \$5M	MC		10,000 HR	10,000 HR	10,000 HR	10,000 HR	10,000 HR	10,000 HR	60,000	
Medical Center Totals				45,000	30,000	10,000	10,000	10,000	10,000	115,000	90,000

Total Capital Program				365,016	890,400	223,750	153,750	33,750	250,000	1,916,666	1,090,000
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Projects		Category	Pre-Funded	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25	
State Need	Hubbs Hall Renewal (Construction Phase)	E@G	1,2		40,000 SE 32,000 CF				72,000		
	Muir Biology Building Renovation	E@G			5,500 SE	49,500 SE			55,000		
	Sverdrup Hall Renewal	E@G			15,000 SE				15,000		
	Engineering Interdisciplinary Facility 2	E@G	3			15,000 SE	60,000 SE 75,000 GF		150,000		
	Classroom Building 2	E@G	3			5,000 SE	45,000 SE		50,000		
	Medical Teaching Facility Renewal	E@G				7,000 SE	63,000 SE		70,000		
	Urey Hall Renovation	E@G					3,560 SE	32,040 SE	35,600		
	School of Medicine Instruction and Research Laboratory Renovation	E@G						8,000 SE	8,000		
	Capital Renewal	E@G	1		10,000 SE	10,000 SE	10,000 SE	10,000 SE	40,000		
	State Eligible Portion					70,500	86,500	181,560	50,040	388,600	
	Supporting Non-State Contribution					32,000		75,000		107,000	
State Program Totals					102,500	86,500	256,560	50,040	495,600		

E&G = Education and General AUX = Auxiliary MC = Medical Center 1 = Budget Update 2 = Scope Update 3 = New Project

UNIVERSITY OF CALIFORNIA, SAN FRANCISCO

Founded in 1873, the University of California, San Francisco (UCSF) campus is a leading institution dedicated to promoting health worldwide through advanced biomedical, clinical, and translational research; graduate-level education in the life sciences and health professions; and excellence in patient care. It is the only UC campus devoted exclusively to health sciences, with professional degree programs in dentistry, medicine, nursing, and pharmacy, as well as interdisciplinary graduate programs and numerous postdoctoral programs.

The UCSF clinical enterprise consists of the UCSF Health System – UCSF Medical Center (the hospitals plus all clinics and physician practices operated by the Medical Center and the School of Medicine) and UCSF Benioff Children’s Hospital – and the UCSF Dental Center.

UCSF is a distinctly urban campus with sites throughout the city and some locations beyond the city limits. The campus has long-standing affiliations with San Francisco General Hospital and the San Francisco Veterans Affairs Medical Center, where it provides medical care in city and federally owned sites. 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 UC locations.

STRATEGIC GOALS

The 2014 *Long Range Development Plan (LRDP)* contemplates investment in existing facilities and older sites, along with further development at Mission Bay and includes the following five objectives:

- 1: Respond to the City and Community Context
- 2: Accommodate UCSF’s Growth Through 2035
- 3: Ensure UCSF’s Facilities are Seismically Safe
- 4: Promote Environmental Sustainability
- 5: Minimize Facility Costs

CAPITAL PROGRAM PRIORITIES

UCSF’s primary capital priorities reflect the goals and objectives of the *Long Range Development Plan*. The *CFP* includes projects that provide for expansion and development, allowing lease and site consolidation and accommodating UCSF’s planned growth in instruction, research, and clinical programs, and providing the needed housing and support space. UCSF is engaged in raising funds for several proposed Mission Bay building projects and clinical renovation projects.

Another major driver in the *CFP* is compliance with seismic regulations and policies through renovations, replacement, and demolition of seismically compromised facilities. UCSF is making significant investments in renovating older buildings at Parnassus and constructing a research building at the city-owned San Francisco General Hospital to vacate seismically challenged buildings there.

With increased constraints on operating budgets, as well as stewardship and sustainability demands, UCSF must invest in its existing facilities, to address deferred maintenance and renewal needs, and optimize the use and operational efficiency of existing space.

CHALLENGES

The campus has a substantial backlog of deferred maintenance in State-supportable facilities with costs of “mission critical” deferred maintenance and renewal projects over \$1.13 billion, including a total cost of deferred maintenance that exceeds \$457 million. The campus is applying a multi-pronged strategy to balance its investment in deferred maintenance, scheduled maintenance, and renewal.

2014-15 SUMMARY OF ACHIEVEMENTS

Historically, UCSF has successfully raised millions of dollars in philanthropy for its new building projects. Most recently, UCSF raised over \$565 million for UCSF’s *Medical Center at Mission Bay* project. The project opened in February 2015, setting a new standard for patient- and family-centered health care, safety, sustainability, and translational medicine. It will speed the application of laboratory discoveries to the treatment of patients in the Bay Area and beyond, furthering UCSF’s mission of advancing health worldwide.

Mission Hall, the new home of UCSF Global Health Sciences and clinical faculty offices at the Mission Bay campus opened in October, 2014. In November 2014, the Regents approved the 2014 *LRDP*, which will guide the University’s growth through 2035.

MEDICAL CENTER

In 2014, the Medical Center saw nearly 30,000 inpatients, had almost 1,000,000 outpatient visits and achieved a net revenue of \$181,804,000 (2014 Annual Report). With the construction of the *Bakar Cancer Hospital at Mission Bay*, and the growth in cancer clinical services to support the UCSF Health system, demand for cancer outpatient services at Mission Bay exceeds the space currently available. The Medical Center Capital Program is focused on expanding cancer outpatient services at

UC San Francisco
2015-17 Capital Program



Mission Bay and reuse of its existing Parnassus and Mount Zion facilities that were vacated by programs that moved to Mission Bay. Mount Zion has been decommissioned as an in-patient facility and spaces will be remodeled to support outpatient

programs so that the Mount Zion campus can become a hub for primary medicine and certain outpatient specialties. Efforts will be ongoing to update aging infrastructure at all sites.

2015-25 San Francisco Capital Program (\$000's)

Projects		Category	Pre-Funded	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25	
Campus	Clinical Sciences Building (CSB) Seismic Retrofit and Renovation	E&G	1,2	5,216 CF 2,800 SG	21,735 SG 57,752 EF 8,309 CF					95,812		
	UC Hall Seismic Program	E&G	1		11,000 CF	21,183 CF 150,800 EF				182,983		
	SFGH Academic Building Seismic Program	E&G	1		11,430 CF	176,173 EF				187,603		
	Mission Bay East Campus Phase 1 (Block 33)	E&G	1,2		12,300 CF	159,130 EF 5,700 CF 60,000 GF				237,130		
	Parnassus Streetscape Phase 1	E&G	1,2			7,400 CF				7,400		
	Parnassus Streetscape Phase 2	E&G	1,2								11,100	
	Mission Bay Northwest Campus Infrastructure	E&G	3		10,000 CF					10,000		
	Mission Bay Research Building (Block 23A)	E&G	3			160,700 EF 175,000 GF				335,700		
	Psychiatry Building	E&G	3				PR			PR		
	Mission Bay Housing	AUX	3			227,000 EF				227,000		
	Mission Bay North Campus Surface Parking	AUX	3			6,500 EF				6,500		
	Parnassus Utility Relocation Phase 1	E&G	3		7,050 CF					7,050		
	Parnassus Utility Relocation Phase 2	E&G	3		8,500 CF					8,500		
	Parnassus Library Renewal	E&G	3			33,700 CF				33,700		
	Capital Projects \$750K to \$5M - Renovation	E&G			30,000 CF	26,600 CF	26,700 CF	28,100 CF	28,900 CF	29,700 CF	170,000	125,900
	Capital Projects \$750K to \$5M - Facility Investment Needs	E&G	3		11,900 EF	12,400 EF	13,800 EF	14,800 EF	14,900 EF	15,100 EF	82,900	65,200
	Capital Projects \$750K to \$5M - Infrastructure	E&G			1,275 CF	1,275 CF	1,275 CF	1,275 CF	1,275 CF	1,275 CF	7,650	
	Capital Projects \$750K to \$5M - Parking and Housing	AUX			1,500 EF		10,900 EF	8,000 EF			20,400	
Campus Program Totals				192,751	1,223,561	52,675	52,175	45,075	46,075	1,612,312	202,200	

Projects		Category	Pre-Funded	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
Medical Center	Precision Cancer Medicine Building at Mission Bay	MC		16,600 CF	75,000 GF 158,400 CF					250,000	
	Long Hospital 4th Floor Hybrid Operating Room	MC		15,119 HR						15,119	
	Moffitt / Long 3 Radiology Imaging, IR, Waiting & Patient Holding Remodel	MC		18,700 HR						18,700	
	Moffitt / Long 3 Radiology XMR MRI & Intervention	MC			7,783 HR					7,783	
	ACC 7 Transplant Remodel	MC		6,350 HR 6,350 GF						12,700	
	Moffitt / Long 4 Operating Room Upgrade	MC		13,000 HR						13,000	
	Mount Zion Hellman Decant	MC			8,500 HR					8,500	
	Mount Zion Hellman Demolition	MC					8,000 HR			8,000	

Projects		Category	Pre-Funded	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
Medical Center	Long 6 - 32 Bed Acute Care Unit	MC			29,200 HR					29,200	
	Capital Projects 2021-22 to 2024-25	MC									192,305
	Capital Projects \$750K to \$5M - Renovation	MC		12,132 HR	3,377 HR	6,523 HR	2,707 HR	8,216 HR	7,625 HR	40,580	30,498
	Capital Projects \$750K to \$5M - Infrastructure	MC		5,975 HR	1,664 HR	3,213 HR	1,334 HR	4,046 HR	3,755 HR	19,987	15,022
Medical Center Totals				94,226	283,924	9,736	12,041	12,262	11,380	423,569	237,825
Total Capital Program				286,977	1,507,485	62,411	64,216	57,337	57,455	2,035,881	440,025

Projects		Category		2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
State Need	Parnassus Dentistry Building Renewal	E@G 3			23,400 SE				23,400	
	Mount Zion Cancer Research Building Renewal	E@G 3						20,100 SE	20,100	
	Emergency Power Fuel Oil Tank Upgrades	E@G				6,867 SE 3,433 HR			10,300	
	Parnassus Underground Utility Reliability Upgrades - Phase 1	E@G					10,921 SE 5,379 HR		16,300	
	Parnassus Fire Line Seismic Upgrade Phase 2	E@G						8,040 SE 3,960 HR	12,000	
	State Eligible Portion				23,400	6,867	10,921	28,140	69,328	
	Supporting Non-State Contribution					3,433	5,379	3,960	12,772	
State Program Total				23,400	10,300	16,300	32,100	82,100		

Please note these projects were listed in the 2014-24 Capital Financial Plan and are now removed from the program:

Parnassus and Fifth Housing	Mission Bay Building Project 1 Parking	Ophthalmology Clinic Consolidation
Mount Zion Endoscopy Expansion	Mt Zion Imaging Consolidation	Moffitt 14 - 14 Bed ICU

E&G = Education and General AUX = Auxiliary MC = Medical Center 1 = Budget Update 2 = Scope Update 3 = New Project



UCSF Medical Center at Mission Bay

UNIVERSITY OF CALIFORNIA, SANTA BARBARA

UC Santa Barbara is a leading research institution that also provides a comprehensive liberal arts learning experience. Teaching and research go hand in hand, ensuring that UCSB students are full participants in an educational journey of discovery that stimulates independent thought, critical reasoning, and creativity. The campus' academic community of students, faculty and staff is characterized by a culture of interdisciplinary collaboration responsive to the needs of a multicultural and global society. Its commitment to public service is manifested through the creation and distribution of art, culture, and knowledge that advance the well-being of California, the nation, and the world. All of this takes place within a unique living and learning environment. Students, faculty, staff, and the public seek opportunities in, and draw inspiration from, the beauty and resources of UC Santa Barbara's extraordinary location at the edge of the Pacific Ocean.

STRATEGIC GOALS

UCSB's current level of academic distinction is the result of years of collaborative hard work and the investment of significant resources. To continue to advance academic excellence, the campus must grow to accommodate increased enrollment and new and expanding interdisciplinary programs and initiatives.

The campus is employing a managed growth strategy that focuses on the most pressing capital needs. UCSB's *Strategic Academic Plan (SAP)* guides future growth and also informs the campus' *Long Range Development Plan (LRDP)*, the plan that governs the physical development of the campus. The *LRDP* anticipates growth to accommodate 5,000 additional students by 2025, resulting in a total enrollment of 25,000 students. Student demand is high--the campus has received record numbers of applications year-over-year for the past five years. Total enrollment (FTE) since 2000 has increased approximately 20% to 22,640 students.

An overarching goal of both the *SAP* and the *LRDP* is the development of a sustainable, master-planned academic community that delivers world-class teaching to students, performs cutting edge research, and attracts the highest quality faculty and staff.

UC Santa Barbara's *2015-25 Capital Financial Plan (CFP)* charts a path that balances the need to accommodate ongoing life-safety and infrastructure renewal (e.g., Campbell Hall Replacement Building, Infrastructure Renewal Phase 2, and Music Building Seismic Correction and Addition), enrollment growth (e.g., Classroom Building, Mesa Verde Apartments), and academic and research projects (e.g., Jeff and Judy Henley Hall, and Physics/Engineering Building).

CAPITAL PROGRAM PRIORITIES

The UCSB capital program presented in the *2015-25 CFP* supports the campus' priorities of promoting the teaching and research mission; addressing critical safety upgrades to facilities and infrastructure; providing affordable housing for faculty, staff and students; and meeting modern support needs for the campus community in health, public safety and recreation. Projects proposed for the near-term in support of these objectives include the following:

- The **Campbell Hall Replacement Building** is the campus' highest priority capital project. With seating for 860, Campbell Hall is the most indispensable classroom on the campus. Constructed in 1961, the building has seismic and code deficiencies. Renovating the existing building would be not only very costly but because of the construction type, it would result in a very inefficient building. In addition, beyond its heavy use for academic courses, the new replacement building will also accommodate year-round programming of UCSB's robust arts and lectures program.
- **Jeff and Judy Henley Hall** will house the Institute for Energy Efficiency (IEE). Research conducted at IEE will strive to achieve a clean and sustainable energy future. The project benefits from one of the largest capital development gifts received to date.
- **Infrastructure Renewal Phase 2** is the most immediate renewal priority. Much of the campus infrastructure dates back to when the site was a Marine Air Base. This project will upgrade the most deficient sewer, natural gas and potable-water lines, and replace select storm-drain segments.
- **North Campus Faculty Housing Phase IV and Phase V** will deliver 61 affordable for-sale homes for the campus community. An estimated 40 percent of current personnel are expected to retire by 2020, and affordable housing will be an essential factor in the recruitment and retention of new faculty and staff.

CHALLENGES

The greatest challenge to realizing UCSB's capital program for 2015-25 is the identification of sufficient resources to fund the plan. In addition, underfunding of basic and deferred maintenance has impacted the campus' efforts to extend building life, reduce energy costs and the carbon footprint of the campus. The decline in state funding for major capital renewal exacerbates the problem. The campus backlog of deferred maintenance totals approximately \$415 million. While project funding made available through *Assembly Bill 94* has benefited the campus,



**UC Santa Barbara
2015-17 Capital Program**

- Project Key**
- 1. Bioengineering Building
 - 2. Aquatics Center
 - 3. Jeff and Judy Henley Hall - Institute for Energy Efficiency Building
 - 4. North Campus Open Space
 - 5. Ocean Science Education Building Phase 2
 - 6. Campbell Hall Replacement Building
 - 7. North Campus Faculty Housing Phase IV
 - 8. Davidson Library Addition and Renewal
- Note: Project location on map does not indicate Site Approval per CEQA regulations*

uncertainty persists regarding state funding for capital and deferred maintenance plans. The campus will continue to pursue alternative funding sources, including private donors, and state and federal sources.

UC Santa Barbara's 2015-25 CFP addresses immediate needs and growth, while endeavoring to advance new building initiatives and to strategically renovate existing facilities. The campus acts aggressively to maximize capital resources in pursuit of strategic goals and will continue to pursue other sources of capital funding.



Lagoon Boulevard

2015-25 Santa Barbara Capital Program (\$000's)

Projects		Category	Pre-Funded	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
Campus	Campbell Hall Replacement Building	E&G		15,787 SG 15,787 CF						31,574	
	Bioengineering Building	E&G	42,574 EF 14,281 CF		830 CF 800 EF					58,485	
	Aquatics Center	AUX		18,000 GF						18,000	
	Jeff and Judy Henley Hall -Institute for Energy Efficiency Building	E&G		50,000 GF 1,500 CF						51,500	
	North Campus Open Space	E&G	3	10,000 OG						10,000	
	Ocean Science Education Bldg (OSEB) Phase 2	E&G	3	20,000 GF						20,000	
	North Campus Faculty Housing Phase IV	AUX			16,000 EF					16,000	
	North Campus Faculty Housing Phase V	AUX				17,000 EF				17,000	
	Bioengineering 2	E&G						55,000 GF		55,000	
	College of Creative Studies	E&G							35,000 GF	35,000	
	Mesa Verde Apartments 1	AUX									84,000 6,000
	Mesa Verde Apartments 2	AUX									84,000 6,000
	Climate Research Building	E&G									50,000
	West Campus Ranch House	E&G									26,000
	Capital Projects \$750K to \$5M	E&G	1	5,000 GF 5,200 CF	5,000 GF 4,000 CF	4,000 CF	2,000 CF	4,000 CF	2,000 CF	31,200	7,000
	Capital Projects \$750K to \$5M	AUX	1	3,800 AR	1,600 AR 1,000 CF	3,600 AR	3,600 AR 1,000 CF	3,600 AR	3,000 AR 1,000 CF	22,200	14,000 4,750
Campus Program Totals				145,074	29,230	24,600	6,600	62,600	41,000	309,104	281,750

Projects		Category	Pre-Funded	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
State Need	Davidson Library Addition and Renewal	E@G	75,165 SE 2,778 CF	1,094 SE					79,037	
	Infrastructure Renwal Phase 2	E@G	216 CF	14,751 SE 4,953 CF					19,920	
	Phelps Hall Renovation	E@G	1,100 GO		12,359 SE				13,459	
	Music Building Seismic Corrections/ Academic Building Addition	E@G			4,446 SE	68,297 SE			72,743	
	Physics/Engineering Building	E@G			20,784 SE	239,012 SE			259,795	
	Ellison Hall Renovation	E@G				2,494 SE	28,681 SE		31,175	
	Classroom Building	E@G					40,687 SE		40,687	
	Broida Renovation	E@G						41,567 SE	41,567	
	Engineering II Renovation	E@G						41,567 SE	41,567	
	South Hall and HSSB Renovation	E@G						41,567 SE	41,567	
	Buchanan Hall Renovation	E@G								20,784
	Public Safety Building Expansion	E@G								10,790
	State Eligible Portion				15,845	37,588	309,803	69,369	124,702	557,306
Supporting Non-State Contribution					4,953				4,953	
State Program Totals				20,798	37,588	309,803	69,369	124,702	562,259	31,573

E&G = Education and General AUX = Auxiliary MC = Medical Center 1 = Budget Update 2 = Scope Update 3 = New Project

UNIVERSITY OF CALIFORNIA, SANTA CRUZ

The University of California, Santa Cruz, is a leading public research university known for offering a distinctive undergraduate educational experience. Its research achievements consistently push it to the top of Times Higher Education's global rankings for research impact. The campus's 50th anniversary year in 2015 energized UC Santa Cruz, its friends, donors, and +100,000 alumni, positioning UCSC to expand its reach and impact in Silicon Valley and beyond during its second half-century.

STRATEGIC GOALS

Three overarching principles define the strategic goals of UCSC's capital project planning: expand academic facilities to support outstanding programs and instruction; provide housing to accommodate diverse student enrollments; and perform selective renovations to facilitate faculty recruitment and expand research. These goals support our vision to provide a transformative student experience, and an innovative approach to research.

CAPITAL PROGRAM PRIORITIES

The campus's top capital priority is the construction of new academic facilities. The *Social Sciences 3* project would link existing humanities and social sciences hubs, provide faculty offices and instructional and research space, and provide much needed release space for the Humanities Division and the School of Engineering. The *Instructional Facilities* project addresses a critical shortage of classroom space and includes the campus's first 600-seat large lecture hall. Equal in priority, the *Alterations for Academic Programs Phase 2* project would renovate existing facilities at 2300 Delaware to create readily available research space and promote coordinated inter-departmental and cross-divisional programs. All three projects would utilize innovative funding strategies similar to those deployed to support the *Coastal Biology Building*—made possible by the Office of the President's and the State's new General Funds Financing strategy.

Following a year-long, comprehensive analysis of campus housing needs, UCSC has adopted a two-pronged strategy that blends new construction and renovation to address the dual pressures of growing enrollment and deferred maintenance. Faced with significant funding constraints, the campus is committed to minimizing new construction and maximizing the life of existing buildings. Seven projects have been identified: *Student Housing West Phase 1* would add 500-600 new student beds; *Kresge College Housing Renovations* would add another 100 beds; *College Eight and Porter College Dining Expansion* would accommodate the additional students; and major maintenance is needed at *Family Student Housing*, *Crown College Residence Halls*, *Merrill Cultural Center*, and *Oakes College Apartments*. Finally, in response to students' increasing reliance on technology, two projects will upgrade telecommunications service

in 25 residence halls and 84 apartment buildings.

Private support could also play a key role. The Campaign for UC Santa Cruz is seeking resources for select capital projects, including renovation of the *Upper Quarry Amphitheater*. This iconic gathering space would again provide a venue for student-led programs, classes, concerts, commencements, and special events. In addition, fundraising is underway for the cross-disciplinary *Institute of the Arts and Sciences*, and the multi-phase renovation of the *Science and Engineering Library*.

CHALLENGES

Capital investment in recent years has not kept pace with the renewal demands of an aging campus, nor addressed high-priority campus facility needs. The campus has a substantial backlog of \$160 million in deferred maintenance for State-supportable facilities. Long-term State underfunding of basic ongoing maintenance has exacerbated the campus's backlog and reduced the useful life of building systems. UC Santa Cruz is prepared to invest campus resources in the planning and early design phases of capital projects, but external financing, gift funds, or State funds will be required for construction costs. The campus continues to make progress on capital projects by utilizing new State funding mechanisms, but pressing needs are outpacing resources. Current priority projects are justified by 2007-08 budgeted enrollment levels, as are additional projects included in the 10-year plan. Enrollment has increased by almost 13% since 2007-08 putting additional pressure on existing space.

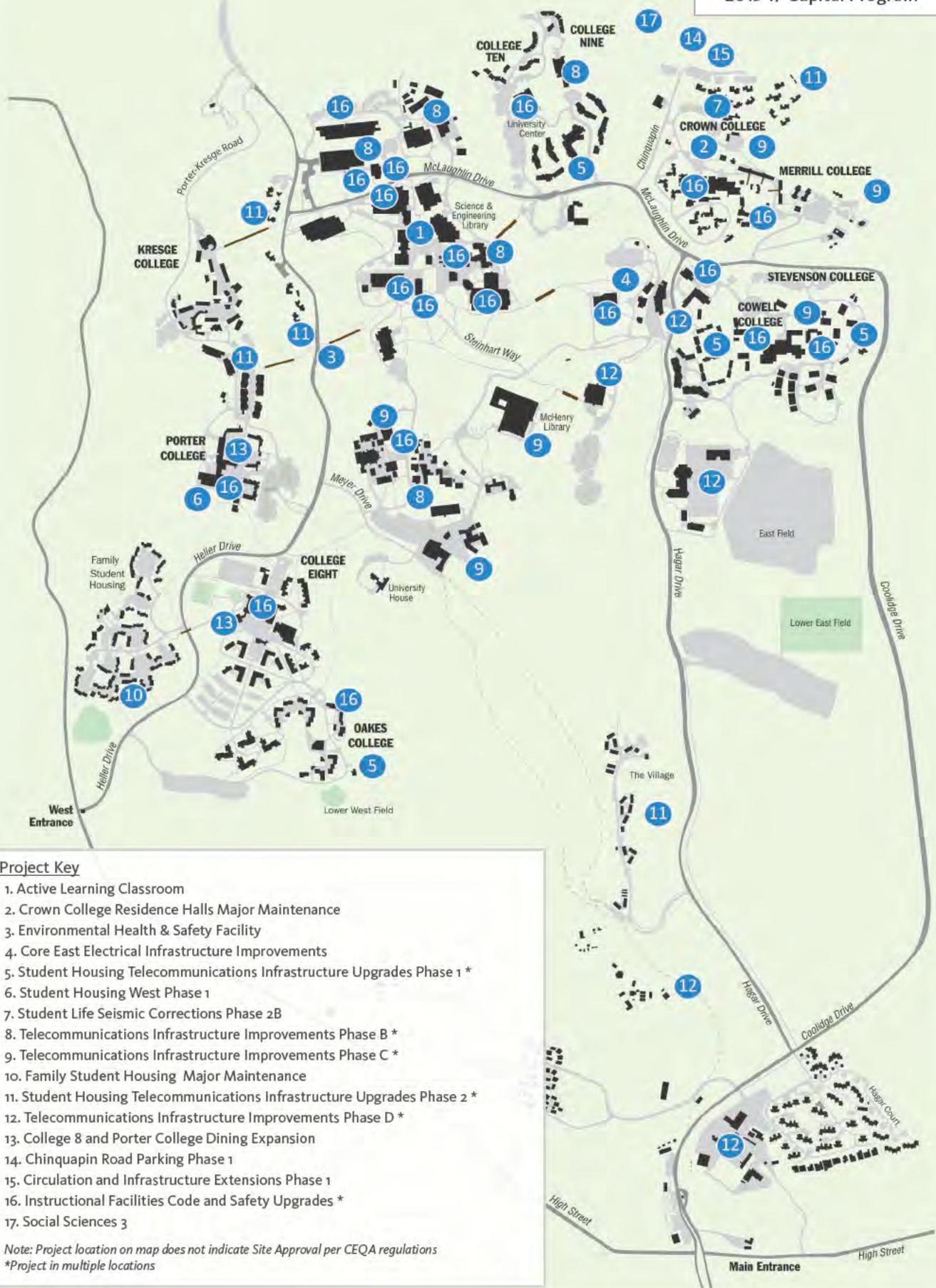
ACHIEVEMENTS

The *Coastal Biology Building* groundbreaking was a highlight of the past year. This project heralds a new era for our marine science programs, and corresponds to expansion of the *Long Marine Lab Marine Mammal Pools*, provision of additional parking, and improvements to public access trails to and along the coastal bluffs.

Dedication of the reconstructed historic *Cowell Ranch Hay Barn* was another cause for celebration. This striking building near the main entrance will house our hallmark programs in agroecology and sustainable food systems and will serve as an iconic gateway to campus.

In addition, construction for seismic corrections to *Student Life facilities* is underway, and the *Environmental Health and Safety Facility* and the second phase of the *Telecommunications Infrastructure Improvements* project have secured General Funds Financing. Steady progress is being made to reduce the nearly \$160M deferred maintenance backlog of State-supported facilities using an annual budget of \$2.2M in campus funds. This effort will be bolstered in 2015-16 to \$5M, through an infusion of one-time State funds.

UC Santa Cruz
2015-17 Capital Program



Project Key

1. Active Learning Classroom
2. Crown College Residence Halls Major Maintenance
3. Environmental Health & Safety Facility
4. Core East Electrical Infrastructure Improvements
5. Student Housing Telecommunications Infrastructure Upgrades Phase 1 *
6. Student Housing West Phase 1
7. Student Life Seismic Corrections Phase 2B
8. Telecommunications Infrastructure Improvements Phase B *
9. Telecommunications Infrastructure Improvements Phase C *
10. Family Student Housing Major Maintenance
11. Student Housing Telecommunications Infrastructure Upgrades Phase 2 *
12. Telecommunications Infrastructure Improvements Phase D *
13. College 8 and Porter College Dining Expansion
14. Chiquapin Road Parking Phase 1
15. Circulation and Infrastructure Extensions Phase 1
16. Instructional Facilities Code and Safety Upgrades *
17. Social Sciences 3

*Note: Project location on map does not indicate Site Approval per CEQA regulations
Project in multiple locations

Barn (In Construction)



Alterations for Academic Programs

2015-25 Santa Cruz Capital Program (\$000's)

	Projects	Category	Pre-Funded	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total
Campus	Coastal Biology Building	E&G	10,565 CF 67,657 SG	2,000 SG						80,222
	Telecommunications Infrastructure Improvements Phase B	E&G	1,564 CF	12,623 SG 263 AR 150 UG						14,600
	Environmental Health and Safety Facility	E&G		19,437 SG						19,437
	Active Learning Classroom	E&G	1	6,600 CF						6,600
	Core East Electrical Infrastructure Improvements	E&G	1	224 CF	5,776 CF					6,000
	Crown College Residence Halls Major Maintenance	AUX	1	22,150 AR 22,150 EF						44,300
	Instructional Facilities Code and Safety Upgrades	E&G	1.2	6,000 CF						6,000
	Off-Campus SVI & UNEX Relocation (Acquisition)	E&G	3		PR					PR

	Projects	Category	Pre-Funded	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
Campus	Statewide Energy Partnership (SEP) Program	E&G		1,000 CF 3,000 EF			1,000 CF 3,000 EF			8,000	1,000 3,000
	Student Housing Telecommunications Infrastructure Upgrades Phase 1	AUX	1,2	8,700 AR						8,700	
	Student Life Seismic Corrections Phase 2B	AUX	1,2	2,114 UR 4,237 CF						6,351	
	Chinquapin Road Parking Phase 1	AUX			100 AR	1,861 EF				1,961	
	College 8 and Porter College Dining Expansion	AUX	3		3,000 AR	15,500 AR 18,500 EF				37,000	
	Family Student Housing Major Maintenance	AUX	3		20,000 AR					20,000	
	Student Housing Telecommunications Infrastructure Upgrades Phase 2	AUX	1,2		7,000 AR					7,000	
	Student Housing West Phase 1	AUX	3		19,750 AR 134,750 EF					154,500	
	Telecommunications Infrastructure Improvements Phase D	E&G	1,2		27 AR 132 UR 403 CF	309 AR 1,511 UR 336 CF 4,410 EF				7,128	
	Upper Quarry Amphitheater Renovation and Expansion Phase 1	AUX	1	1,361 UR 33 GF			5,027 UR 1,579 GF			8,000	
	East Remote Parking Renovation	AUX	3			3,500 EF 100 AR				3,600	
	Kresge College Housing Renovations	AUX	1,2			10,000 AR	113,750 EF 6,250 AR			130,000	
	Institute of the Arts and Sciences	E&G				2,900 GF	52,100 GF			55,000	
	Oakes College Apartments Major Maintenance	AUX	3			2,000 AR	8,000 AR 10,000 EF			20,000	
	Recreation and Athletic Facilities Expansion Phase 1	AUX	1,2			40,000 GF				40,000	
	Resource Recovery Facility Phase 2	E&G	3			7,000 OG				7,000	
	Science & Engineering Library Collaborative Hub	E&G	1,2			12,500 GF				12,500	
	UCO Instrumentation Facility	E&G				12,000 EF				12,000	
	Upper East Field Improvements	E&G	3			21,000 GF				21,000	
	West Jordan Gulch Pedestrian Bridge	E&G				434 CF	7,214 EF			7,648	
	Ranch View Terrace Phase 2	AUX						PR		PR	
	Science & Engineering Library Information Commons	E&G	1,2				10,000 GF			10,000	
	Genomics Institute Building	E&G						100,000 DD		100,000	
	Science & Engineering Library Cafe	E&G	1,2					7,750 GF		7,750	
	Science & Engineering Library Student Study Space Level 1	E&G	1,2						16,750 GF	16,750	
	Upper Quarry Amphitheater Renovation and Expansion Phase 2	AUX							10,000GF	10,000	
	Science & Engineering Library Student Study Space Level 3	E&G	1,2								20,750

Projects		Category	Pre-Funded	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
Campus	Capital Projects E&G 2021-22 to 2024-25	E&G	3								40,000
	Capital Projects AUXIL 2021-22 to 2024-25	AUX	3								40,000
	Capital Projects \$750K to \$5M	AUX		6,900 AR 3,940 UR 940 CF	2,000 AR 1,071 OG 11 CF	2,000 AR	2,000 AR 2,800 OG 250 CF	2,000 AR	2,000 AR	25,912	8,000
	Capital Projects \$750K to \$5M	E&G	626 CF	17,878 CF	10,900 CF	10,000 CF 3,500 GF	11,000 CF 3,000 GF	10,000 CF	11,000 CF	77,278	40,000
Campus Program Totals				140,306	204,920	175,967	230,364	119,750	39,750	911,057	152,750

Projects		Category	Pre-Funded	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
State Need	Telecommunications Infrastructure Improvements Phase C	E&G	1,2 100 CF	71 AR 391 CF	59 AR 409 CF	7,222 SE 1,054 AR 95 UR				9,401	
	Alterations for Academic Programs Phase 2	E&G	3		1,000 CF	20,000 SE				21,000	
	Circulation and Infrastructure Extensions Phase 1	E&G			1,260 CF	19,740 SE				21,000	
	Social Sciences 3	E&G			4,320 CF	67,680 SE		2,000 SE		74,000	
	Deferred Maintenance and Capital Renewal	E&G	1,2			15,000 SE			15,000 SE	30,000	
	Infrastructure Improvements Phase 3	E&G				10,000 SE				10,000	
	Instructional Facilities	E&G	1,2			3,300 CF	51,700 SE		4,000 SE	59,000	
	Kresge College Non-Housing Renovations	E&G	1,2			50,000 SE				50,000	
	Infrastructure Improvements Phase 4	E&G					20,000 SE			20,000	
	Silicon Valley Center	E&G					29,500 SE		500 SE	30,000	
	Alterations for Physical, Biological, and Social Sciences	E&G						17,000 SE		17,000	
	Instruction and Research Building	E&G	1,2					83,000 SE		83,000	2,000
	Infrastructure Improvements Phase 5	E&G							20,000 SE	20,000	
	Capital Projects 2021-22 to 2024-25	E&G	3								350,000
State Eligible Portion						189,642	101,200	102,000	39,500	432,342	352,000
Supporting Non-State Contribution				462	7,048	4,449	-	-	-	11,959	
State Program Totals				462	7,048	194,091	101,200	102,000	39,500	444,301	352,000

Please note these projects were listed in the 2014-24 Capital Financial Plan and are now removed from the program:

Expansion of the Center for Ocean Health	West Campus Student Housing Development Phase 1	Early Education and Care Center
West Campus Student Housing Development Phase 2	Off Campus Administration Building Acquisition	

E&G = Education and General	AUX = Auxiliary	MC = Medical Center	1 = Budget Update	2 = Scope Update	3 = New Project
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UNIVERSITY OF CALIFORNIA, DIVISION OF AGRICULTURE AND NATURAL RESOURCES

The Division of Agriculture and Natural Resources (ANR) strives to deliver healthier food systems, healthier environments, and healthier Californians.

ANR is the bridge between local issues and the power of UC research. ANR's advisors, specialists, and faculty bring practical, science-based answers to Californians by working hand in hand with industry to enhance agricultural markets, help the balance of trade, address environmental concerns, protect plant health, and provide farmers with scientifically tested production techniques.

ANR envisions a thriving California in 2025 where healthy people, communities, food systems, water quality and quantity, and environments are strengthened by a close partnership between UC, its research and extension programs, and the people of the State. This vision guides ANR in developing research, education, and service programs to meet the needs of California for the next 15 to 20 years.

CAPITAL PROGRAM PRIORITIES

The primary drivers of the *CFP* are providing modern research, sustainability, renewal of existing facilities, and expanding outreach. The nine Research and Extension Centers (RECs) are the main facility component of ANR and the primary focus of the proposed capital improvement projects.

The RECs support multi-disciplinary initiatives in growing methods, pest control, water management, resource conservation and other subjects necessary to respond to critical needs and potential new issues facing the State. Many of the RECs lack the needed modern research and teaching facilities to support ANR's initiatives. The highest priority project in this category is the REC Facilities Renewal and Improvements -- Network Modernization and Energy Efficiency Phase I. This project has been revised from last year to include Network Modernization, a critical need identified by researchers. Current network speeds at these locations are very slow forcing researchers to use their personal home or commercial vendor networks. Modern agricultural research is severely restricted and research in precision agriculture, which uses sensor networks and collects large amounts of data to drive a new method of crop science, are not possible. A natural synergy with Network Modernization is the Energy Efficiency project to meet the University's energy goals.

Sustainability and Renewal of Existing Facilities: One of ANR's primary capital planning goals is to have all buildings and infrastructure be sustainable and energy-efficient that will help minimize operating and maintenance costs. Included in the *CFP* is another REC Facilities Renewal and Improvement

project in 2019-20, which is to address aging irrigation systems. Outdated, inefficient, and inadequate, many of the existing irrigation systems require constant maintenance frequently resulting in wasted water and impacted research.

Expanding Outreach: ANR's outreach program provides hands-on opportunities for researchers, students and the public to evaluate field trials via community and industry interaction. ANR provides members of the community with meeting room and classroom space not otherwise available in remote surroundings. Currently, ANR holds these meetings and classes in small rooms or, in some cases, basic conference rooms that have limited technological capabilities. The *CFP* proposes three projects over several years that will provide large, modern multi-purpose rooms at RECs that will accommodate educational sessions, community meetings and community-industry interaction forums.

CHALLENGES

ANR must rely on the State as the main source of funds to support its capital program. Although ANR receives some industry and philanthropic support for research, such support for capital projects and equipment is very limited and does not fund all capital needs.

Of critical concern to ANR is the operation and maintenance of the RECs, which have suffered from long-term underfunding of basic maintenance costs, thus reducing the useful life of building systems and other infrastructure. As community demand for ANR's facilities increases, and utilities and other costs rise, the Division has focused on the development of capital renewal projects to address this critical needs and increase the sustainability of the RECs.



Hansen REC

2015-25 Division of Agriculture and Natural Resources Capital Program (\$000's)

Projects	Category	Pre-Funded	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
Campus	REC Facilities Renewal and Improvements	E&G	1,850 SG	200 GF					2,050	
	Intermountain REC Field Laboratory and Multipurpose Facility	E&G	200 SG	1,786 SG 100 GF					2,086	
	Hansen Agricultural Learning Center Research Facility	E&G					7,200 CF		7,200	
Campus Program Totals				2,086			7,200		9,286	

Projects	Category	Pre-Funded	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total	2021-25
State Need	REC Facilities Renewal and Improvements Network Moderniation and Energy Efficiency Phase I	E@G	2			1,120 SE			1,120	
	South Coast REC Field Laboratory and Multipurpose Facility	E@G				1,502 SE 100 GF			1,602	
	West Side REC Field Laboratory and Multipurpose Facility	E@G				1,590 SE 175 GF 45 CF			1,810	
	REC Facilities Renewal and Improvements-Irrigation Systems Efficiencies	E@G					1,800 SE		1,800	
	Desert REC Field Laboratory and Multipurpose Facility	E@G						1,502 SE 200 GF	1,702	
	Capital Projects 2021-22 to 2024-25	E@G								5,391 150
	State Eligible Portion					1,120	3,092	1,800	1,502	7,514
Supporting Non-State Contribution						320		200	520	150
State Program Totals					1,120	3,412	1,800	1,702	8,034	5,541

Please note these projects were listed in the 2014-24 Capital Financial Plan and are now removed from the program:

ANR West Renovation and Remodel

E&G = Education and General	AUX = Auxiliary	MC = Medical Center	1 = Budget Update	2 = Scope Update	3 = New Project
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UNIVERSITY OF CALIFORNIA

