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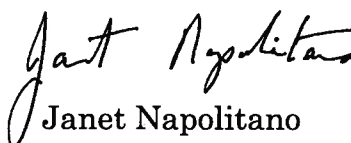
THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

Enclosed for your information is the *Annual Report on Major Capital Projects Implementation, Fiscal Year 2015-16*. This report describes the aggregate status of major capital projects underway at the end of the 2015-16 fiscal year and summarizes management initiatives and market conditions affecting project implementation.

Attached to this report are two supplemental items to the *Annual Report on Major Capital Projects Implementation, Fiscal Year 2015-16*. One is the 2015-16 Summary of Active Major Capital Projects Over \$10 Million, and the other is the 2016-18 Capital Projects Look-Ahead List, an excerpt of the first two years of projects proposed in the *2016-26 Capital Financial Plan*. These supplemental items, provided last year at your request, have been updated and included in this year's report to The Regents.

If you have any questions about the report, please contact Associate Vice President Sandra Kim at (510) 987-9660.

Yours very truly,


Janet Napolitano
President

Enclosure

cc: Chancellors



University of California

Office of the President

Capital Programs

**Annual Report on Major Capital Projects
Implementation, Fiscal Year 2015-16**

January 2017

I. EXECUTIVE SUMMARY

The 2015-16 *Annual Report on Major Capital Projects Implementation* provides an update on the University's in-progress Capital Improvements Program. The report provides the status of major capital projects (projects with budgets of more than \$750,000) including budget and schedule changes, and projects completed in the fiscal year. Within the report are overviews of campus and medical center capital programs and project achievements, an update on the Pilot Phase of the Delegated Process for Capital Improvement Projects, recent past and forecasted construction market conditions, along with University initiatives for improving project planning and delivery.

University-wide, 256 major capital projects totaling \$4.7 billion were active at the end of Fiscal Year (FY) 2015-16, representing a nine percent dollar volume decrease and three percent project number increase from the \$5.2 billion total for 248 active projects at the end of FY 2014-15. In FY 2015-16, 117 projects completed prior to year-end and 125 new projects commenced. Total cumulative budget augmentations for active projects amounted to nine percent or \$393 million of the entire \$4.7 billion program, the same percent as the prior fiscal year. In FY 2015-16, 38 percent of projects had schedule extensions compared to 20 percent reported last year.

Performance of the portfolio with respect to the overall number of projects, total budget, and changes to budget was similar to the prior fiscal year. There was no significant change in the number of active projects and the percent of augmentation was constant between the two periods. The number of schedule changes increased sharply, mostly on projects with lower total dollar values, identifying an area for further analysis to understand the cause and identify potential mitigations.

California's construction industry is growing in the number and value of projects, but there continues to be a shortage of skilled workers throughout the design and construction industry. This affects UC projects through fewer bids on campus and medical center projects. Therefore, projects are not able to achieve bid savings in the current environment.

The University continues to utilize a range of construction delivery methods, including Design/Build and others, which are evaluated and selected to meet the specific needs of capital projects. Each campus and medical center also

evaluates opportunities for public private partnerships, if appropriate, to meet capital needs.

II. Background and Purpose

The University of California (UC) *Annual Report on Major Capital Projects Implementation* provides broad indicators of project delivery performance for active and newly-completed major capital projects. The report also provides an update on the Pilot Phase of the Delegated Process for Capital Improvement Projects. Additionally, this report assesses construction market conditions and trends, and UC initiatives to improve processes while managing project cost and risk.

For the purposes of this report major capital projects are those projects with budgets in excess of \$750,000 that were underway at the end of FY 2015-16. Thus, this data represents a snapshot in time of what is a multi-year process for most projects. Since this report captures all projects over \$750,000, it includes projects that are smaller and more discrete in scope, along with more significant capital investments.

The two primary measures used in this report to assess the general condition of the UC capital program are project budget changes and project schedule changes. It should be recognized that these simple indicators do not fully represent the complexity of factors that influence University capital project implementation. Nevertheless, these key indicators of budget and schedule provide valuable insights into capital program trends and can highlight where anticipatory or remedial action may be required.

Individual project budgets and schedules are affected by a number of factors. Some of these factors can be evaluated and actively managed, such as: project delivery methods, program changes, budgeting, and funding strategies. Other external factors including the construction industry bid climate, local and global market conditions, regulatory changes, State and non-State funding requirements, and unforeseen physical and environmental conditions, are beyond University control and must be accommodated.

Similarly, it should be acknowledged that some project budget and schedule changes are intentional, and incurred for the benefit of the project—such as incorporating program improvements, multiple project phasing, and leveraging new funding opportunities.

III. CAPITAL PROGRAM FY 2015-16

Overall, the UC campuses and medical centers continue to oversee and deliver a broad capital plan that encompasses a variety of new construction and renovation projects that include academic buildings, research facilities, medical centers, housing, and infrastructure. Campuses continue to explore a variety of delivery and funding strategies to respond to local market conditions, manage risk, and complete projects in furtherance of the University’s mission and the campuses’ academic and support needs.

Active Projects

All projects that were active at the end of FY 2015-16 are included in this report.¹ An active major capital project is any project with a cost of at least \$750,000, which has an approved budget, is in the design or construction phase, and has not reported substantial completion or beneficial occupancy as of June 30, 2016.

Aggregate data on the status of active major capital project activity at the end of FY 2015-16 is shown below in comparison to the previous fiscal year. All values that refer to budget and schedule changes represent cumulative changes from initial project budget approval until the end of the fiscal year.²

Table 1A: Active Major Capital Projects at Year End

	2014-15	2015-16
Number of active projects	248	256
Amount of original budgets	\$4,749 M	\$4,351 M
Cumulative approved budget changes	\$431 M	\$393 M
Year-end budget	\$5,180 M	\$4,736 M
Percent change from original budget	9%	9%
Projects with budget changes	38	46
Projects with schedule changes (over 90 days)	50	98

The cumulative budget of the portfolio of 256 active projects was \$4.7 billion, a nine percent dollar-volume decrease from the previous year’s total of \$5.2 billion for 248 projects. The total value of active projects decreased by a net \$444 million through: the completion of projects and budget reductions partially offset by the addition of new projects and cumulative augmentations to previously approved projects.

¹ See Attachment A for a summary of results by campus.

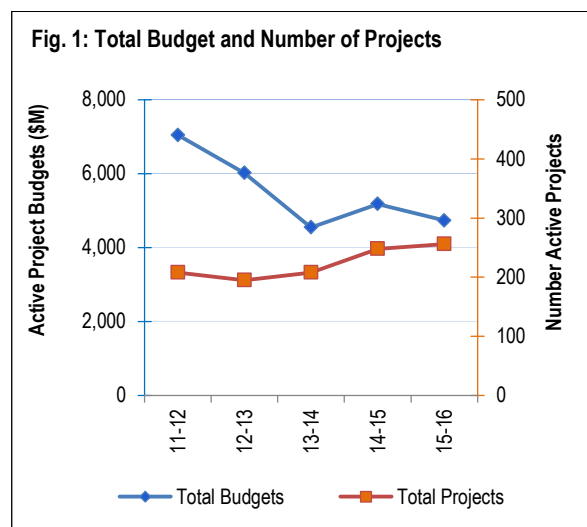
² Approval of preliminary plans funding constitutes the project budget until a full project budget is approved.

There were 70 projects with budgets of \$10 million and greater that had a significant impact on the active portfolio, as shown in Table 1B. These projects accounted for 86 percent of the cumulative active projects dollar value and 93 percent of the dollar value for all budget changes.

Table 1B: FY 2015-16 Active Major Capital Projects Over \$10M

	2015-16 All Active Projects	2015-16 Projects Over \$10M	Projects Over \$10M as % of Active Projects
Number of active projects	256	70	27%
Amount of original budgets	\$4,351 M	\$3,686 M	85%
Cumulative approved budget changes	\$393 M	\$367 M	93%
Year-end budget	\$4,736 M	\$4,054 M	86%
Percent change from original budget	9%	10%	N/A
Projects with budget changes	46	17	7%
Projects with schedule changes (over 90 days)	98	24	9%

Figure 1 represents year-end budget totals and the number of active projects for the last five fiscal years.



While the total number of active projects increased by approximately three percent in the last year, the total dollar value of active projects decreased by nine percent, indicating that projects are tending to be smaller in dollar value. This is due to, among other things, rehabilitation of existing facilities which tend to be less costly projects.

The primary program uses included in the FY 2015-16 active projects portfolio are shown in Figure 2. The systemwide distribution reflects the impact of enrollment growth; medical facility improvements and growth; increased housing need; health sciences expansion; student life facilities; and related parking needs.

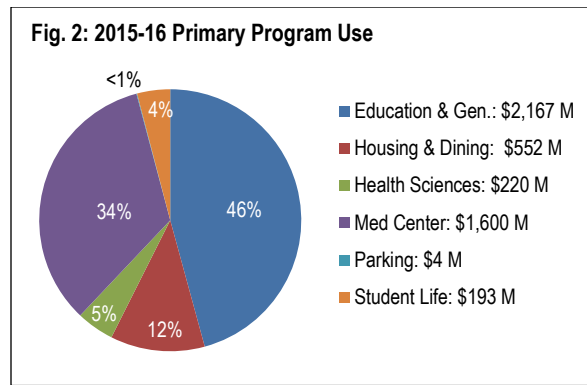


Table 2 shows the number of active projects at each campus and budget changes or schedule delays in FY 2015-16. The level of project activity varies by campus and can be driven by any number of factors including age of facilities, planned or past enrollment growth, strategic goals, and access to funding. Each campus submits an annual ten-year *Capital Financial Plan* that provides more details on their capital program.

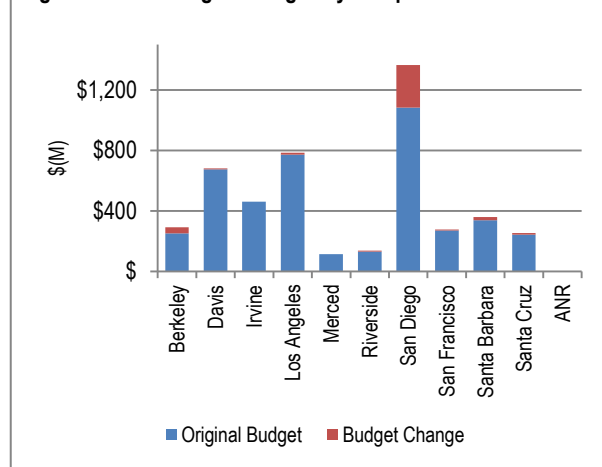
Table 2: Active Projects with Budget & Schedule Changes

Campus	Active Projects	Budget Changes	Schedule Changes
ANR	2	0	0
Berkeley	26	7	14
Davis	43	8	17
Irvine	28	4	9
Los Angeles	45	8	19
Merced	3	0	1
Riverside	16	3	6
San Diego	34	1	6
San Francisco	27	4	11
Santa Barbara	13	5	8
Santa Cruz	19	6	7
TOTAL	256	46	98

Budget Augmentations

Individual project budgets can be augmented to accommodate program changes, additional scope, or unforeseen conditions, to cover other unexpected events, or to take advantage of opportunities during design and construction. Budget decreases occur primarily when construction bids come in under budget. The net result of any budget augmentation and decrease is displayed in Figure 3 by campus.

Fig. 3: 2015-16 Budget Changes by Campus



For those projects that were augmented, unforeseen site conditions, market conditions, design errors and omissions, and construction delays were typical contributing factors. A few augmentations were made to take advantage of program opportunities.³

There was a cumulative total of \$393 million in budget augmentation generated by 46 projects across all 256 active projects. Two projects had a significant impact on the overall budget augmentation results. The first was a single medical center project that accounts for 71 percent of all budget augmentations. This project had numerous budget changes approved by the Regents to accommodate critical scope enhancements. A second project accounts for 9 percent of total budget augmentations. This project had an approved budget change to significantly increase the amount of leasable space made available in the project. The remaining 20 percent of augmentations were distributed across 44 separate projects.

It is worth noting that many of the large medical center projects that were primarily related to State mandated seismic corrections,⁴ and were reflected in the active project portfolio for several years, have now been completed. However, the size, complexity, and costs of significant (budgets exceeding \$10 million) medical center projects still influence the performance of the systemwide portfolio.

³ See Attachment B for details on Major Capital Projects (over \$10M)

⁴ Senate Bill 1953 (SB 1953) requires seismic evaluations and compliance plans that will attain specified performance categories for structural and non-structural elements at all acute care hospitals within a specified timeframe.

All medical center projects with a budget of \$10 million or greater have a cumulative budget total of \$1.4 billion representing approximately 30 percent of the systemwide portfolio. Of these, there is one active medical center project with a current budget of \$943 million; that cost is roughly five times larger than the average project budget, skewing the summary of the systemwide portfolio. These larger medical center projects had just two projects with budget changes. However, those two augmentations totaled \$281 million, or 72 percent of systemwide budget changes. Removing medical center projects with budgets over \$10 million from the active portfolio, decreases the total percent of budget change by five percentage points, from nine percent down to four percent.

Schedule Changes

A project is considered delayed if completion is extended more than 90 days beyond the completion date noted at the time of approval. It is typical for the development of a facility to span several years of reporting. Any schedule delay incurred during the delivery cycle of the project, including those happening prior to FY 2015-16, are included in this report.

Delays are caused by unforeseen conditions; protracted agency reviews, especially for hospitals; owner requested changes; and contractor performance during construction. Some delays were also created by opportunities for additional scope, including those supported by additional gift funds.

The percentage of projects with schedule changes increased from 20 percent in FY 2014-15 to 38 percent this past year. This is a significant increase that invites further analysis to identify the cause of the increase, and to suggest potential efforts to correct it. However, it is worth noting that the year over year increase in schedule delays did not result in a rise in budget changes, which remained flat at nine percent.

A preliminary review of delayed projects has shown that the majority of projects with schedule changes were renovations or upgrades to existing infrastructure. These types of projects are prone to delay since many concealed conditions can only be addressed after commencement of construction. Additionally, these projects are often performed in occupied space which makes them subject to delays as schedules are shifted to meet the needs of ongoing instruction and research.

Completed Projects

Completed projects are those for which a Notice of Completion was filed or a Notice of Substantial Completion was received, and there are no major outstanding financial or contract issues. Table 3 compares projects that completed in FY 2014-15 to projects completed in FY 2015-16.

Table 3: Completed Projects at Year End

	2014-15	2015-16
Number of complete projects	98	117
Amount of original budgets	\$1,239 M	\$1,268 M
Cumulative approved budget changes	\$55 M	\$132 M
Year-end budgets	\$1,294 M	\$1,400 M
Percent net change from original budgets	4%	10%
Number of completed projects within original schedule	42	40
Number of completed projects over original schedule*	56	77
Average number of days over original schedule**	415	477

Over schedule if over more than 90 days

**Average number of days exceeding the original schedule for the entire portfolio

There were 117 projects with budgets totaling \$1.4 billion completed in FY 2015-16. The aggregate original budgets for projects completed in FY 2015-16 increased by 10 percent during the time they were active. This year nearly two thirds of the 117 completed projects were more than 90 days beyond their original schedule. This significant percentage of delayed projects was anticipated following three years of increased delays reported in the active portfolio. Projects were not able to recover any time that was lost at the outset of projects. Although some projects completed with project savings in the last fiscal year, the budget reductions were not significant enough to influence the overall trends.

As noted earlier, some project changes can represent a benefit for the project, though they often extend the project schedule as well. These can be new funding opportunities, shifts in funding strategies, program updates that present opportunities, and coordination with other construction projects.

IV. PILOT PHASE OF THE DELEGATED PROCESS FOR CAPITAL IMPROVEMENT PROJECTS

Background

The Delegated Process for Capital Improvement Projects (Delegated Process) is an alternative to Regental approval for certain projects. The Regents delegated authority for budget and design approvals to the President (which in turn, is delegated to the Chancellors) for capital projects with budgets

between \$10 million and \$70 that meet specific eligibility requirements. It is currently a pilot program.

The Delegated Process is intended to streamline project approval and facilitate the Board’s ability to focus on more strategic decisions. This optional approval process also increases campus autonomy, and provides for campus accountability for capital project delivery, while complying with policy requirements established for Regental approvals. Information on eligibility criteria, submittal requirements, and processes for securing delegated approvals is documented in the *Delegated Process User Guide*.⁵

The pilot phase is now scheduled to expire on March 31, 2017. The budget limit for eligible projects was increased in March 2015 from \$60 million to \$70 million. All ten campuses and four of the medical centers have utilized this delegated authority for eligible project approval.

Delegated Process Project Budget Approvals

The Delegated Process started after the Regents’ acceptance of the campuses’ *Physical Design Frameworks* and *Capital Financial Plans* in 2010. Table 4 below displays by fiscal year the budget amounts and number of budget actions reviewed under the Delegated Process and by the Regents. Ninety-four project budgets, totaling \$2.2 billion, were reviewed and approved via the Delegated Process since it began. In that same time frame, the Regents approved 82 project budgets totaling \$4.6 billion.

Table 4: 2009-16 Delegated and Regents Budget Actions (\$M)

Fiscal Year	Delegated Process		Regents Approvals	
	Budgets	Actions	Budgets	Actions
2009-10	\$199	8	\$2,014	13
2010-11	\$317	17	\$351	14
2011-12	\$276	15	\$320	8
2012-13	\$221	12	\$589	11
2013-14	\$314	14	\$688	20
2014-15	\$504	18	\$502	13
2015-16	\$356	10	\$164	3*
Totals	\$2,187	94	\$4,628	82

*FY 2015-16 included more actions for approval of preliminary plans funding than prior years. Once preliminary planning activities are complete these projects will request project budget approval from the Regents.

Since the approval levels established by the Delegated Process inherently exclude some larger and potentially more complex projects, it is difficult to compare performance of projects approved under this process to those projects approved directly by the Regents or the President (“Traditional method”). However, for FY 2015-16 the level of budget and schedule changes on projects using the Delegated Process is similar to, or better than, projects over \$10 million approved under the Traditional method, as shown in Table 5. Overall, Delegated projects in this particular period had fewer budget augmentations, more projects with savings, and fewer schedule changes for completed projects than Traditional projects over \$10 million, on a percentage basis. Delegated projects had a lower percentage of change from original budget when compared to Traditional projects over \$10 million.

Table 5: FY 2015-16 Active and Completed Projects Over \$10 Million*

	Delegated Projects	Traditional Projects
Number of projects	43	41
Amount of original budgets**	\$1,284 M	\$3,400 M
Cumulative approved budget changes	\$14 M	\$470 M
Year-end budget	\$1,298 M	\$3,870 M
Percent change from original budget	1%	14%
Projects with budget changes	9	18
Percent of projects with budget savings	7%	2%
Percent of projects with budget augmentation	14%	41%
Completed projects with schedule changes (over 90 days)	2	8

*Includes active and completed projects in FY 2015-16 with an initial budget greater than \$10 million

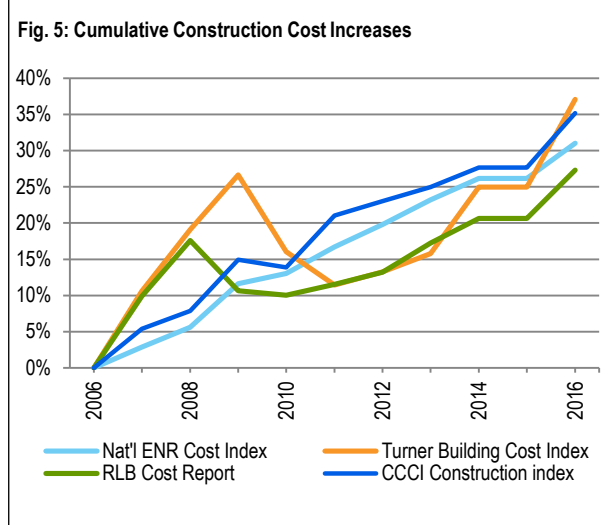
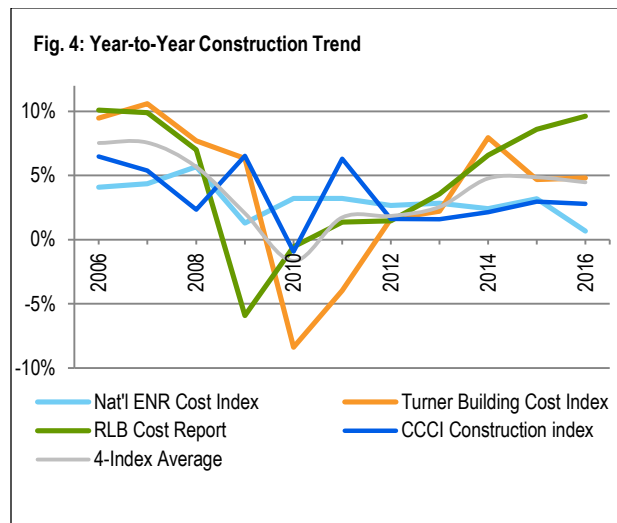
**Budgets include projects that received State funding but were eligible for Delegated Approval of Design/CEQA

Within this subset (projects over \$10 million) of all major projects, medical center related projects accounted for 21 percent of the Delegated projects, and 17 percent of Traditional projects. Although medical center projects are typically more complex, recent experience shows consistent performance with regard to budget and schedule when approved through the Delegated Process. When medical center projects are excluded, Delegated projects maintained a one percent increase for budget augmentations and Traditional projects had an eight percent change.

⁵ http://www.ucop.edu/capital-planning/_files/documents/delegated-process-guidelines.pdf

V. CONSTRUCTION MARKET CONDITIONS AND COST DRIVERS

A comparison of the major indices (ENR⁶, Rider Levett Bucknell⁷, and Turner⁸) reflects the volatility and dynamic forces in the national construction market. They report a relatively wide range of construction cost increases in the last year, from 0.66 percent (Nat'l ENR Cost Index) to 9.63 percent (RLB Cost Report⁹) as shown in Figures 4 and 5. The indices do agree that, over the last ten years, construction costs have risen approximately 30 percent. UC experience with recent projects reflects a similar trend.



Contractor and Market Capacity

The construction market is growing in project volume and value, but is still experiencing shortages of qualified trade contractors and skilled tradespeople across the industry.¹⁰ Many trade contractors' ability to post bid bonds on multiple projects at one time will improve over time, but until then the bidding environment will remain less competitive. Additionally, contractors must select projects they can commit to and, generally, bid projects located near their home offices that are less complex, and with less perceived risk.¹¹ This risk aversion can impact UC projects. More remote campuses, such as Santa Barbara and Santa Cruz, can experience difficulty in obtaining an adequate number of competitive bids, as contractors choose to bid local projects resulting in less travel time for their staff, workers, and subcontractors. On the other hand, campuses in or near large cities have difficulty in bid coverage on more complicated or custom projects and suffer from competition with local and regional projects.

UC Trends

The construction bidding environment is less competitive than previous years. Therefore, many UC projects are now receiving bids that exceed project estimates. This trend is likely to continue as the construction industry catches up to the broader California economy and global economies improve.

⁶http://enr.construction.com/economics/historical_indices
Retrieved 9/12/16

⁷<http://assets.rlb.com/production/2016/07/04074616/RLB-Construction-Cost-Report-USA-April-2016.pdf>, Retrieved 9/12/16

⁸<http://www.turnerconstruction.com/cost-index>, Retrieved 9/12/16

⁹<http://www.turnerconstruction.com/news>

¹⁰ <http://www.constructiondive.com/news/survey-aec-firms-stymied-by-shortage-of-experienced-professionals/410460/>

¹¹ <http://www.us.jll.com/united-states/en-us/research/us-construction-perspective>

During FY 2015-16, although many bids exceeded construction estimates, they were generally within 10 percent of the cost estimate. UC project managers, planners, and cost estimators are adjusting project estimates on upcoming projects to reflect these industry trends. Contractors remain wary of escalation, and reflect this caution with higher bids to mitigate their risk in delivery of a project that will complete two years or more after submittal of their bid. Campuses are preparing bid packages with additive and deductive alternates in response to bidding uncertainties.

Until recently, the University had experienced an increase in bid protests. In the three years from 2005-08, UC averaged six protests a year. These notices increased to 13 in FY 2010-11; 33 in FY 2011-12; 39 in FY 2012-13; 46 in FY 2013-14; 22 in FY 2014-15; and in FY 2015-16 there were 17 protests. Of these FY 2015-16 projects, only two were appealed to the UC Construction Review Board (CRB).

All UC campuses are expanding the range of project delivery methods to best match specific project needs. These include Design-Bid-Build, Design-Build, Construction Manager at Risk, and public-private partnerships (P3). Campuses employ additional strategies to add value to each of the delivery methods. These include Integrated Project Delivery (IPD); Building Information Modeling (BIM); a Best Value selection process (for contractors and/or subcontractors); and utilizing Design-Assist or Design-Build for specific trade packages within another overall delivery format. OP Capital Programs supports the various delivery methods and strategies with development of new contracts and provisions; training of campus staff; systemwide sharing of best practices; leveraging industry resources, and targeted training and assistance on request by a campus.

VI. UC CAPITAL PROGRAM INITIATIVES

There are a number of ongoing efforts and initiatives related to the University's capital program. These include the following areas:

- Expanded Training and Best Practices
- Legislative Activity
- Public-Private Partnerships
- University Controlled Insurance Program

Expanded Training and Best Practices

The Capital Programs Institute (CPI) continues to provide a wide range of in-depth and meaningful sessions for Capital Programs staff. In FY 2015-16, CPI

offered 20 training sessions, in collaboration with the Energy Efficiency Partnership, Design Services, Capital Planning, Physical and Environmental Planning, and Real Estate Services and Strategies. Sessions ranged from two-hour webinars to multiple day conferences, and more than 1,100 campus and OP staff participated in in-person training sessions and webinars.

CPI events are vehicles for interdepartmental and intercampus sharing of best practices. The training sessions attract a variety of campus and OP personnel including safety managers, energy professionals, project managers, environmental planners, capital planners, contract administrators, architects, engineers, building officials, and real estate officers. Some workshops have also attracted other state public agencies resulting in cross-agency sharing of best practices and program strategies. These valuable sessions help ensure communication and understanding of regulatory and policy requirements, as well as, consistent management procedures from project planning through design and construction. In addition, the sharing of best practices helps to mitigate considerable enterprise risk.

CPI session topics are suggested by the Office of General Counsel, the Office of Risk Services and other OP units, and many times requested by campus professional personnel. OP Construction Services also continues to produce online training webinar sessions for focused discussions to deliver timely information quickly and efficiently.

Notable sessions in FY 2015-16 included:

- Understanding UC Contract General Conditions – a six-part webinar series
- Commissioning and Retro-Commissioning of UC Buildings
- Best Practices for Moisture Protection and Risk Reduction
- Post Disaster Emergency Assessment
- State and Federal Accessibility Regulations
- UC Contract Administrator Leadership Workshop

CPI leverages current technology for sharing information and training, yet meeting with colleagues still proves to be the best conduit for influencing and effecting improved performance. CPI facilitates roundtable meetings and conferences for the various campus capital program disciplines, and whenever feasible, conferences are scheduled with concurrent training sessions to maximize the interaction among departments and minimize travel.

Legislative Activity

The Office of the President continues to monitor and influence legislation that could impact the delivery of capital projects. In the legislative year 2016, Capital Programs monitored 11 bills. The University actively worked with the UC Office of State Governmental Relations to sponsor the renewal of the Best Value Construction Contracting Bill: Pilot Program. Other bills included Single User Restrooms (Gender Inclusive Facilities), and Green House Gas Requirements and Reporting.

Public-Private Partnerships

Projects that are developed in conjunction with private partners, for the benefit of the University, are not included in this report because the risks related to budget and schedule are not typically carried by the University. However the use of public-private partnerships has become an important tool in meeting the systemwide space needs. Since the mid-1980s, more than 80 P3 projects¹² have been developed, or are in planning stages to deliver, facilities that meet campus needs. Projects include instructional, office, research and clinical space, student housing, faculty for sale housing, hotels, recreational facilities, and parking structures.

The P3 capital project delivery model is often evaluated alongside traditional delivery methods, particularly for auxiliary uses. The P3 model has the potential to deliver facility design and construction efficiently; however, the time to complete team selection and negotiate arrangements can offset some or all of these time savings. The P3 approach may allow the University to augment its capital delivery system and take advantage of benefits that may include shifting project construction and operating risks to P3 partners, thus enhancing long term flexibility for the developments. The main trade-off for these benefits is yielding a certain amount of control, including control of real property, to a P3 partner. However, there are situations where yielding such control is appropriate in light of the benefits gained.

In January 2016, Janet Napolitano announced a Systemwide Student Housing Initiative that aims to accelerate the creation of affordable student housing. The Office of the President intends to utilize P3 as part of this Initiative, and has released a Request for Information intended to result in the selection of approximately 10 master developers to deliver student housing projects across multiple

¹² Excluding most projects under \$1.0 million, and counting multiple-use or phased projects by use or phase.

campuses. The first of these projects are anticipated to be completed and online beginning in the fall of 2020.

University Controlled Insurance Program

The University Controlled Insurance Program (UCIP) provides general liability, excess liability, and workers' compensation for all enrolled projects. The University requires UCIP for projects with construction budgets of \$25 million or greater, but UCIP is available for projects of any size. This insurance covers all enrolled contractors and sub-contractors. The University has the assurance that the insurance is in place for the project and is not reliant on the insurance of each individual contractor and sub-contractor. The program includes a safety component that provides enhanced and coordinated safety requirements on the project site.

Upon project completion and termination of UCIP coverage, an independent audit is performed to determine achieved cost avoidance and measure the ongoing success of this program.

VII. CONCLUSION

The size and performance of the University's portfolio of active major capital projects remained relatively constant from the prior year. The total number of active projects was 256 as of June 30, 2016, an increase of only eight projects from the prior fiscal year. The total dollar volume of active projects in FY 2015-16 was \$4.7 billion, a decrease of nine percent over last year.

The dollar value of budget changes as a percent of the original budget remained flat at nine percent for both the prior fiscal year and FY 2015-16. However, the aggregate view of the active portfolio is heavily influenced by projects over \$10 million and of particular note is that one project¹³ accounts for 71 percent of all budget changes in FY 2015-16.

The reported number of projects with schedule changes is considerably higher than the prior year. While it appears this may be primarily related to smaller projects the issue will be reviewed for potential mitigation efforts.

¹³ UCSD Medical Center East Campus Bed Tower had augmentations of \$279 million related to critical scope enhancements and unforeseen conditions that were approved over several years.

The Delegated Process for Capital Improvement Projects continues to be a useful option for campuses to advance eligible projects. In FY 2015-16 a total of 10 budget actions were reviewed by the Office of the President and approved by Chancellors through the Delegated Process.

The effect of inadequate capacity in a growing construction market has decreased bid competition and increased bid prices. In response to this bidding environment, OP continues to facilitate cross-campus collaboration on best practices through CPI trainings, and provides direct guidance to campus units involved in capital projects.

Finally, recognizing the need to do more with limited resources the University continues to explore engaging with private partners on appropriate projects. UC has developed (or is in the stages of developing) more than 80 P3 projects since the mid-1980s. The University will continue to have a capital program that draws upon multiple sources and methods to ensure its projects are pursued cost effectively and efficiently.

ALL ACTIVE MAJOR CAPITAL PROJECTS AT FY END - 2015-16

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

Campus	Active Projects	Original Budget	Budget at End of 15 - 16	Inflation Adjusted Budget 15 - 16	Total # with Budget Changes	Changes to Original Budget	% Change from Original Budget	# with Schedule Changes	% with Schedule Changes
ANR	2	\$3,900,000	\$3,900,000	\$3,900,000	0	\$ -	0%	0	0%
UC Berkeley	26	\$251,760,215	\$291,759,095	\$291,759,095	7	\$39,998,880	16%	14	54%
UC Davis	43	\$680,496,663	\$680,719,663	\$680,719,663	8	\$5,874,000	1%	17	40%
UC Irvine	28	\$458,291,505	\$462,519,750	\$462,519,750	4	\$4,228,245	1%	9	32%
UC Los Angeles	45	\$771,755,000	\$784,752,000	\$784,752,000	8	\$12,997,000	2%	19	42%
UC Merced	3	\$115,672,000	\$115,672,000	\$115,672,000	0	\$ -	0%	1	33%
UC Riverside	16	\$132,016,000	\$139,103,000	\$139,103,000	3	\$7,087,000	5%	6	38%
UC San Diego	34	\$1,082,161,430	\$1,364,968,000	\$1,364,968,000	1	\$282,806,570	26%	6	18%
UC San Francisco	27	\$270,982,000	\$277,371,000	\$277,371,000	4	\$6,389,000	2%	11	41%
UC Santa Barbara	13	\$340,862,602	\$359,935,602	\$359,935,602	5	\$21,822,000	6%	8	62%
UC Santa Cruz	19	\$243,330,000	\$255,383,000	\$255,383,000	6	\$12,053,000	5%	7	37%
TOTALS:	256	\$4,351,227,415	\$4,736,083,110	\$4,736,083,110	46	\$393,255,695	9%	98	38%
				<i>Inflation Adjustments:</i>		\$0			
BUDGET CHANGES									
Reduced	4								
Increased	42								
SCHEDULE									
On Schedule	158								
Schedule Changed	98								

PROJECT			FUND	TYPE and USE		BUDGET			SCHEDULE			COMMENTS	
Campus	PAN	PROJECT NAME	State	Non-State	Primary Use	Type	Total Original Budget	Cumulative Augments or Savings	Total with Adjustments	Approved Substantial Completion	Estimated Substantial Completion	Schedule Delays Over 90 Days	Project reviewed via Delegated Process
													<input type="checkbox"/>
BERKELEY													
BK	912629	Berkeley Way West (Tolman Seismic Replacement)	X		Classroom/Office	Infra	\$150,000,000	\$35,000,000	\$185,000,000	10/31/17	10/31/17		Regents approved augmentation May 2015 to add 95,000 sf of leasable space.
BK	912643	Moffitt Library 4th and 5th Floor Renovation		X	Classroom/Office	Reno	\$14,400,000		\$14,400,000	8/1/16	8/1/16		
BK	912456	Wheeler Hall CRP15 Renewal CD and Phase II Const.	X		Classroom/Office		\$20,500,000		\$20,500,000	5/31/17	5/31/17		
DAVIS													
DV	952490	Activities and Recreation Center Expansion		X	Student Life	Reno	\$15,000,000		\$15,000,000	5/15/18	5/15/18		
DV	952310	Chemistry Seismic and Life Safety Corrections	X		Laboratory/Hospital	Reno	\$33,900,000	\$658,000	\$34,558,000	3/1/17	8/1/18	518	Project was paused to coordinate with other work occurring in the building.
DV	9558200	Health Sciences Education Expansion - Moore Hall(Sacramento Campus)		X	Classroom/Office	New	\$51,584,000		\$51,584,000	7/1/17	7/1/17		
DV	9559040	Hospital Seismic Upgrade Stair Tower & Exit		X	Laboratory/Hospital	Infra	\$12,945,000		\$12,945,000	7/1/18	7/1/18		
DV	952270	International Complex Phase 1		X	Classroom/Office	New	\$28,521,000	\$1,287,000	\$29,808,000	7/1/16	8/31/16		Augment resulted from higher Design/Build proposals. No change in FY15-16.
DV	952110	Jan Shrem and Maria Manetti Shrem Museum of Art		X	Cultural	New	\$30,000,000	\$500,000	\$30,500,000	9/1/16	9/1/16		
DV	952410	Large Lecture Hall		X	Classroom/Office	New	\$22,000,000		\$22,000,000	12/1/17	12/1/17		
DV	9559400	Main Hospital Seismic Compliance University Tower 1		X	Laboratory/Hospital	Infra	\$13,603,000		\$13,603,000	4/1/17	8/1/17	122	Delay related to CA Office of Statewide Health Planning and Development (OSHPD) review times, and required design changes.
DV	952120	Memorial Union Renewal		X	Student Life	Reno	\$23,446,000		\$23,446,000	7/1/16	7/1/16		
DV	9559910	MHSC - 2nd Floor Hospitalists		X	Laboratory/Hospital	Combo	\$10,779,000		\$10,779,000	4/1/17	4/1/17		
DV	9559000	MHSC - Children's Surgery 3rd Floor		X	Laboratory/Hospital	Combo	\$28,400,000		\$28,400,000	8/1/17	8/1/17		
DV	932160	Music Instruction & Recital Building (Pitzer Center)	X		Cultural	New	\$14,264,000	\$2,600,000	\$16,864,000	9/15/15	5/1/17	504	Design/Build team did not meet contractual deadline. No change in FY15-16.
DV	9558800	North Addition Office Building (UCDMC)		X	Laboratory/Hospital	New	\$87,500,000		\$87,500,000	1/1/2019	1/1/19		
DV	951460	South Valley Animal Health Laboratory - Tulare	X		Laboratory/Hospital	New	\$49,778,000		\$49,778,000	6/30/16	9/30/16	92	Delays related to completion of the well and the necropsy space, and contractor errors.
DV	952300	Tercero Student Housing Phase 4		X	Housing/Dining	New	\$59,120,000		\$59,120,000	5/1/17	5/1/17		
DV	9559220	University Tower 2nd Floor Operating Room Remodel		X	Laboratory/Hospital	Reno	\$21,214,000		\$21,214,000	7/1/17	1/1/18	184	Delay related to OSHPD review times, and required design changes.
DV	952290	Veterinary Medicine Student Services and Administration Center		X	Laboratory/Hospital	New	\$27,933,000		\$27,933,000	11/1/16	9/1/16		
DV	951860	Walker Hall Renewal and Seismic Corrections	X		Classroom/Office	Reno	\$31,157,000		\$31,157,000	8/1/17	1/1/18	153	Delay related to complex design requirements of historic structure modifications, and reconfiguration of classroom space during programming.

PROJECT			FUND	TYPE and USE		BUDGET			SCHEDULE			COMMENTS	
Campus	PAN	PROJECT NAME	State	Non-State	Primary Use	Type	Total Original Budget	Cumulative Augments or Savings	Total with Adjustments	Approved Substantial Completion	Estimated Substantial Completion	Schedule Delays Over 90 Days	Project reviewed via Delegated Process
													<input type="checkbox"/>
IRVINE													
IR	994014	Chao Comprehensive Digestive Disease Center Expansion		X	Laboratory/Hospital	Combo	\$17,500,000	\$2,276,000	\$19,776,000	7/31/14	6/30/17	975	Building occupants could not be relocated, and work had to be rescheduled around existing operations, resulting in augments and delays. No change in FY15-16.
IR	990016	Classroom Office Building		X	Classroom/Office	New	\$66,874,000		\$66,874,000	9/1/18	9/1/18		
IR	998611	Fire and Life Safety Improvements	X		Life Safety	Infra	\$34,290,000		\$34,290,000	6/30/19	6/30/19		
IR	996296	Mesa Court Expansion		X	Housing/Dining		\$133,757,000		\$133,757,000	8/31/16	8/31/16		
IR	990513	Primary Electrical Improvements Step 4	X		Infrastructure	Infra	\$19,462,000		\$19,462,000	8/10/17	12/1/18	478	Delay related to later than anticipated release of design funds due to implementation of new funding requirements, and unanticipated design changes in response to requirements from local utility.
IR	990013	Transmission Electron Microscopy Facility		X	Laboratory/Hospital	Reno	\$16,430,000	\$1,204,000	\$17,634,000	3/15/16	7/1/16	108	Delay and augmentation related to redesign of existing building systems to accommodate needs of highly complex and sensitive instrumentation.
IR	994507	UCIMC Central Chiller Plant Expansion		X	Infrastructure	Infra	\$33,708,000		\$33,708,000	5/1/18	5/1/18		
IR	994048	UCIMC Electrical Plant		X	Infrastructure	Infra	\$33,178,000		\$33,178,000	5/1/18	6/15/18		
IR	990003	University Extension Classroom Building		X	Classroom/Office	New	\$52,253,000		\$52,253,000	11/1/16	11/1/16		
LOS ANGELES													
LA	947285	Basketball Practice Facility		X	Athletics	New	\$35,000,000		\$35,000,000	12/31/17	12/31/17		
LA	948909	CHS - SOM West Seismic Renovation	X		Life Safety	Reno	\$40,000,000		\$40,000,000	9/30/17	5/1/18	213	Delays related to concealed conditions, schedule adaptations to facilitate working in occupied space, and to coordinate with similar scope other CHS renovations.
LA	948943	CHS Seismic Correction and Fire Safety	X		Life Safety	Infra	\$52,155,000		\$52,155,000	11/30/16	5/1/18	517	Delays related to concealed conditions and schedule adaptations to facilitate working in occupied space.
LA	940252	Engineering VI - Phase 2		X	Laboratory/Hospital	New	\$72,700,000		\$72,700,000	9/30/17	9/30/17		
LA	943971	Football Performance Center		X	Athletics	New	\$50,000,000	\$6,000,000	\$56,000,000	11/30/17	11/30/17		Scope enhancements associated with additional donor gifts. No change in FY15-16.
LA	945905	Jules Stein Seismic Correction and Program Improvements		X	Laboratory/Hospital	Reno	\$57,000,000		\$57,000,000	9/30/16	9/30/16		
LA	946375	Luskin Conference and Guest Center		X	Housing/Dining	New	\$162,425,000		\$162,425,000	6/30/16	7/30/16		
LA	948224	SMUMC MNP A-Level Medical Surgical Unit Renovation		X	Laboratory/Hospital	Reno	\$15,942,000		\$15,942,000	10/31/16	10/31/16		
LA	944020	Teaching and Learning Center for Health Sciences		X	Classroom/Office	New	\$104,700,000		\$104,700,000	8/31/16	8/31/16		
LA	944036	Telemedicine and PRIME Facilities Phase 2	X		Laboratory/Hospital	Reno	\$25,300,000		\$25,300,000	12/31/11	7/30/16	1461	Construction completed 6/1/15. Equipment phase still in progress so project remains 'active'.

PROJECT			FUND		TYPE and USE		BUDGET			SCHEDULE			COMMENTS
Campus	PAN	PROJECT NAME	State	Non-State	Primary Use	Type	Total Original Budget	Cumulative Augments or Savings	Total with Adjustments	Approved Substantial Completion	Estimated Substantial Completion	Schedule Delays Over 90 Days	Project reviewed via Delegated Process
													<input type="checkbox"/>
MERCED													
MC	900310	Central Plant Completion/Telecom Reliability Upgrade		X	Infrastructure	Reno	\$16,583,000		\$16,583,000	2/28/16	10/1/16	216	95% of the project was complete in April 2016. Remaining scope strategically delayed to coincide with delivery of CAOB.
MC	900290	Classroom and Academic Office Building (CAOB)	X		Classroom/Office	New	\$53,973,000		\$53,973,000	4/30/16	10/1/16		
MC	900320	Downtown Center		X	Classroom/Office	New	\$45,116,000		\$45,116,000	9/1/17	9/1/17		
RIVERSIDE													
RV	950464	Batchelor Hall Building System	X			Reno	\$11,512,000	\$6,667,000	\$18,179,000	12/1/17	8/1/18	243	The original budget established in 2007; increased to the CCCI index. Delay is related to update of environmental documents from the original 2005 versions.
RV	950534	BCOE Wet Labs	X		Laboratory/Hospital	Reno	\$10,000,000		\$10,000,000	12/31/16	12/31/16		
RV	956366	Lothian Seismic Upgrades		X	Life Safety	Reno	\$11,630,000		\$11,630,000	9/5/16	9/1/16		
RV	950511	Pierce Hall Infrastructure Improvements	X		Infrastructure	Reno	\$34,680,000		\$34,680,000	8/31/18	4/1/19	213	Delay related to unanticipated structural and hazardous materials investigation period.
SAN DIEGO													
SD	963240	Biological and Physical Sciences Building	X		Classroom/Office	New	\$115,500,000		\$115,500,000	5/31/18	5/31/18		
SD	966176	Campus Life Safety Improvements	X		Life Safety	Infra	\$51,055,000		\$51,055,000	3/1/18	3/1/18		
SD	966619	East Campus Parking Structure 2		X	Parking	New	\$29,000,000		\$29,000,000	3/29/16	10/5/16	190	Delayed due to additional scope for second Thermal Energy Storage tank and unforeseen site conditions.
SD	964840	Outpatient Pavilion		X	Laboratory/Hospital	New	\$140,000,000		\$140,000,000	4/30/17	4/30/17		
SD	964580	UCSD Medical Center East Campus Bed Tower		X	Laboratory/Hospital	Combo	\$663,800,000	\$278,990,000	\$942,790,000	12/31/16	7/31/18	487	Campus added scope to better meet regional needs including Anatomic Pathology Lab; Cardiac Rehab; centralization of Nursing Admin space; renovation of pharmacy space and additional renovations in existing hospital. Schedule extended to accomplish added scope.
SD	966248	UCSDMC Hillcrest Main Operating Rooms HVAC Upgrade		X	Laboratory/Hospital	Infra	\$11,500,000		\$11,500,000	4/30/17	4/30/17		

PROJECT		FUND	TYPE and USE		BUDGET			SCHEDULE			COMMENTS		
Campus	PAN	PROJECT NAME	State	Non-State	Primary Use	Type	Total Original Budget	Cumulative Augments or Savings	Total with Adjustments	Approved Substantial Completion	Estimated Substantial Completion	Schedule Delays Over 90 Days	Project reviewed via Delegated Process
													<input type="checkbox"/>
SAN FRANCISCO													
SF	9002027	Clinical Sciences Building (CSB) Seismic Building	X		Laboratory/Hospital	Infra	\$91,468,000	\$4,344,000	\$95,812,000	7/31/17	12/31/17	153	Scope moved from future Univ Hall project into CSB project for construction efficiencies. No budget change in FY15-16. Delay is the result of relocation of functional units, and concealed conditions encountered during the renovation.
SF	9002634	FY 2015-16 Deferred Maintenance and Facility Investment Needs Program			Infrastructure	Infra	\$59,828,000		\$59,828,000	ongoing			
SF	12520408	MC M,L 7, 11, 12, 15 Nursing Unit Renovations		X	Laboratory/Hospital	Reno	\$32,317,000		\$32,317,000	12/31/16	12/31/16		
SF	12520431	MC M/L 4th Floor OR 29 Hybrid Build-Out			Laboratory/Hospital	Reno	\$15,118,000		\$15,118,000	2/28/17	2/28/17		
SANTA BARBARA													
SB	981650A	Academic Support Facility	X		Classroom/Office	New	\$33,757,000	(\$6,077,000)	\$27,680,000	12/31/16	4/30/17	120	Delay related to later than anticipated release of funds due to implementation of new funding requirements, and design changes driven by the loss of donor funding for improvements planned in non-state space.
SB	981650	Bioengineering Building		X	Laboratory/Hospital	New	\$47,884,000	\$10,601,000	\$58,485,000	2/30/17	5/1/17		Augmentation from prior year, no change in FY15-16.
SB	988703	Campbell Hall Replacement Building	X		Classroom/Office	Infra	\$31,574,000		\$31,574,000	2/28/18	12/31/19	671	Delay related to geologic and underground conditions discovered during study.
SB	981740	Faculty Club Renovation and Guest House Addition		X	Housing/Dining	Combo	\$17,480,000	\$3,328,000	\$20,808,000	12/17/14	11/1/16	685	The project was delayed by incomplete drawings.
SB	986080	Infrastructure Renewal Phase 1	X		Infrastructure	Infra	\$15,150,000	\$3,677,000	\$18,827,000	12/31/16	2/28/17		
SB	986470	San Joaquin Apartments		X	Housing/Dining	New	\$175,000,000	\$7,544,000	\$182,544,000	8/30/16	12/29/16	121	Late construction start waiting for Coastal Commission approval. Augment added to include dining commons. No
SANTA CRUZ													
SC	973395	Alterations for Academic Programs Phase 1		X	Laboratory/Hospital	Reno	\$25,988,000	\$1,552,000	\$27,540,000	7/31/17	7/31/17		Campus funds augmented project to cover high bids in competitive local market.
SC	970250	Coastal Biology Building	X		Laboratory/Hospital	New	\$72,742,000	\$7,480,000	\$80,222,000	8/1/16	4/30/17	182	Campus funds augmented project to cover high bids in competitive local market. No change in FY15-16.
SC	976331	Crown College Residence Halls Major Maintenance		X	Housing/Dining	Reno	\$44,300,000		\$44,300,000	8/30/18	8/30/18		
SC	971260	Environmental Health and Safety Facility	X		Life Safety	New	\$19,437,000		\$19,437,000	12/30/18	12/30/18		
SC	970070	Life Safety Upgrades	X		Life Safety	Reno	\$10,201,000		\$10,201,000	1/31/18	1/31/18		
SC	973820	Telecommunications Infrastructure Improvements Phase A		X	Infrastructure	Infra	\$16,374,000		\$16,374,000	5/31/15	9/15/16	473	4 of 6 bid packages completed by 5/31/15. Unknown field conditions and equipment lead time of 2 bid packages caused delays.
SC	973830	Telecommunications Infrastructure Improvements Phase B	X		Infrastructure	Infra	\$14,600,000	(\$258,000)	\$14,342,000	12/31/16	12/31/16		

Project	Program Category	Type	Fund Source		Total
			2016-17	2017-18	
BERKELEY					
2223 Fulton Seismic Demolition	E&G	I		SG	3,000
Capital Projects \$750K to \$5M (E&G)	E&G	R	CF	CF	10,000
Evans Hall & Hearst Gymnasium Seismic (partial P)	E&G	R		SG	2,000
Gateway Project New Construction	AUX	N		P3	P3
Giannini Hall Seismic Renovation (P&W)	E&G	R		SG	3,000
Campus Total			5,000	13,000	18,000
DAVIS					
2016-17 Critical Infrastructure Improvements	E&G	N	EF		30,000
Capital Projects \$5M to \$10M	E&G	B	EF,CF,FG	GF,CF	33,000
Capital Projects \$5M to \$10M	AUX	R	EF,AR,UR		20,000
Capital Projects \$750K to \$5M (E&G)	E&G	B	CF	CF	28,000
Central Cage Wash Facility	E&G	N	EF		12,000
Chemistry Renovation Phase 1A & Addition	E&G	B		EF	56,000
Computational and Data Sciences	E&G	N		GF	50,000
Cruess Hall North Renovation	E&G	R	EF,CF		21,000
Deferred Maintenance	E&G	R	EF	EF	30,000
Electrical Substation Transformer Addition	E&G	N	EF		20,000
Engineering Student Design Center	E&G	B		GF	20,000
Eye Center (Sacramento Campus)	E&G	N		CF,GF	40,000
Freeborn Hall Renewal	AUX	R	EF,UR		34,000
Haring Hall East Wing Safety Improvements and Building Renewal	E&G	R	EF		45,000
Health System Projects \$5M to \$10M	MC	B	HR	HR	50,000
Health System Projects \$750K to \$5M	MC	B	HR	HR	44,000
Intercollegiate Athletics Initiatives (<\$10M)	AUX	B	GF,CF	GF	25,000
Intercollegiate Athletics Projects \$750K to \$5M	AUX	R	GF,AR	GF	11,000
Laboratory for Energy-related Health Research (LEHR) Remediation	E&G	R		EF	11,000
Large Lecture Hall Budget Change	E&G	N	EF		0
Main Hospital East 2 and 3 Pulmonary and GI Remodel	MC	R	HR		16,000
Orchard Park Redevelopment	AUX	N	P3		P3
Pavilion 1st Floor Intra-operative MRI	MC	B		HR	17,000
Research Animal Facility	E&G	N		EF	50,000
Student Affairs Division-Wide System Renewal \$750K to \$5M	AUX	I	AR,UR	AR,UR	3,000
Student Affairs Recreation, MU, Unitrans Projects \$750K to \$5M	AUX	B	AR	AR	8,000
Student Housing Projects \$750K to \$5M	AUX	R	AR	AR	8,000
Tercero Dining Commons 2	AUX	N	EF,AR		37,000
Veterinary Medical Center	E&G	B	GF,CF	GF	279,000
Webster Hall Replacement	AUX	N	EF,AR		50,000
West Village Phase 1B Student Housing	AUX	N	P3		P3
West Village Phase 1B Faculty/Staff For-Rent Homes	AUX	N	EF		27,000
West Village Phase 1B Faculty/Staff For-Sale Homes	AUX	N	EF,CF		78,000
Campus Total			588,000	565,000	1,153,000

2016-18 CAPITAL PROJECTS LOOK-AHEAD LIST

Project	Program Category	Type	Fund Source		Total
			2016-17	2017-18	
IRVINE					
Capital Projects \$5M to \$10M (AUX)	AUX	B		EF	6,000
Capital Projects \$5M to \$10M (E&G)	E&G	B		EF	6,000
Capital Projects \$5M to \$10M (MC)	MC	R	EF	HR	16,000
Capital Projects \$750K to \$5M (E&G)	E&G	B	CF	CF	30,000
Capital Projects \$750K to \$5M (MC)	MC	B	HR	HR	24,000
Capital Renewal and Infrastructure Improvements Program Phase 3	E&G	I		EF	50,000
Community-Based Offsite Inpatient	MC	R		EF	81,000
Connector Bridge - Douglas Hospital to Bldg. 3	MC	N	EF		11,000
East Campus Apartments Phase 4	AUX	N	P3		P3
Facilities Management/Campus Services Relocation	E&G	N		P3	P3
Integrated College of Health Sciences Building	E&G	N		EF,GF	100,000
Interdisciplinary Sciences Building	E&G	N	CF	SG,GF,EF,CF	120,000
Law Building	E&G	N		EF,GF	205,000
Middle Earth Expansion	AUX	N	EF,AR		132,000
Neuroimaging Facilities Improvements	E&G	R	EF		15,000
North Campus Redevelopment	AUX	N		P3	P3
On-Campus Hotel	AUX	N		P3	P3
Orange Campus - Emergency Department Expansion	MC	R		EF	55,000
Orange Campus - Increase Inpatient Capacity	MC	R		EF	110,000
Relocate Helipad to Bldg. 3 Roof	MC	R	EF		10,000
Sue & Bill Gross Nursing & Health Sciences Hall	E&G	N	EF,GF		60,000
Campus Total			258,000	773,000	1,031,000
LOS ANGELES					
Anderson School of Management Expansion	E&G	B	GF		71,000
Capital Equipment Replacement Lease Funding	MC	N	HR	EF,HR	110,000
Capital Projects \$5M to \$10M	MC	R	HR		20,000
Capital Projects \$5M to \$10M	AUX	N	CF		5,000
Capital Projects \$750K to \$5M	AUX	R	AR	AR	28,000
Capital Projects \$750K to \$5M	E&G	B	CF	CF	30,000
Capital Projects \$750K to \$5M	MC	R	HR	HR	10,000
CHS - NPI Seismic Correction (P&W Only)	E&G	R	HR,CF	HR,CF	6,000
CHS Emergency Generator Replacement	E&G	I	EF,SG		12,000
CHS South Tower Post-Occupancy Improvements (Levels 2-7)	E&G	R	EF		50,000
CHS South Tower Post-Occupancy Improvements (Levels 8-10)	E&G	R	EF		30,000
CHS South Tower Post-Occupancy Improvements (Levels A&B)	MC	R		EF	70,000
CHS-NPI Seismic Renovation (Construction)	E&G	R		SG,CF	36,000
Electrical Distribution System Expansion Step 6C	E&G	I	EF,SG		11,000
Faculty Center Renovation	AUX	R	CF		15,000
Fielding School of Public Health Building Interior Renovation	E&G	R		GF,CF	50,000
Franz Tower Seismic Correction (Construction)	E&G	R		EF,SG	44,000
Franz Tower Seismic Renovation (P&W Only)	E&G	R	EF	EF	6,000
Margan Apartments Redevelopment	AUX	N	EF,AR		42,000
North Athletic Field Spectator Facility	AUX	B	GF		11,000
North Campus Infrastructure Improvements	E&G	I	EF		20,000
Real Estate Acquisition No. 1	AUX	N	EF,AR		25,000
Real Estate Acquisition No. 2	AUX	N		EF,AR	25,000
RRUMC Utility Building	MC	R	EF		70,000
Undergraduate Student Housing Project No. 1	AUX	N	EF		70,000
Undergraduate Student Housing Project No. 2	AUX	N		EF	200,000
Undergraduate Student Housing Project No. 3	AUX	N		EF	200,000
Warner Graduate Art Studio Renovation and Addition	E&G	B		GF	30,000
Westwood Patient Tower Addition	MC	N		EF,GF	580,000
Campus Total			\$528,000	\$1,347,000	\$1,875,000

2016-18 CAPITAL PROJECTS LOOK-AHEAD LIST

Project	Program Category	Type	Fund Source		Total
			2016-17	2017-18	
MERCED					
2020 Project	E&G	B	SG,EF,CF		1,338,000
2020 Project	AUX	B	P3		P3
Capital Projects \$5M to \$10M	E&G, AUX	B	EF,CF		12,000
Capital Projects \$750K to \$5M	E&G	B	CF	CF	4,000
Campus Total			\$1,352,000	\$2,000	\$1,354,000
RIVERSIDE					
Barn Expansion	AUX	B	EF,CF,AR		26,000
Batchelor Hall Interior Improvements	E&G	R	EF		11,000
Campus Events Center	AUX	N		P3	P3
Campuswide Multiphased Site Development and Infrastructure	E&G	I	EF	EF	12,000
Capital Projects \$5M to \$10M (Auxil)	AUX	B	CF,AR		18,000
Capital Projects \$5M to \$10M (E&G)	E&G	B	CF		10,000
Capital Projects \$750K to \$5M (Auxil)	AUX	B	AR	AR	12,000
Capital Projects \$750K to \$5M (E&G)	E&G	B	CF	CF	15,000
Deferred Maintenance (External Financing)	E&G	R, I	EF	EF	15,000
Lothian Seismic Upgrade	AUX	R	CF		3,000
Multidisciplinary Research Building 2	E&G	N	EF	EF	150,000
Multidisciplinary Research Building 1	E&G	N	EF		143,000
Pierce Hall Interior Improvements	E&G	R	EF		19,000
Plant Growth and Support Facility	E&G	N	CF		25,000
Student Housing Ph 1	AUX	N		P3	P3
Student Success Center (Design Only)	E&G	N		CF	2,000
UCR Health Outpatient Pavilion	E&G	N		P3	P3
Campus Total			\$291,000	\$170,000	\$461,000
SAN DIEGO					
Capital Projects \$5M to \$10M (AUX)	AUX	B	EF,CF,AR	AR	46,000
Capital Projects \$5M to \$10M (E&G)	E&G	B	P3,CF,GF	CF	42,000
Capital Projects \$5M to \$10M (MC)	MC	B	HR	HR	28,000
Capital Projects \$750K to \$5M (Auxiliary)	AUX	B	AR	AR	10,000
Capital Projects \$750K to \$5M (E&G)	E&G	B	CF	CF	20,000
Capital Projects \$750K to \$5M (MC)	MC	B	HR	HR	20,000
East Campus Office Building 2	E&G	N		EF	119,000
Engineering Interdisciplinary Facility	E&G	N		EF,GF	200,000
Fire Station	E&G	N	CF		20,000
Health System La Jolla - Radiology Improvements	MC	R		HR	15,000
Marine Conservation Facility	E&G	R	CF,GF		25,000
North Torrey Pines Living and Learning Neighborhood	E&G, AUX	N		EF,GF	604,000
Nuevo East Student Housing	AUX	N		EF	190,000
Nuevo West Graduate Student Housing	AUX	N	EF,AR		178,000
Osler Parking Structure	AUX	N	EF		47,000
Structural and Materials Engineering Building 2 (P&W Only)	E&G	N		CF	5,000
Student Resources and Alumni Services Building (P&W Only)	E&G	N		CF	14,000
Thornton Renovations 1	MC	R	HR,GF		41,000
Thornton Renovations 2 - East Entry and Atrium	MC	R	HR,GF		20,000
West Campus Chilled Water Improvements	E&G	I	CF		11,000
Campus Total			\$441,000	\$1,214,000	\$1,655,000

2016-18 CAPITAL PROJECTS LOOK-AHEAD LIST

Project	Program Category	Type	Fund Source		Total
			2016-17	2017-18	
SAN FRANCISCO					
ACC 7 Transplant Remodel	MC	R	HR,GF		13,000
Capital Projects \$5M to \$10M	MC	B	HR	HR	15,000
Capital Projects \$750K to \$5M - Infrastructure	MC	I	HR	HR	34,000
Capital Projects \$750K to \$5M - Renovation	MC	R	HR	HR	69,000
Minnesota Street Student and Trainee Housing	AUX	N	EF,AR		231,000
Mission Bay East Campus Phase 1 (Block 33)	E&G	N	EF,GF,CF		237,000
Mission Bay Neurosciences Research Building (Block 23A)	E&G	N	EF,GF		317,000
Mission Center Building Densification	E&G	N		EF,CF	100,000
Parnassus Health Sciences Instruction and Research Life Safety Improvements (I	E&G	R		SG	3,000
Precision Cancer Medicine Building at Mission Bay	MC	N	GF,CF		250,000
UC Hall Seismic Program	E&G	I,R		EF,CF	208,000
ZSFG Research Building Seismic Replacement	E&G	N	EF,CF		203,000
Campus Total			\$1,468,000	\$427,000	\$1,895,000

2016-18 CAPITAL PROJECTS LOOK-AHEAD LIST

Project	Program Category	Type	Fund Source		Total
			2016-17	2017-18	
SANTA BARBARA					
Aquatics Center	AUX	N		GF	18,000
Capital Projects \$750K to \$5M (E&G)	E&G	R	GF,CF	GF,CF	19,000
Jeff and Judy Henley Hall - Institute for Energy Efficiency Building	E&G	N	GF,CF		51,000
North Campus Faculty Housing Phase IV	AUX	N		EF	16,000
North Campus Open Space	E&G	R	OG		10,000
SANTA CRUZ					
Capital Projects \$5M to \$10M (AUX)	AUX	I	AR	EF,AR	19,000
Capital Projects \$750K to \$5M (Aux)	AUX	R	AR	AR,UR	7,000
Capital Projects \$750K to \$5M (E&G)	E&G	R	CF	CF	13,000
College Eight and Porter College Dining Expansion	AUX	B		EF,AR	37,000
Crown College Residence Halls Major Maintenance	AUX	R	AR		11,000
Oakes College Apartments Capital Renewal	AUX	R		EF,AR	44,000
Student Life Seismic Corrections Phase 2B	AUX	R	UR,CF		14,000
Campus Total			\$103,000	\$108,000	\$211,000
AGRICULTURE & NATURAL RESOURCES, DIVISION					
<i>No new major capital projects planned in FY2016-18</i>					

ABBREVIATIONS

AR = Auxiliary Reserves	HR = Hospital Reserves
AUX = Auxiliary (Program Category)	MC = Medical Center (Program Category)
CF = Campus Funds	N = New Construction (Type)
B = Combination of New Construction and Renovation (Type)	OG = Other Grant
E&G = Education & General (Program Category)	P3 = Public-Private Partnership (see note below)
EF = External Finance	R = Renovation (Type)
I = Infrastructure (Type)	SG = General Funds (State)
GF = Gift Funds	UR = University Fee Reserves

Note: Some projects have prior funding, or future funding beyond 2017/18 not reflected in the campus total.

P3: Any programmatic or auxiliary project constructed on or off campus to directly or indirectly support UC's mission where