

## The City University of New York Five-Year Capital Plan Request FY 2012-13 through FY 2016-17 and New York City Reso-A Request FY 2013

Founded in New York City in 1847 as The Free Academy, The City University of New York is the nation's leading urban public university serving more than 480,000 students at 24 colleges and institutions in New York City. The University's 24 institutions include 11 senior colleges, seven community colleges, the William E. Macaulay Honors College at CUNY, the Graduate School and University Center, the CUNY Graduate School of Journalism, the CUNY School of Law, the CUNY School of Professional Studies, and the CUNY School of Public Health. Due to growing demand, next year CUNY will open its seventh community college at a new location in midtown Manhattan, the first new community college in New York City in four decades.

Located across the five boroughs of New York City, the facilities at CUNY's campuses include the traditional and the innovative. The University has nearly 300 buildings comprised of 27 million square feet used for classrooms, state-of-the-art computer centers, science and language labs, theaters, gymnasiums, greenhouses, astronomy observatories and many other purposes.

The University's Five-Year Capital Plan Request to the State and City for Fiscal Year 2012-13 through Fiscal Year 2016-17 is \$5.6 billion: \$4.3 billion for the Senior Colleges and \$1.3 billion for the Community Colleges. The total amount requested for the first year is approximately \$1.4 billion. This \$5.6 billion request represents the balance of the \$8 billion requested in Fiscal Year 2008-09 and not yet funded along with a few new select programmatic projects. The Five-Year Capital Plan Request was developed by the Office of Facilities Planning, Construction and Management in consultation with the colleges. The University's priorities include:

- An ongoing critical maintenance initiative to bring CUNY campuses to a state-of-good-repair and address health, safety, security, facilities preservation and code issues.
- Completion of active and ongoing work.
- Projects to support the Chancellor's Decade of Science initiative.
- CUNY FIRST, another Chancellor Initiative, that will allow the University to develop integrated data services at the campuses and across the system.

For City Fiscal Year 2013, the University also is requesting approximately \$91 million from the New York City Council and Borough Presidents (Reso-A funding) to address smaller-scale projects and equipment purchases.

### Issues Shaping the Capital Program

The most significant issue impacting CUNY's capital program is the age of its facilities. The majority of the 27 million square feet of campus space is more than 30 years old, and the average building is nearly 50 years old. In addition to an aging building stock, three additional issues shape the capital program: the history of deferred maintenance, the University's continued record-breaking enrollment and the changing facility requirements of academic programs.

Since Fiscal Year 2008-09, deferred maintenance has begun to be addressed in a serious manner by the University. This is the result of a milestone state-of-good-repair study completed by CUNY in September 2007 in partnership with The State University of New York. The study identified billions in deferred-maintenance projects on the CUNY campuses. In the FY 2008-09 budget, the State began to allocate \$284 million annually to the senior colleges to address state-of-good-repair. Several large

projects are active as a result, including City College's Shepard Hall Façade Repair, Hunter College's Escalator Replacement and New York City College of Technology's Voorhees Hall Façade Replacement, in addition to numerous small projects that have been completed with these funds. Allocations to the community colleges have been slower due to the need to match State funds with an equal share of City funds. Recently, the City has begun to allocate more funds to community colleges for critical maintenance, and the State has provided its share to match them. High-priority projects have been funded and have started or will begin shortly on the community college campuses, including Bronx Community College's Campus-wide Utility Upgrades, Kingsborough Community College's Boiler Plant Upgrade, Queensborough Community College's Electrical System Upgrade and the replacement of the entire façade of LaGuardia Community College's Center 3 Building.

This fall, the University has more than 270,000 degree-credit students and more than 223,000 registrations in adult, continuing and professional education programs. The number enrolled in credit-bearing courses is more than 11 percent higher than in fall 2008. CUNY's unprecedented growth has burdened its overtaxed facilities. The Capital Plan Request reflects the need to preserve and upgrade the University's aging facilities and in some cases, due to the unprecedented overcrowding, add space such as the new Academic Building I at New York City College of Technology, the Academic Village/Conference Center at York College, Roosevelt Hall Replacement at Brooklyn College and the Interdisciplinary High Performance Computational Center at the College of Staten Island.

CUNY also has to address the classroom inventory across the University. Bringing CUNY's classrooms in line with modern teaching methods requires flexible spaces and furnishings for individual as well as group learning. In addition, there is a demand for "smart" classrooms wired for new technology. Furthermore, science labs and classrooms are being renovated or built to provide students with greater opportunities to learn technological skills, particularly in the allied health fields. Technology is also impacting the design of libraries. "Information commons" and small study rooms are replacing stack areas as more text is available digitally. Campus life is also changing at some of the senior colleges with the opening of dormitories on campus. This trend is transforming CUNY campuses from commuter campuses that close at night to 24-hour facilities.

### **The Capital Program and the Local Economy**

Since the regional economy slowed in 2008, the University, in partnership with the State and City, has not wavered in its commitment to the capital program. Several large projects were in progress or starting at the beginning of the economic down turn and the State has allowed CUNY to complete them. As a result, thousands of workers in the construction trades in New York City have been active at a time when the region needed well-paying jobs. Investing in CUNY facilities has been and can continue to be an opportunity to stimulate the economy of New York City.

The images that follow illustrate some of the projects in the University's Capital Budget Request.

### **Academic Building I**

New York City College of Technology  
Architect: Perkins Eastman

This project will address the College's acute space deficit as identified in its 2000 Master Plan Amendment. The 350,000-square-foot Academic Building I will be constructed on the site of the College's Klitgord Building. The mixed-use facility will contain classrooms, computer and science labs, a 1,000-seat auditorium, physical education facilities, administrative offices, student services, a nursing simulation center and a dental hygiene clinic. Design is nearing completion; additional funding requested this year is needed to initiate construction.



### **The Field Building at 17 Lexington Avenue**

Baruch College  
Architect: Aedas



The Lawrence and Eris Field Building, Baruch's facility at 17 Lexington Avenue, was built in 1928. Since then, the 284,000-square-foot facility has been used continuously as an educational center with minimal upgrades. This project will renovate the building in phases. The initial phase, which is partially funded, will commence with infrastructure upgrades and select programmatic fit-outs. The remaining phases will continue with the renovation of its sixteen stories. The result will be a modern, state-of-the-art educational center. A model of the fully renovated building is shown at left.

## **Interdisciplinary High-Performance Computational Center**

College of Staten Island

Architect: to be determined



This project will construct a 175,000-square-foot facility to house a high-performance computer that will serve as a University resource for computer-based modeling and simulation. The center will contain spaces dedicated to state-of-the-art scientific computing hardware, labs for visualization, computer labs flexibly designed to encourage collaborative student research, high-tech instructional labs, general-purpose classrooms and dedicated student work areas.

## **Academic Village / Conference Center**

York College

Architect: Ennead Architects



This project will create an Academic Village/ Conference Center on the site of the Classroom Building. The 165,000-square-foot facility will serve as the student center, with offices for student government, clubs, student activities and services, lounges, a bookstore and a coffee shop. It also will be the new home of the School of Business with state-of-the-art classrooms, computer labs and conference rooms that will be available for use by the community. The new building will transform the west side of the campus, acting as a beacon of inspiration in the Jamaica community.

### Center 3 Façade Replacement

LaGuardia Community College

Architect: to be determined



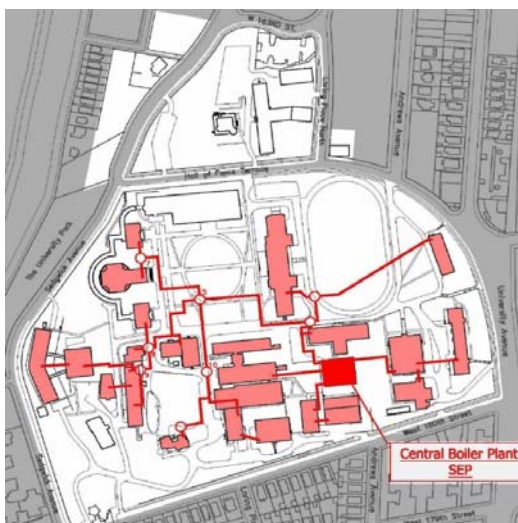
This project is one of CUNY's significant critical maintenance needs. The nearly 100-year-old terracotta façade of the Center 3 Building is deteriorating. Sidewalk bridges have been erected to protect pedestrians, but the 168,000-square-foot façade must be replaced to preserve the facility. The new curtain wall also will protect the interior from water leaks and prevent energy loss. Completion of the project will bring the building into compliance with New York City Local Law 11.

### Campus-wide Utility Upgrades

Bronx Community College

Architect: Chu & Gassman / RCM Technologies

Another of CUNY's significant critical maintenance needs, this project will provide upgrades to the failing Bronx Community College campus heating, cooling, and electrical infrastructure, including central plant and distribution networks. The entire project has been designed and the first two of its five phases are in construction. Additional funding is needed to complete the remaining phases.



## **CUNY Office of Facilities Planning, Construction and Management Selected Capital Program Milestones 2007 to Date**

### Major construction projects completed and completion date

- Lehman College: Computer Center, Phase II, November 2008. Renovated 24,000 square feet.
- New York City College of Technology: Namm Hall Façade Replacement, November 2008. Renovated façade and replaced windows of 497,000-square-foot facility.
- City College: Bernard and Anne Spitzer School of Architecture, July 2009. Renovated 182,000 square feet.
- Queens College: The Summit Residence Hall, August 2009. Added 506-bed student housing facility (project completed by means of private developer agreement).
- Queensborough Community College: Kupferberg Holocaust Resource Center and Archives, September 2009. Added 7,000 square feet and renovated 2,000 square feet.
- Brooklyn College: West Quad Building, October 2009. Added 146,000 square feet.
- Queens College: Remsen Hall Addition, November 2009. Added 33,000 square feet.
- Hunter College: Roosevelt House Renovation, March 2010. Renovated 21,000 square feet.
- Medgar Evers College: Academic Building I, October 2010. Added 178,000 square feet.
- Bronx Community College: Early Childcare Center, April 2011. Added 13,000 square feet.
- Hunter College: Silberman School of Social Work and CUNY School of Public Health at Hunter College, September 2011. Added 147,000 square feet (project part of a public private partnership with a developer).
- Graduate Center Apartments, August 2011. Added 77 apartments for graduate students, postdoctoral fellows, and faculty members (project part of a public private partnership with a developer).
- New York Simulation Center for the Health Sciences, August 2011. Added 25,000 square foot state-of-the-art training facility for first responders and health care students and professionals (project completed as a joint venture between CUNY and New York University Langone Medical Center).
- John Jay College: Building Expansion, November 2011. Added 625,000 square feet.
- City College: Marshak Science Building Façade Replacement, December 2011. Replaced reinforced concrete facade with a glass curtain wall on this 621,000-square-foot facility.

### Major construction starts

- CUNY-wide: Advanced Science Research Center, Phase I and City College New Science Facility started July 2008.

- Lehman College: New Science Facility, Phase I started February 2008.
- Bronx Community College: North Instructional Building started April 2009.
- Borough of Manhattan Community College: Fiterman Hall Replacement started March 2008.
- Hostos Community College: 500 Grand Concourse Building. Renovation of fifth floor and bathrooms and roof replacement started June 2010.
- Queens College: Kupferberg Center for the Performing Arts complex renovation started January 2011.
- Bronx Community College: Campus-wide Utilities Upgrades Phases I and II started April 2011.
- Brooklyn College: Leonard and Clare Tow Center for the Performing Arts started May 2011.
- CUNY School of Law: New Facility started September 2011.

#### Other accomplishments

- Completed critical maintenance survey of college facilities in 2007, which resulted in hundreds of millions in new State funding and a commitment for more in future years.
- Completed several successful public-private initiatives. The Public-Private Partnership group in CUNY's Office of Facilities Planning, Construction and Management has the goal of financing and developing new facilities for the University by monetizing CUNY's real estate assets; creating revenue-supported projects; and using the efficiencies of the private sector.

Over the past several years, the Public-Private Partnership group has completed several academic buildings, student residences and consultant studies. They include the Silberman School of Social Work and CUNY School of Public Health at Hunter College, and the New York Simulation Center for Health Sciences; residence halls at City College, Queens College and for the Graduate Center; and studies for Brooklyn College, Lehman College and the Chancellor's asset-management report. Construction of another public-private partnership, The CUNY School of Law's new facility at 2 Court Square in Long Island City, Queens, is in construction.

The Public-Private Partnership group plans to embark on a public-private project for CUNY's New Community College on a site near John Jay College on Amsterdam Avenue as well as pursue the sale of CUNY's headquarters on East 80th Street in Manhattan.

- Expanded CUNY management of projects. Under a Memorandum of Understanding, CUNY has the option to use the Dormitory Authority of the State of New York to manage its projects or complete them with CUNY staff. In the past, if State-bonded funds were used, CUNY was required to use the Dormitory Authority.
- State law was changed in 2009 so that Medgar Evers College is no longer funded on the community college model for major capital projects (50 percent State and 50 percent City) but is 100 percent State-funded.

- Physical Master Plan updates were completed for LaGuardia Community College in 2007, Baruch College in 2008, College of Staten Island in 2010, and York College and Brooklyn College in 2011. Physical Master Plan update is in progress for Hostos Community College.
- An update of University space guidelines is under way. The existing guidelines were approved in the early 1970s and have not had a comprehensive revision since. The goal is the adoption of space guidelines that are flexible and adaptable for all CUNY institutions and the creation of a tool that will allow the campuses to plan and utilize space more efficiently. A strategic process and timeline for periodic review and evaluation of the guidelines also will be established.

## **Basis of the Capital Program**

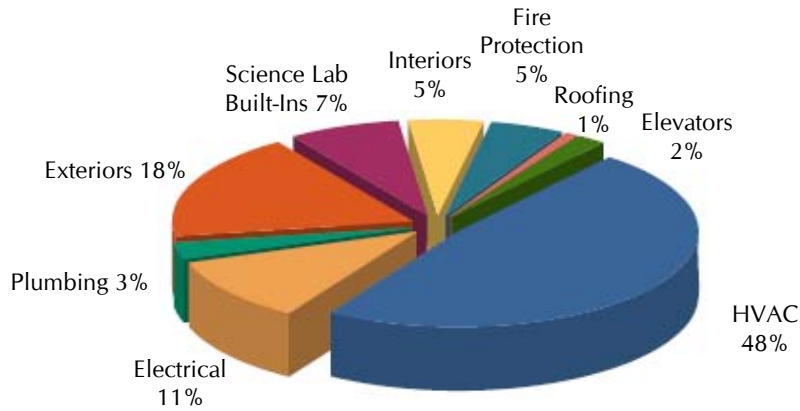
The objective of the Capital Program is to support the mission of The City University of New York, as articulated in the University's Master Plan, by providing facilities that serve the University's approved educational programs. The projects requested originate from approved college master plans and from ongoing condition assessments and are prioritized in the campus sections that follow. Funding is requested for projects of appropriate quantity and quality, with environments conducive to learning and consistent with the mandates of New York State education law and CUNY policies. Senior college major-capital projects are funded by the State of New York. Community college major-capital projects are funded equally by the State of New York and the City of New York. The Five-Year Capital Budget Request for FY 2012-13 through FY 2016-17 is based on the following guidelines:

### **1. Critical Maintenance and Returning Campuses to a State of Good Repair**

An ongoing initiative is the implementation of a state-of-good-repair program systematically to address the University's capital facility renewal needs by replacing or reconstructing systems that are past their useful lives. Items to be addressed include: utilities and related controls, equipment and distribution systems; exterior walls, roofs, doors and windows; electrical equipment, power, wiring and lighting; built-ins for science facilities; campus hardscapes; and interior finishes. These repairs and renewals are essential to maintaining a state of good working order for facilities and their infrastructure.

In September 2007, with the assistance and support of the State University Construction Fund (SUCF), CUNY completed a Building Condition Assessment Survey using software developed by SUCF. The results were analyzed by Pacific Partners Consulting Group. Using the life-cycle model based on current replacement cost, CUNY was provided with the estimate of the funding needed to eliminate its backlog of deferred maintenance as well as the funding needed to replace or reconstruct facilities and their components and subsystems as they approach the end of their useful life (renewal costs).

According to the 2007 analysis, the Critical Maintenance funding need for the Five-Year Capital Plan FY 2008-09 through FY 2012-13 is an average of \$400 million per year for a total of \$2 billion. This Five-Year Capital Plan Request contains several projects that have a critical-maintenance component or are critical-maintenance projects. As a result, total request for critical maintenance is nearly \$2.6 billion (some of the work will extend beyond the current five-year plan). The following chart shows a breakdown of the University's deferred maintenance by building components as detailed in the study.



CUNY progress on reducing backlog of deferred maintenance

Since Fiscal Year 2008-09, CUNY has received four consecutive appropriations of \$284 million each for senior college critical maintenance that are comprised of CUNY-Wide lump sums and specific appropriations for each college. For community colleges, more than \$150 million in critical-maintenance lump-sum funding and specific appropriations for each college have been received from the State.

The following tables summarize the critical maintenance projects initiated by CUNY in the last three years (dollar amounts in thousands).

A. Critical-maintenance appropriations to individual senior colleges

Project Category	Number of Projects	Number of Campuses / Locations	\$ Amount of Projects
Façade / Exterior Repairs	23	9	\$94,616
Interior Repairs	35	11	\$97,616
Roof Repairs / Replacements	7	5	\$19,100
HVAC / MEP	40	11	\$210,290
<b>Total</b>	<b>105</b>	<b>36</b>	<b>\$421,622</b>

B. CUNY-Wide lump-sum appropriations for senior colleges

Project Category	Number of Projects	Number of Campuses / Locations	\$ Amount of Projects
Health and Safety	74	14	\$33,593
Facilities Preservation	101	12	\$64,056
MEP	51	15	\$28,428
ADA / Code Compliance	26	11	\$10,537
Energy Conservation	44	12	\$18,489
Science Lab Upgrades	9	8	\$13,356
Bathroom Upgrades	5	3	\$2,168
<b>Total</b>	<b>310</b>	<b>75</b>	<b>\$170,627</b>

C. CUNY-Wide lump-sum appropriations for community colleges

<b>Project Category</b>	<b>Number of Projects</b>	<b>Number of Campuses / Locations</b>	<b>\$ Amount of Projects</b>
Health and Safety	23	9	\$18,842
Facilities Preservation	17	6	\$20,559
MEP	12	7	\$9,030
ADA / Code Compliance	11	5	\$5,319
Energy Conservation	6	4	\$2,875
Science Lab Upgrades	1	1	\$1,746
<b>Total</b>	<b>70</b>	<b>32</b>	<b>\$58,371</b>

D. Line-item critical maintenance appropriations for community colleges

<b>Project Category</b>	<b>Number of Projects</b>	<b>Number of Campuses / Locations</b>	<b>\$ Amount of Projects</b>
Façade / Exterior Repairs	1	1	\$5,000
Interior Repairs	1	1	\$4,577
Roof Repairs / Replacements	0	0	\$0
HVAC / MEP	2	2	\$33,401
<b>Total</b>	<b>4</b>	<b>4</b>	<b>\$42,978</b>

**2. Approved Academic Master Plan**

CUNY's Academic Master Plan for 2008-12 was approved by the New York State Board of Regents in March 2009. CUNY's 2008-12 Master Plan builds on the reforms and initiatives accomplished through its 2000-04 Master Plan and 2004-08 Master Plan. The 2008-12 Master Plan advances the core values the University has established: an insistence on academic rigor, accountability and assessment and an unwavering commitment to serving students from all backgrounds and supporting a world-class faculty. The plan affirms the importance of high standards, performance and quality to the University's mission of teaching, research and service.

Colleges of The City University of New York are required by the Board of Trustees to conform to the Academic Master Plan in developing their curricula and degree programs. When requesting capital projects, the University's annual Capital Budget request and the Five-Year Capital Plan reflect the policies in the Academic Master Plan.

This year's Capital Budget request responds to the Academic Master Plan by continuing previous years' emphasis on the remodeling and renovation of facilities so they can more effectively serve academic programs. In addition, it proposes new construction that is called for by campus master plans, by new University initiatives or by the changing needs of its constituencies.

**3. Approved Physical Master Plans**

Along with the Academic Master Plan, each campus has a trustee-approved Physical Master Plan, developed by appropriate planning professionals in consultation with the campus facilities staff and members of the college community. These plans are the basis for the Five-Year Capital Budget Request. The Physical Master Plans detail existing and anticipated facilities necessary to accommodate a University-approved enrollment projection for a given target date. Physical Master Plans are prepared and updated regularly or as warranted by changing conditions. In developing or amending

Physical Master Plans, the campuses and Central Office consider the cost and functions of proposed projects as well as the opportunities they present for fostering mutually beneficial relationships with neighboring communities.

#### **4. Cost Estimates/Schedules**

Original cost estimates for the request are developed through feasibility studies or by applying comparable cost data after defining a project's scope and square footage. Project costs for future years are escalated using rates based on current market conditions. Escalation is calculated from project schedules, which can be met only if funding is received. If appropriations are delayed, completion dates and costs are adjusted accordingly.

#### **5. Implementation of Sustainability Goals**

The Five-Year Request also reflects CUNY's commitment to "green" technology and energy efficiency. CUNY is the primary public partner in New York City's PlaNYC "30 in 10" University Challenge, which commits to reducing the University's greenhouse gas emissions by 30 percent by 2017. Since FY 2010 the University has received \$22 million in PlaNYC capital funding from the City for various projects at the community colleges that will increase energy efficiency.

Additionally, CUNY is compliant with New York City Local Law 86 and New York State Executive Order 111 that require it to reduce facility energy consumption below current energy code for new and retrofit construction as well as reduce overall energy consumption. Among the capital initiatives being implemented to reach these goals are:

##### Green Building Construction

New CUNY buildings will be a minimum of LEED (Leadership in Energy and Environmental Design)-certified Silver or have green elements as part of their design and construction.

##### Energy Conservation Program

The University has maintained a facility energy conservation program since 1992. It is structured to achieve a 30-percent reduction in greenhouse gas emissions by 2017 as outlined in the PlaNYC University Challenge, as well as comply with New York City Local Law 86 and New York State Executive Order 111-mandated energy reductions for existing buildings and overall University energy consumption. This program consists of the following efforts:

- As a first step for PlaNYC compliance, CUNY is developing greenhouse gas scorecards and Climate Action Plans for its campuses. The Climate Action Plans include comprehensive energy audits for CUNY buildings. The energy audits will meet the requirements of New York City Local Law 87 and identify the most cost-effective areas for energy-efficient investment.
- Concurrent with the Climate Action Plans, CUNY is instituting a ten-year program for energy-efficient solid-state lighting, retro-commissioning, demand-control ventilation, steam equipment upgrade and building envelope improvement for its campuses. The program will address these elements, identified as common and cost-effective efficiency measures, at all campuses.
- As part of the Climate Action Planning process, CUNY is identifying those major infrastructure renewal projects that can yield significant energy savings along with alternative approaches that will reduce energy consumption over existing designs. The program will be funded through critical maintenance sources.