The City University of New York
Five-Year Capital Plan Request FY 2011-12 through FY 2015-16
and New York City Reso-A Request FY 2012

The City University of New York is the nation’s largest urban public university. The University’s 23 institutions include 11 senior colleges, six 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.

Located across the five boroughs of New York City, the facilities at CUNY’s 21 campuses include the traditional and the innovative. The University has 290 buildings comprised of 26 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 2011-12 through Fiscal Year 2015-16 is $5.6 billion: $4.3 billion for the Senior Colleges and $1.3 billion for the Community Colleges. The amount requested for the first year is $1.5 billion. This $5.6 billion request represents the balance of the $8 billion requested in FY 2008-09 and not yet funded. 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 2012, the University also is requesting approximately $95 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. A substantial amount of the 26 million square feet of campus space is more than 30 years old and the average building age is nearly 50 years. 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 SUNY. 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 countless 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 are expected to start soon on the community college campuses, including Bronx Community College’s Campus-wide Utility Upgrades, Kingsborough Community College’s Boiler Plant Upgrade and Queensborough Community College’s Electrical System Upgrade.

This fall, the University has more than 263,000 degree-credit students and nearly 258,000 registrations in adult, continuing and professional education programs. The number enrolled in credit-bearing courses is more than 8 percent higher than in fall 2008 and a historic peak for the University. The most current statistics show growth surging even higher this year and the University has been forced to wait-list students. 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 Interdisciplinary High Performance Computational Center at the College of Staten Island and the Academic Village/Conference Center at York College.

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 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 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 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 with 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: to be determined

This project will create an Academic Village and Conference Center on the site of the Classroom Building. The approximately 160,000-square-foot facility will provide students with offices for student government clubs, lounges, conference rooms, a bookstore and a coffee shop. The classrooms will be convertible to state-of-the-art conference rooms that will be available for the community’s use. The image here is a conceptual rendering. The College’s ongoing Master Plan Amendment will provide guidance on the building’s internal space program.

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 terra cotta façade of the Center 3 Building is deteriorating. Sidewalk bridges have been erected to protect pedestrians, but the 168,000-square-foot facade 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: 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 five total phases are funded and ready for 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

- 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 gross square feet.
- Queens College: Remsen Hall Addition, February 2010. Added 13,000 square feet.
o Bronx Community College: Childcare Center, September 2010. Added 13,000 square feet.

o Medgar Evers College: Academic Building I, October 2010. Added 190,000 square feet.

**Major construction starts**

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


o Bronx Community College: North Instructional Building started April 2009.

o Borough of Manhattan Community College: Fiterman Hall Replacement started March 2008.

o Hunter College: School of Social Work started August 2009.

o Hostos Community College: 500 Grand Concourse Building. Renovation of Fifth Floor and Bathrooms and Roof replacement started June 2010.

**Other accomplishments**

o 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.

o 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.

o 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.

o Physical Master Plan updates were completed for LaGuardia Community College in 2007, Baruch College in 2008 and College of Staten Island in 2010.

o Physical Master Plan updates are under way for Brooklyn College, City College, Hostos Community College, and York College.

o An update of University space guidelines is under way. The current guidelines were approved in the early 1970s and have not had a comprehensive revision since. The goal is 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
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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 2011-12 through FY 2015-16 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 to uniformly and systematically 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 $2.9 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.

![Pie chart showing distribution of critical maintenance funding needs](image)

**CUNY progress on reducing backlog of deferred maintenance**

Since FY 2008-09, CUNY has received three consecutive appropriations for senior college critical maintenance, totaling $284.2 million each, that are comprised of CUNY-Wide lump sums and specific appropriations for each senior college. For community colleges, more than $125 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.

A. Critical-maintenance appropriations to individual senior colleges (amounts in thousands)

<table>
<thead>
<tr>
<th>Project Category</th>
<th>Number of Projects</th>
<th>Number of Campuses / Locations</th>
<th>$ Amount of Projects</th>
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<tbody>
<tr>
<td>Façade / Exterior Repairs</td>
<td>7</td>
<td>4</td>
<td>$46,487</td>
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<tr>
<td>Interior Repairs</td>
<td>12</td>
<td>8</td>
<td>$30,249</td>
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<td>Roof Repairs / Replacements</td>
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<td>2</td>
<td>$7,000</td>
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<tr>
<td>HVAC / MEP</td>
<td>15</td>
<td>6</td>
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<tr>
<td><strong>Total</strong></td>
<td>36</td>
<td>20</td>
<td><strong>$143,128</strong></td>
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B. CUNY-Wide lump-sum appropriations for senior colleges (amounts in thousands)

<table>
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<th>Project Category</th>
<th>Number of Projects</th>
<th>Number of Campuses / Locations</th>
<th>$ Amount of Projects</th>
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</thead>
<tbody>
<tr>
<td>Health and Safety</td>
<td>58</td>
<td>14</td>
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<tr>
<td>Facilities Preservation</td>
<td>89</td>
<td>12</td>
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<tr>
<td>MEP</td>
<td>43</td>
<td>14</td>
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<tr>
<td>ADA / Code Compliance</td>
<td>25</td>
<td>10</td>
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<tr>
<td>Energy Conservation</td>
<td>40</td>
<td>12</td>
<td>$17,477</td>
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<tr>
<td>Science Lab Upgrades</td>
<td>9</td>
<td>8</td>
<td>$13,356</td>
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<tr>
<td>Bathroom Upgrades</td>
<td>4</td>
<td>3</td>
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<td><strong>Total</strong></td>
<td>268</td>
<td>73</td>
<td><strong>$148,540</strong></td>
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C. CUNY-Wide lump-sum appropriations for community colleges (amounts in thousands)

<table>
<thead>
<tr>
<th>Project Category</th>
<th>Number of Projects</th>
<th>Number of Campuses / Locations</th>
<th>$ Amount of Projects</th>
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<tbody>
<tr>
<td>Health and Safety</td>
<td>20</td>
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<td>$18,522</td>
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<tr>
<td>Facilities Preservation</td>
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<td>ADA / Code Compliance</td>
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<td>Energy Conservation</td>
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<tr>
<td>Science Lab Upgrades</td>
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<td>1</td>
<td>$1,746</td>
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<tr>
<td><strong>Total</strong></td>
<td>57</td>
<td>28</td>
<td><strong>$52,838</strong></td>
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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.

A CUNY trustees policy reflected in physical master plans is to phase out leased and temporary facilities as soon as funds become available to replace them with permanent facilities.

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. The Dormitory Authority reviews the major bonded projects whose cost exceeds $2 million and provides input based upon its experience in similar locations by type of construction. 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. Last year, the University received $22 million in PlaNYC funding from the City for various capital 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.