

CITY UNIVERSITY OF NEW YORK

Five Year Capital Plan Request
FY 2009-10 Through 2013-14

and

New York City Reso-A Request FY 2010



Governor David A. Paterson
Mayor Michael R. Bloomberg
Members of New York State Legislature
Members of New York City Council
Borough Presidents of New York City

The City University of New York's capital building program provides facilities to support the University's core academic mission. Existing structures are renovated and new facilities are built to the highest possible standards of efficiency and quality for teaching, learning, and the enrichment of campus life. These facilities support the daily activities of 243,000 students in degree programs, 270,000 adult, continuing, and professional education students, and over 36,000 faculty and supporting staff.

CUNY operates and maintains the largest urban system of public higher education facilities in the country. Our facilities portfolio is enormous: the system contains approximately 26 million gross square feet of space comprising more than 296 separate buildings and thousands of square yards of walks and plazas. The system's 21 campuses represent a varied mix of ages and architectural styles. In terms of gross square footage, about 60 percent of the space on our campuses is more than 30 years old, with the average building age exceeding 50 years. Increased enrollments since 2002, especially at the community colleges, have resulted in space deficits across the campuses and strain on our aging facilities. These factors directly impact the University's capital program needs.

The University's overall capital priorities for the next five years are driven by the goal of providing sufficient space to appropriately meet current and long-term academic initiatives. This includes ensuring health, safety, and security at our facilities by implementing critical maintenance projects at senior colleges, with the first state allocation from the Fiscal Year 2008-09 State budget; continuing to request more funds to work toward a state of good repair on both our senior and community college campuses; completing active and ongoing work, such as John Jay College's Building Expansion project, Borough of Manhattan Community College's Fiterman Hall Replacement, the new Academic Building at Medgar Evers College, the new Hunter College School of Social Work, and the CUNY Advanced Science Research Center; and implementing a wide variety of projects that support CUNY's "Decade of Science."

In these uncertain economic times, a growing population needs a firewall, something to protect against financial instability. CUNY has always been that firewall, guarding New Yorkers against a weakening economy. The city has relied on the University to furnish its residents with an education that offers greater financial security and professional options and to provide the city with a skilled, flexible workforce. As New Yorkers experience the effects of the economic downturn, CUNY has seen a dramatic rise in applications, particularly at its community colleges, a trend that we expect to continue. We hope that the University's capital projects will be considered as city, state, and national economic stimulus initiatives are developed.

We greatly appreciate the financial support for capital projects provided by the state and city over the past 10 years. This assistance has enabled us to provide facilities that have contributed in many ways to the resurgence of the University. We ask for your continued support for another allocation that will allow us to sustain our institutional progress.

Thank you again for your valued partnership.

Sincerely,



Matthew Goldstein
Chancellor

CUNY Five Year Capital Plan Request FY 2009-10 through FY 2013-14 and New York City Reso-A Request FY 2010

CUNY is the nation's largest urban public university, comprised of 11 senior colleges, 6 community colleges, The Macaulay Honors College at CUNY, The Graduate School and University Center, The CUNY School of Professional Studies, The CUNY Graduate School of Journalism, The CUNY School of Law, and The Sophie Davis School of Biomedical Education. The University serves 243,000 degree-credit students and more than 270,000 adult, continuing and professional education students at campuses located in all five boroughs of New York City.

CUNY traces its beginnings to the founding in 1847 of the Free Academy, which later became The City College, the first CUNY college. According to New York State Education Law, CUNY is "supported as an independent and integrated system of higher education on the assumption that the University will continue to maintain and expand its commitment to academic excellence and to the provision of equal access and opportunity for students, faculty and staff from all ethnic and racial groups and from both sexes." Additionally, the law requires CUNY to "remain responsive to the needs of its urban setting and maintain its close articulation between senior and community college units."

The facilities at CUNY's 21 campuses include the traditional and the innovative. More than 296 buildings with more than 26 million square feet of space include classrooms, state-of-the-art computer centers, science and language laboratories, theaters, gymnasiums, greenhouses, astronomy observatories, and many more features. It is worth noting that a substantial amount of the space on the campuses is more than 30 years old and the average building age exceeds 50 years. All of these factors directly impact the University's capital program need.

The University's Capital Budget Request for the five-year period of FY 2009-10 through FY 2013-14 is for \$5.24 billion: \$3.88 billion for the Senior Colleges and \$1.36 billion for the Community Colleges and Medgar Evers College. The Five Year Capital Plan Request was developed by the Office of Facilities Planning, Construction and Management in consultation with the colleges. The projects requested originate from approved college master plans and from ongoing condition assessments and are prioritized in the campus sections that follow. The University's overall priorities for the next five years include:

- A Critical Maintenance initiative intended to bring CUNY campuses to a state of good repair (see following section "Basis of Program" for further details). This includes individual campus projects as well as CUNY-Wide projects to ensure health, safety, security, facilities preservation, and compliance with codes, including ADA, asbestos removal, and energy conservation;
- Completion of active and ongoing work;
- Projects to support the Chancellor's Initiatives, including construction of new science facilities as part of the "Decade of Science";
- The CUNY FIRST initiative that will allow the University to develop integrated data services for tracking student information, human resources data and fiscal operations at individual campuses and across the system.

For Fiscal Year 2010, the University is requesting \$79.2 million from New York City Borough Presidents and the City Council ("Reso A" funding) to address small-scale projects and equipment purchases.

The images on the following page illustrates a sample of projects within the University's Capital Program.

Advanced Science Research Center Phase I City College New Science Facility

City College South Campus
Architects: Flad & Associates/
Kohn Pedersen Fox Associates

CUNY-Wide Advanced Science Research Center

Phase I of the CUNY-Wide Advanced Science Research Center (ASRC) project will construct a new 206,000 GSF shared-research facility to support the concept of an integrated university by providing state-of-the-art laboratories for the University's top research faculty in one location. The research performed in the ASRC will incorporate technology in the areas of nanoscience, photonics, and bio-sensing.



City College New Science Facility

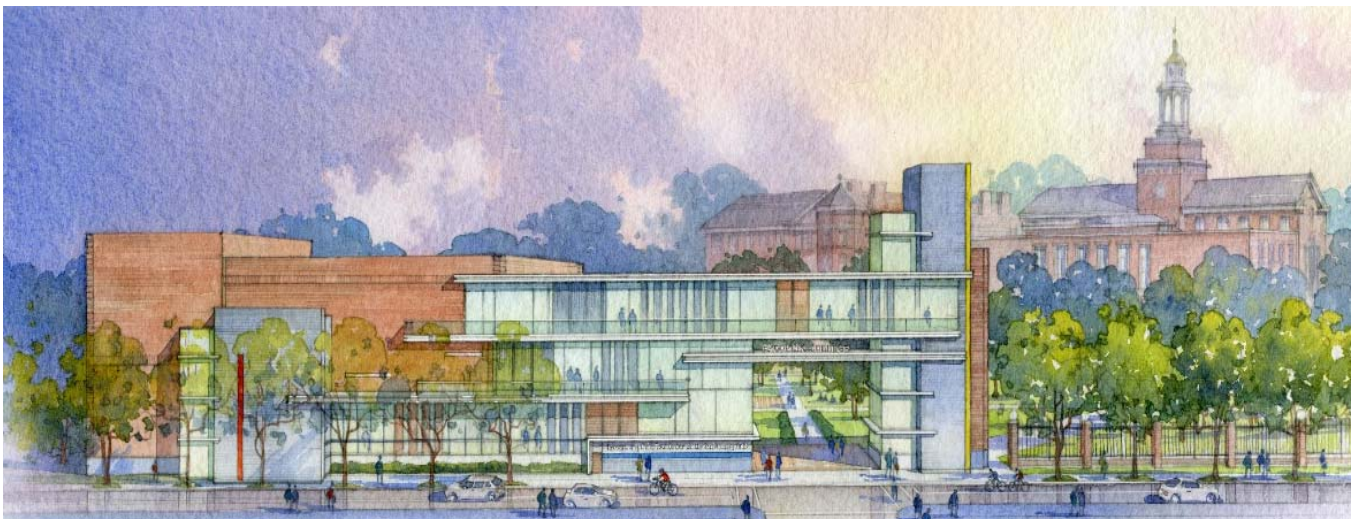
City College's Science Division currently occupies facilities that cannot be cost-effectively renovated to support research at the College. The New Science Building will address this need by providing an additional 194,000 GSF of research space. The building will be designed and constructed in tandem with the ASRC; the two facilities will be separate entities with shared core science facilities and amenities.

Excavation for the buildings is scheduled to commence shortly. Occupancy of both buildings is planned for the Fall term of 2013.

Performing Arts Center

Brooklyn College
Architect: Pfeiffer Partnership Architects

The College's performing arts facilities were constructed in the mid-twentieth century and cannot accommodate the modern program amenities expected by today's students. This project will demolish Gershwin Hall and build a new performing arts instructional facility that will also create a new gateway into the College from the Campus Road entrance. Pfeiffer Partnership Architects are designing this facility to include performance space, classrooms and practice rooms dedicated to music, a music and theatre rehearsal room, workshops, and faculty offices. The existing scene shop and back-of-the-house functions will connect the new facility to Whitman Hall. The project's existing funding includes a private donation of \$20 million from alumni. The project is in design with an anticipated construction start of late Fall 2009.



School of Social Work

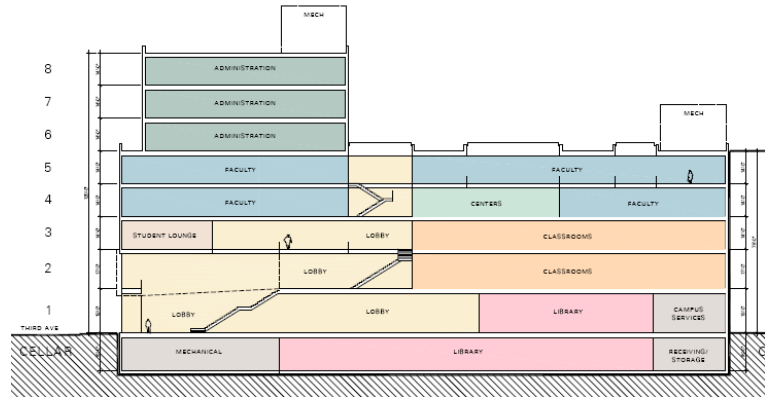
Hunter College

Architect: Cooper, Robertson & Partners

The existing building that houses Hunter College's School of Social Work is very inefficient and has a number of infrastructure problems.

A site has been selected in East Harlem to construct a new building for the School. The planned 142,000 GSF building will house instructional space, a library, centers, and institutes. The permanently-owned facility is being developed through a public/private partnership in an effort to leverage real estate resources to support the project. \$40 million has been provided by the Silberman Fund.

The new facility is scheduled for occupancy in September 2011.



North Instructional Building

Bronx Community College

Architect: Robert A.M. Stern Architects

This project will create a new instructional building with state-of-the-art classrooms and a library and information commons that will enable the college to replace existing classrooms that are ill-suited for teaching and learning. The new 98,000 GSF building will be constructed on the north side of the main campus quadrangle, in a key location that defines the College's major open space and adheres to the original Master Plan campus concept by architects McKim, Mead and White at the turn of the 20th century. Design is complete and construction is anticipated to begin in Spring 2009. Occupancy is planned for September 2011.



Basis of the Program

The objective of the Capital Program is to support the mission of the City University of New York by providing facilities that serve the University's approved educational programs. 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 entirely 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 2009-10 through FY 2013-14 is based on the following guidelines:

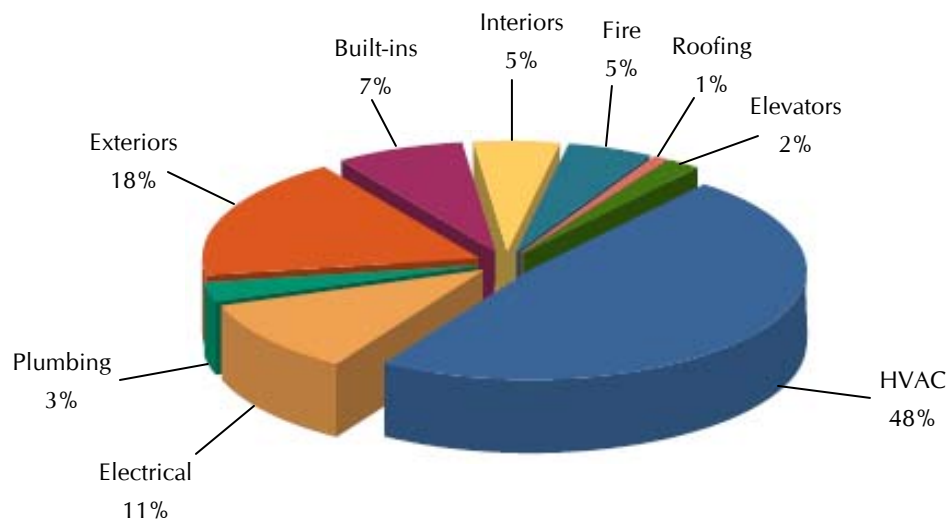
1. Critical Maintenance

An ongoing initiative in this Capital Budget Request 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, over a ten year period. Items to be addressed will 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 renewal activities are essential to maintaining a state of good working order for existing facilities and their supporting infrastructure.

In September 2007, CUNY, with the assistance and support of the New York State University Construction Fund (SUCF), initiated and completed a Building Condition Assessment Survey (BCAS) using software developed by SUCF. The results of the BCAS were analyzed by Dr. Frederick Biedenweg. Using the life-cycle model based on current replacement cost, Dr. Biedenweg was able to provide CUNY with the funding needs required to eliminate its backlog of deferred maintenance, as well as the funding needed to replace or reconstruct facilities, their components, and subsystems as they approach the end of their useful life (renewal costs).

According to the analysis, the Critical Maintenance need for this Five-Year Capital Plan period is an average of \$400 million per year, for a total of \$2 billion. The Capital Budget Request contains several projects that have a Critical Maintenance component or are themselves Critical Maintenance projects. As a result the lump-sum request for Critical Maintenance is \$757 million, for a total request of nearly \$1.9 billion.

The pie graph below shows a breakdown of the University's deferred maintenance by building components, according to the study.



The chart on the following page provides a detailing of the projects initiated by CUNY within the last year using FY 08-09 Critical Maintenance appropriations as well as previously-received CUNY-Wide lump sum funds.

Critical Maintenance Projects Initiated, September 2007 – November 2008

(Costs in thousands)

\$284.2 million in Critical Maintenance funding received in FY 2008-09

A. Critical Maintenance (Senior Colleges) -- \$132.6 million appropriated to individual colleges in FY 2008-2009

| Overall | |
|-----------------------|-----------|
| Number of Projects | 28 |
| \$ Amount of Projects | \$123,155 |

| By Category | | | |
|-------------------------------------|--------------------|-------------------------------|-----------------------|
| Senior College Critical Maintenance | Number of Projects | Number of Schools / Locations | \$ Amount of Projects |
| Façade / Exterior Repairs | 7 | 5 | \$50,213 |
| Interior Repairs | 5 | 4 | \$12,973 |
| Roof Repairs / Replacements | 2 | 2 | \$7,000 |
| HVAC / MEP | 14 | 6 | \$52,969 |
| Total | 28 | 17 | \$123,155 |

B. CUNY-Wides (Senior Colleges) -- projects funded from reappropriations and \$151.6 million appropriated in FY 2008-09

| Overall | |
|-----------------------|----------|
| Number of Projects | 156 |
| \$ Amount of Projects | \$89,679 |

| By Category | | | |
|---------------------------|--------------------|-------------------------------|-----------------------|
| Senior College CUNY-Wides | Number of Projects | Number of Schools / Locations | \$ Amount of Projects |
| Health and Safety | 36 | 13 | \$15,436 |
| Facilities Preservation | 57 | 12 | \$37,759 |
| MEP | 17 | 8 | \$9,859 |
| ADA | 12 | 7 | \$3,082 |
| Energy Conservation | 26 | 11 | \$14,129 |
| Science Lab Upgrades | 6 | 5 | \$8,200 |
| Bathroom Upgrades | 2 | 2 | \$1,214 |
| Total | 156 | 58 | \$89,679 |

C. CUNY-wides (Community Colleges and Medgar Evers) -- projects funded from reappropriations and \$67.4 million appropriated in FY 2008-09

| Overall | |
|-----------------------|----------|
| Number of Projects | 23 |
| \$ Amount of Projects | \$24,146 |

| By Category | | | |
|------------------------------|--------------------|-------------------------------|-----------------------|
| Community College CUNY-Wides | Number of Projects | Number of Schools / Locations | \$ Amount of Projects |
| Health and Safety | 11 | 8 | \$12,659 |
| Facilities Preservation | 6 | 3 | \$6,887 |
| MEP | 4 | 2 | \$3,450 |
| ADA | 2 | 2 | \$1,150 |
| Total | 23 | 15 | \$24,146 |

2. Approved Academic Master Plan

In June 2008, The City University Board of Trustees approved a new Academic Master Plan for 2008-2012 that is pending approval by the New York State Board of Regents. CUNY's 2008-2012 Master Plan builds on the reforms and initiatives accomplished through its 2000-2004 Master Plan and 2004-2008 Master Plan. The 2008-2012 Master Plan embraces and 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 fundamental 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, both the University's annual Capital Budget request and the Five-Year Capital Program must reflect the academic policies outlined in the overall Academic Master Plan.

This year's capital budget responds to the Academic Master Plan by continuing previous years' emphasis on remodeling and renovation of existing 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 multiple 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. 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 at regular intervals, or as warranted by changing conditions. In developing or amending 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 master plans is to phase out leased and temporary facilities as soon as funds become available to replace them with appropriate permanent facilities.

4. Approved Space and Utilization Guidelines

Instructional space needs are calculated by applying adopted space guidelines for various academic disciplines to current and projected enrollment of full-time equivalent students (FTES) in each discipline. Instructional support and administrative spaces are also subject to utilization guidelines summarized below. Both the space and utilization guidelines are reviewed and revised as applicable for each college master plan and for individual proposed projects. The University's instructional space utilization guidelines are as follows:

| | Hours Per Week To Be Scheduled | Stations Occupancy Guidelines |
|----------------------------------------|-------------------------------------------|------------------------------------------|
| Lecture Classrooms, Senior Colleges | 30 | 80% |
| Lecture Classrooms, Community Colleges | 30 | 80% |
| Teaching Laboratories | 24 | 80% |

Faculty office space need is calculated based on the projected number of full-time equivalent faculty (FTEF) for each campus. Single station office space is planned at the rate of 130 net assignable square feet (NASF) per FTEF, with an additional 40 NASF of support space for each office.

Existing space calculations are based on the CUNY Facilities Database inventory. See "University Statistics" section that follows for selected statistics from the available data. Additional facilities data can be accessed online at www.CUNY.edu by clicking on "Administration" and "Capital Budget."

5. Cost Estimates/Schedules

Original cost estimates are developed through specific feasibility studies or by applying comparable cost data. The Dormitory Authority of the State of New York (DASNY) reviews the major bonded projects whose cost exceeds \$2 million, based upon their 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 as requested. If appropriations are delayed, completion dates and costs are adjusted accordingly.

6. Green and Sustainable Buildings

CUNY is committed to minimizing its ecological impact and promoting a culture of sustainability throughout the University. In furtherance of this commitment, 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 over the next 10 years. The CUNY Sustainability Project has been created in order to achieve these goals. In addition, a CUNY Task Force on Sustainability has been formed to oversee this decade-long mission, and coordinate the many and varied campus based efforts to adopt sustainable behaviors. Among the capital initiatives being implemented to reach this goal are the following:

- a) Green Architecture: All new CUNY buildings will be a minimum of LEED-certified Silver or have green elements as part of their design and construction. This commitment will also permit the University to comply with NYC Local Law 86 where New York City funding of projects is involved.
- b) Energy Conservation: As a member of the University Challenge, CUNY seeks to achieve a 30 percent reduction in greenhouse gasses by the year 2017, relative to its Fiscal Year 2005 baseline. CUNY also seeks to comply with State and City executive orders that aim to reduce energy consumption and improve efficiency of existing buildings, which includes the following efforts:
 - CUNY, together with DASNY, has expanded its Energy Performance contracting beyond boilers, chillers and mechanical equipment replacement to include building envelopes, retro-commissioning and alternative energy systems.
 - CUNY continues to develop a method for the installation of alternative energy systems through a collaborative contract effort with the New York Power Authority (NYPA) and DASNY, which will support cost-effective projects through capital as well as heat, light, and power operating funds.
 - CUNY will institute University-wide programs for utilizing solid-state lighting, upgrading steam equipment, and improving building envelopes as cost effective approaches for energy and CO₂ reduction.
 - CUNY will seek installation and maintenance of building management system (BMS) controls as an essential tool for ensuring the best performance of our buildings, minimizing operating costs, and providing a comfortable learning environment for students.
 - CUNY will invest in projects that realize energy saving through its Green Campus Loan Fund. This fund leverages donated private capital to invest in projects that will realize energy savings at CUNY.

As part of the Decade of Science, the University has established the Energy Institute at City College, which will coordinate the efforts of scientists and engineers from throughout CUNY to focus their research on issues of battery life, distributed generation, and alternate fuel sources.

Additionally, in order to provide a crucially-needed path into the New York City market for sustainable business enterprises and to support commercialization of technologies developed by CUNY researchers and partners, CUNY is building a new Sustainable Business and Technology Incubator on the Bronx Community College Campus. The incubator is being established in partnership with the Center for Sustainable Energy and is designed to act as a facilitator for those businesses that focus on developing sustainability-related products, technologies, and services. The incubator is an essential step toward implementing existing and emerging Federal, State and City sustainability initiatives.