The City University of New York
Five-Year Capital Plan Request FY 2010-11 through FY 2014-15
and New York City Reso-A Request FY 2011

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 in 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 with 26 million square feet that include classrooms, state-of-the-art computer centers, science and language laboratories, theaters, gymnasiaums, greenhouses, astronomy observatories and many other uses. A substantial amount of the space is more than 30 years old, and the average building age exceeds 50 years. These factors impact the University’s capital program needs and this capital request.

A recent development shaping CUNY’s capital program is its record enrollment growth. This fall, the University has more than 259,000 degree-credit students and nearly 270,000 registrations in adult, continuing and professional education programs. The number enrolled in credit-bearing courses is more than 6 percent higher than in fall 2008 and a historic peak for the University. The most current statistics show growth surging even higher this year.

CUNY’s unprecedented growth has burdened its already 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 additional space.

The University’s Five-Year Capital Plan Request to the State and City for Fiscal Year 2010-11 through Fiscal Year 2014-15 is $5.3 billion: $4 billion for the Senior Colleges and $1.3 billion for the Community Colleges. The amount requested for the first year is $1.4 billion. This $5.3 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 for the next five years include:

- An ongoing Critical Maintenance initiative intended 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 Sciences Initiative.
- CUNY FIRST, another Chancellor Initiative, that will allow the University to develop integrated data services at individual campuses and across the system.

For FY 2011, the University also is requesting approximately $94 million from the New York City Council and Borough Presidents (Reso-A funding) to address smaller-scale projects and equipment purchases.

The images that follow illustrate some of the projects included in the University’s Capital Budget Request.
Advanced Science Research Center, Phase I
City College New Science Facility
Architects: Flad & Associates/
Kohn Pedersen Fox Associates

Phase I of the CUNY-Wide Advanced Science Research Center project will construct a 206,000 square-foot shared-research facility on the City College campus. The facility will 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 building is being designed and constructed in tandem with City College’s 194,000 square-foot New Science Facility. The two facilities will be separate entities with shared core science facilities and amenities.

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 new, approximately 350,000 square-foot Academic Building I will be constructed on the site of the College’s Klitgord Building. It will be a mixed-used facility with 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; the additional funding requested this year is needed to initiate demolition of the Klitgord Building and construction of the new building.
Performing Arts Center
Brooklyn College
Architect: Pfeiffer Partners Architects PC

The College’s performing arts facilities were constructed in the mid-20th century and cannot accommodate the modern program amenities needed by today's students. This project will build a performing arts instructional facility that also will create a new gateway into the College. The project’s funding includes a private donation of $18 million from alumni. Design is nearing completion; the additional funding requested this year is needed to commence construction next year.

Academic Village / Conference Center
York College
Architect: to be determined

This project will create an Academic Village/Conference Center on the site of the existing 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 only. The College's ongoing Master Plan Amendment will provide guidance on the building’s internal space program.
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. As a short-term measure, a sidewalk bridge has been erected to protect pedestrians, but the 168,000 square-foot façade must be replaced. This project will replace the façade with a curtain wall that will protect the interior from intrusion from the elements and prevent energy loss. Completion will bring the building into compliance with City Local Law 11.
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 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.

Major construction starts:

- CUNY-Wide Advanced Science Research Center, Phase I and CCNY New Science Facility
- Lehman College: New Science Facility, Phase I
- Bronx Community College: North Instructional Building
- Borough of Manhattan Community College: Replacement of Fiterman Hall

Other accomplishments:

- Completed Critical Maintenance survey of college facilities, which resulted in $568 million in new State funding so far and a commitment for more in future years.
- State law was changed this year 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.
- CUNY management of projects: Under a new 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.
- Physical Master Plan update was completed for Baruch College.
- Physical Master Plan updates were initiated for City College, College of Staten Island, York College, Hostos Community College and Brooklyn College.
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 2010-11 through FY 2014-15 is based on the following guidelines:

1. Critical Maintenance and Returning Campuses to a State of Good Repair
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. 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 facilities and their supporting infrastructure.

In September 2007, with the assistance and support of the State University Construction Fund, CUNY completed a Building Condition Assessment Survey using software developed by the Fund. The results were analyzed by Frederick Biedenweg of Pacific Partners Consulting Group. Using the life-cycle model based on current replacement cost, Biedenweg provided CUNY 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).

In September 2009, CUNY campus facilities officers reconvened with Biedenweg to begin the update to the 2007 figures. The campuses presently are evaluating the list of capital projects completed since September 2007 against the remaining facility needs to inform an updated assessment of CUNY’s backlog of deferred maintenance and renewal needs.

According to the 2007 analysis, the Critical Maintenance funding need for the Five-Year Capital Plan period of 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, the lump-sum request for Critical Maintenance is $1.7 billion for a total request of nearly $2.7 billion. 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:

The following tables summarize the Critical Maintenance projects initiated by CUNY in the last two years using $284.2 million in Critical Maintenance funding received in FY 2008-09 and $284.2 million in FY 2009-10 as well as previously received CUNY-Wide lump-sum funding (costs reported in thousands).

A. Critical Maintenance appropriations to individual Senior Colleges

<table>
<thead>
<tr>
<th>Project Category</th>
<th>Number of Projects</th>
<th>Number of Campuses / Locations</th>
<th>$ Amount of Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Façade / Exterior Repairs</td>
<td>8</td>
<td>6</td>
<td>$47,713</td>
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<tr>
<td>Interior Repairs</td>
<td>7</td>
<td>6</td>
<td>$19,473</td>
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<tr>
<td>Roof Repairs / Replacements</td>
<td>2</td>
<td>2</td>
<td>$7,000</td>
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<tr>
<td>HVAC / MEP</td>
<td>14</td>
<td>6</td>
<td>$58,392</td>
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<td><strong>Total</strong></td>
<td><strong>31</strong></td>
<td><strong>20</strong></td>
<td><strong>$132,578</strong></td>
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B. CUNY-Wide lump-sum appropriations for Senior Colleges

<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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</thead>
<tbody>
<tr>
<td>Health and Safety</td>
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<td>14</td>
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<tr>
<td>Facilities Preservation</td>
<td>83</td>
<td>12</td>
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<td>MEP</td>
<td>34</td>
<td>13</td>
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<tr>
<td>ADA / Code Compliance</td>
<td>24</td>
<td>10</td>
<td>$9,287</td>
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<tr>
<td>Energy Conservation</td>
<td>39</td>
<td>12</td>
<td>$16,272</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><strong>243</strong></td>
<td><strong>72</strong></td>
<td><strong>$134,452</strong></td>
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C. CUNY-Wide lump-sum appropriations for Community Colleges

<table>
<thead>
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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>
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<tr>
<td>Health and Safety</td>
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<td>8</td>
<td>$13,728</td>
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<tr>
<td>Facilities Preservation</td>
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<td>MEP</td>
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<td>ADA / Code Compliance</td>
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<td>3</td>
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<tr>
<td>Energy Conservation</td>
<td>4</td>
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<tr>
<td>Science Lab Upgrades</td>
<td>1</td>
<td>1</td>
<td>$1,120</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>45</strong></td>
<td><strong>25</strong></td>
<td><strong>$39,115</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 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, the University’s annual capital budget request and the Five-Year Capital Plan reflects the academic policies in the Academic Master Plan.

This year’s capital budget request responds to the Academic Master Plan by continuing previous years’ emphasis on 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 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. This 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 NYC Local Law 86 and NYS 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-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. The program 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 NYC Local Law 86 and NYS 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.

- Concurrent with the Climate Action Plans, CUNY is instituting a 10-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.