UCONN
UNIVERSITY OF CONNECTICUT

June 29, 2016

TO: Members of the Board of Trustees

FROM: Scott A. Jordan
Executive Vice President for Administration and Chief Financial Officer

Mun Y. Choi
Provost and Executive Vice President for Academic Affairs

RE: Fiscal Year 2017 Capital Budget

RECOMMENDATION:

That the Board of Trustees approve a capital budget in the amount of $274,552,000 for Fiscal Year 2017.

BACKGROUND:

The proposed capital budget for FY17 of $274,552,000 includes $240,400,000 of UCONN 2000 bond funds and $34,152,000 of other UConn funds. The UCONN 2000 statutory authorization "cap" for bond funds has been decreased by $26 million in FY17 and increased by the corresponding amount in FY18. As with previous capital budgets, these funds support cash flows for both current year projects and prior years' projects.

Two documents are attached that provide additional information:

- Attachment A - the proposed FY17 capital budget plan
- Attachment B - the UCONN 2000 Phase III Plan by Fiscal Year

While many small Next Generation Connecticut projects have already reached completion, the first three major projects – Next Generation Connecticut Hall, Monteith Building Renovation, Putnam Refectory Renovation – are expected to be complete in August 2016. By July 2017, the new Engineering & Science Building as well as the new Hartford Campus will be complete. Thanks to the strong support from the State via UCONN 2000, these Next Generation Connecticut projects are continuing the transformation of modernizing, rehabilitating and expanding the UConn campuses.

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The key elements underlying the revisions to the capital budget plan are detailed below. These changes are driven by academic priorities, economic realities of construction costs and project timelines, and the importance of spending bond proceeds in a timely manner.

Program & Planning Adjustments:
The Next Generation Connecticut initiative priorities are the driving force for the adjustments made to the UConn capital budget plan. Next Generation Connecticut is a $1.5 billion transformational investment in the University that most academic institutions only dream of. It will enable the University to build more laboratories, classrooms and dorms, enroll more students, secure advanced scientific equipment, create an outstanding campus in downtown Hartford, and attend to deferred maintenance needs across all campuses. This initiative is launching UConn into the top tier of international universities not only in the fields of Science, Technology, Engineering and Math (STEM), but in every single discipline in this modern age, where disciplines are increasingly intertwined. Planning for Next Generation Connecticut will continue to be thoroughly integrated into academic planning for the entire University throughout the process.

Over the past year, the Next Generation Connecticut capital budget plan has been adjusted due to the following:

- Revised cashflows or timing changes: STEM Research Center 1, Engineering & Science Building, Bergin renovations, Gampel Pavilion dome repair, Fine Arts addition, FOG Phase II, Mansfield Training School renovations, and Stamford improvements.
- Scope changes and (un)favorable bids: increases-Gant renovations, North Eagleville Road infrastructure repairs, Hartford Campus renovations, Heating Plant roof repair, and Young Building envelope repairs; decreases-Monteith renovations, Avery Point building demolition, water line repairs, and South Campus envelope repairs.
- New projects: Utility framework modeling & mapping, campus infrastructure upgrades and landscape repair programs, exigent steam repairs, UConn Health Electronic Medical Records (EMR), and capital program software.
- Defunding of projects: STEM Research Center 2, Avery Point classroom/waterfront upgrades, Honors Dorm, and Nathan Hale acquisition (funded from other UConn funds).

For UConn Health, the Bioscience CT planning and design was initiated in June 2010 and construction activities are continuing at a rapid pace. While there are many interdependencies between the projects which have dictated much of the timing of the individual components, the program is on schedule and completion is planned for 2018. A significant amount of progress towards Bioscience CT goals has been achieved. Many projects either have been or soon will be substantially complete. The new Ambulatory Care Center was completed in late FY15 and in FY16 the Incubator Lab Addition, Main Building Lab Renovation Project 1, and the new University Hospital Tower Phase 2 were completed. By March 2017, the Main Building Lab Renovation Project 2 will be ready, and by June 2017, the Academic Building Addition & Renovation will be complete.

In order to manage all University fund sources in a more strategic manner, UConn is proposing an all funds capital budget for approval. While UConn has always utilized other non-UCONN 2000 bond fund sources for capital projects, those funds have not been included in the annual capital budget proposal. Presentation of this data provides additional transparency. Note that UConn Health includes non-UCONN 2000 bond funds for capital projects in their annual Spending Plan proposal.

Indenture Amendments:
The law specifically gives the Board the authority to make revisions to project budgets and related indentures. It would be virtually impossible to manage a twenty-nine-year capital program without the authority to make such adjustments. These revisions are complex because 1) there are many projects, 2) UConn must operate within statutory annual bond caps, 3) tax-related expenditure requirements must be observed and 4) the adjustments to many lines generally involve projects which span a number of years. While revisions may affect current projects, given the annual bond caps, they also have a rollout effect over the next decade. The Board of Trustees also has the authority to amend past indentures in order to reflect changes as project budgets are finalized or other events affect the capital budget for a given prior fiscal year. At this time, changes to two Supplemental Indentures are requested.

A brief description of the projects included in the FY17 capital budget is included below. These are very general summaries; individual project budget descriptions (which are acted upon separately) provide much more detail regarding project scope, timetable, cost and funding sources. As always, the proposed use of capital funds for UConn Health is forwarded to you with the recommendation and endorsement of UConn Health's Board of Directors, who discussed and acted on these items on June 13, 2016.

Storrs and the Regional Campuses

Academic and Research Facilities
Currently, there are three major projects in various stages within this category: MAA, Gant Renovations, STEM Research Center 1.

The Main Accumulation Area (MAA) for Regulated Waste building is in construction. The new facility will be sized to adequately handle the three types of waste that are generated, including biological, chemical, and low level radioactive. The diversity of wasted dictated certain building design features that promote the safety of operation. Therefore, the University required a building of approximately 8,200 square feet of space in a single level structure with processing and containment areas located adjacent to a central loading dock/receiving area. Completion is expected by December 2016.

The 285,000 gross square foot Gant Science Complex will be renovated to accommodate current and future University needs in response to growing student enrollment in STEM programs. These improvements will include classrooms, lecture halls, teaching and research laboratories, faculty offices and support spaces. Exterior site and plaza areas will be improved to make them more inviting and accessible to the campus community. The building envelope (facades and

roofs) will be reconstructed to provide a more attractive waterproof skin with better energy performance. Planning and design of the Gant Building Renovations is underway. Phased construction is anticipated to begin in Spring 2017 and be complete in Fall 2021.

The STEM Research Center 1 building is a keystone in the effort to fulfill the mandates of Next Generation Connecticut. As envisioned, the facility would be an approximate 200,000 gross square foot building that would provide critical new research facilities for the existing and new STEM faculty. Just as important, the new construction would provide essential swing laboratory space for the renovation of existing laboratory facilities. Programming and design is anticipated to start in the summer of 2016 and construction is scheduled to be substantially complete in the fall of 2020.

Arjona and Monteith
Renovation of the Henry Ruthven Monteith Building is underway. Originally planned as "swing space", the 68,000 square foot Monteith building and the adjacent Schenker Lecture Hall are being reprogrammed as a new home for the Math Department which will vacate a wing of the Gant complex. While the existing exterior will remain unchanged, the interior will be gutted and reconstructed – providing classrooms, offices, conference rooms and support spaces. Construction commenced in October 2015 with anticipated substantial completion in July 2016.

Deferred Maintenance/Code Compliance/ADA Compliance/Infrastructure Improvements & Renovation Lump Sum
The 2007 amendments to the law define the "deferred maintenance" portion of the project name as "repair of an infrastructure or structure that was not maintained, repaired or replaced in the usual course of maintenance and repair." In addition, the University intentionally designs project to repair under-maintained facilities and infrastructure up to current standards. In general, projects fall into one or more of the following categories:

- Safety, code and ADA required improvements
- Roof and exterior repairs
- Building mechanical system improvements
- Utilities repairs and upgrades
- General building renovations
- Roads, walks and grounds
- Environmental remediation

Engineering/Science Building
The School of Engineering is located in several buildings, five on the main Storrs campus and four at the Depot campus. The three oldest and least renovated buildings on the main campus were built between 1959 and 1987 and can no longer support emerging interdisciplinary engineering programs such as bioengineering and nanotechnology. A new five story Engineering and Science building will be located at the site of the Old Central Warehouse with three floors of Engineering and two floors of Life Sciences including the Institute for Systems Genomics. Construction began in June 2015 and is anticipated to be complete in July 2017.

Deferred maintenance projects in the remaining Engineering buildings are ongoing including code upgrades, mechanical improvements and interior renovations in all engineering buildings.

Equipment, Library Collections & Telecommunications
The enhancement of the University's infrastructure includes its instructional and scientific equipment. The equipment replacement category permits the University to replace outdated items with state of the art laboratory devices and computers. The funding encompasses seven major categories: management information systems, computers, research equipment, instructional equipment, furnishings, operational and public safety support and library materials. Library materials are no longer purchased with UCONN 2000 funds; this expense is part of the operating budget.

Fine Arts Phase II
Numerous planning and design studies performed since 1991 have evaluated the needs of the School of Fine Arts. In response to these studies, the Storrs Center initiative, and the dispersal of the School of Fine Arts (SFA) facilities throughout the Storrs and Depot campuses since 1991, a Master Plan has assessed the condition of the current facilities, updated the program requirements of the School, and made draft recommendations to guide the use of UCONN 2000 funds for the School. The scope of this project has been focused to address façade repair and replacement at the Drama and Drama-Music buildings and add a 30,000 square foot production facility. It will centralize production functions into a multipurpose facility which includes scene, stage, welding, lighting and costume shops. The University has selected an architectural team to provide existing conditions assessments, programming, design, and documentation and construction observation services. Construction is expected to start in spring of 2017 with anticipated completion Fall 2018.

Hartford Relocation Acquisition/Renovation
Design of the new UConn Hartford campus was finalized and site construction began in the summer of 2015. The new main campus building will be in a central location at the site of the historic Hartford Times Building in the downtown Front Street District of Adriaen's Landing. The historic building will be restored and incorporated into the new design. The new campus will include classrooms, a 75 seat lecture hall, labs, faculty offices, tutoring centers, conference rooms, study rooms, break out rooms, café and staff offices.

The new main building design includes a central atrium space and a courtyard for outdoor activities. The project includes first floor retail spaces that activate the urban streetscape and integrate the project with the existing Front Street commercial district. The project is scheduled for completion in July 2017. The University is evaluating strategic partnerships with the neighboring institutions and businesses in order to avoid over-building and will use underutilized existing space in the market to supplement its new building. The University purchased a 32,000 square foot building at 38 Prospect Street and is finalizing an operating and shared use agreement with the Hartford Public Library as other campus components. The result will be a neighborhood campus that helps to revitalize downtown Hartford.

Heating Plant Upgrade
The University completed an expansion to the existing heating plant, a new Cogeneration system, in 2006. At the time of construction, spaces to accommodate a future chiller and emergency generator were incorporated should the University require additional cooling and power. The advent of the Next Gen program necessitates several internal updates to the plant, including condensate piping repairs, new controls, the additional chilled water generator and the emergency generator. For FY17, the Chiller and Boiler House roofs project includes discarding all abandoned roof equipment and stacks, removes and replaces the existing roof structure and roofing system. It also includes repair and replacement of existing parapets and code-mandated upgrades to the life safety system, and provides enhanced seismic bracing at the parapet level of the building envelope. Completion is expected by November 2016

Jorgensen Renovation
This facility was constructed in 1956 for orchestra performances. Over the years, it has been modified to accommodate events and gatherings. The building contains five levels, including mezzanine levels above the basement and first floor. With a total of 76,408 square feet of space, the lower floor houses the Little Theatre, the Jorgensen Gallery, and a television studio. The upper floor contains a 2,600-seat auditorium, lobby areas, and support facilities. At this point, FY17 funding will provide additional support for limited repairs and renewal of the HVAC system.

Parking Garage #3
The University's Facilities Master Plan identified the need for and recommended a proposed site for a third parking garage. In the UCONN 2000 program, the North Parking Garage was constructed in the north side of the campus and the South Parking Garage was constructed in the campus core next to Gampel Pavilion. The location of this third garage will be synchronized with the development of a new research building to be located on the surface parking lot north of the North Garage. The new parking garage will be sited in a location that will serve the entire future development of the Northwest Science Quadrant.

Residential Life Facilities
This named project represents the overarching authorization to undertake activities to provide housing and dining facilities for the University's students. Although the quantity and the diversity of campus living arrangements were expanded under the first two phases of UCONN 2000, much remains to be done. Some renovations of the older dormitories, code improvements and sprinkler installations were accomplished. Multiple projects were completed for the installation of sprinkler systems, replacement of elevators, as well as windows and roofs in various residential facilities.

The new design/build Next Generation CT residence hall is presently under construction with completion expected in July 2016. The Next Generation CT residence hall is located in the Hilltop Residential area and will have a living/learning community, as well as approximately 725 new beds and staff and director apartments. Also, FY17 funding will support façade repairs at the South Campus complex as well as other deferred maintenance needs in all of the residential and dining facilities.

Stamford Campus Improvements/Housing
When the Stamford Downtown Campus was constructed, the majority of funds were spent on academic building and site work. Further improvements need to be undertaken. The FY17 funds will continue support of the Cooling Tower Replacement project. The two existing cooling towers were installed in 1997 and have surpassed their useful life – tower casings are deteriorated and cause numerous water leaks. Other age related issues involve the deterioration of fans and piping connections, valve corrosion, damaged bearings and excessive noise. This project to replace the towers is expected to be complete in Fall 2016.

UConn Health

Deferred Maintenance/Code/ADA Renovation Lump Sum
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- Safety, code and ADA required improvements
- Roof and exterior repairs
- Building mechanical system improvements
- Utilities repairs and upgrades
- General building renovations
- Roads, walks and grounds
- Environmental remediation

Equipment, Library Collections & Telecommunications
These funds are allocated to support the UConn Health's equipment, needs and telecommunications infrastructure improvements. More specifically, the project line covers computers, management information systems, research equipment, instructional equipment, furnishings, and operational and public safety support. Outmoded items must be replaced with equipment that is necessary to support research and instructional activities, maintain building compliance, conserve energy and provide a safe environment for the students, staff, and those who use UConn Health services.

Main Building Renovation
UConn Health's Main building includes access areas used by the general public as well as research, academic and clinical space. The focus of this renovation is the building's research facility and major building mechanical systems. The research area of the facility consists of seven floors, which house over 200 laboratories and support space. Over the life of the building, no substantial renovations or upgrades have been undertaken.

An early phase of this project, the Clinical Skills Renovation, was completed in December 2007. This project renovated a portion of the Main Building to allow for the relocation and expansion of the Clinical Skills teaching program. The expanded program includes the use of a life-size programmable mannequin with a computerized graphical user interface used to teach clinical and decision making skills during realistic patient care scenarios.

The remainder of the work for the Main Building Renovation focuses on the Health Center's largest research facility, the "L" (LAB) building, which houses over 280,000 square feet of research labs and support space. The renovations are being implemented via two separate projects. "Project 1" which renovated approximately 50% of the total space, is complete and the reconfigured lab spaces are in use. The renovated labs are dramatically improved with larger, more flexible layouts that promote collaboration between researchers. The labs are also much more energy efficient because aged heating and air conditioning, electrical, and plumbing systems have been replaced with modern technologically advanced systems.

A second project, "Project 2" was included as part of the Bioscience Connecticut initiative. Project 2, phase 1, began construction in early 2016. This project is expected to be complete in March 2017. Phase 2 is deferred at this time, pending funding from non-state bond fund sources.

Medical School Academic Building Addition and Renovations
Originally conceived as a separate floor in the new bed tower, additional medical education space is planned to support a potential 30% increase in dental and medical student class sizes. As a result of conceptual planning work, the education space is now being constructed as an addition to the existing Academic (A) building. This approach provides a centralized location for the majority of the education activities. The project began construction in April 2015 and the addition will be complete in July 2016. The renovations will be completed in phases by June 2017.

UCH New Construction and Renovation
The existing John Dempsey Hospital (JDH) building lacked the capacity to accommodate evolving standards of care, new technologies and patient/provider expectations. Since construction completion in 1972, JDH's physical plant infrastructure, including mechanical, electrical, plumbing, HVAC and fire alarm systems and telecommunication cabling, has never been substantially renovated. The addition and renovation provides a new state of the art platform, including robust information technology systems, and new essential medical equipment for the delivery of healthcare and the education of the State's medical and dental students.

The recently completed phase 2 of this project constructed a new 169 patient bed tower as an addition to the existing Hospital (H) Building. The addition includes space for 13 new operating rooms and a new 42 bay Emergency Department. The renovation work for the existing H building is deferred pending funding.

The project's scope was expanded as part of the Bioscience Connecticut initiative to include 26,000 gross square feet of clinical support space and a second 400 car parking garage. Due to budget constraints, the clinical support space will not be fit-out as originally intended at this time, but will be used to house the IT electronic medical records implementation team.

The project is being implemented in phases as follows:

- Phase 1: New Parking Garage 3 and site utility work. This phase was completed in April 2013.
- Phase 2: Construction of the new bed tower, Emergency Department, Operating Room suite, and the new Parking Garage 2 (Construction began in June 2013 and is now complete).
- Phase 2B: Construction of final connecting corridors on the Main level will be complete in October 2016
- Phase 3: Renovations to the existing Hospital (H) building. (This phase is deferred pending the availability of funds from non-bond fund sources)

Clinic (C Building) Renovations
The existing clinical area of the Main Building will be partially renovated as part of the Bioscience Connecticut capital program. The focus of the renovations will be the Dental School's teaching clinics and the Pat and Jim Calhoun Cardiology Center. The project will also replace outdated mechanical and electrical building infrastructure components. The planning and design work is complete and the project construction is beginning.

Other UConn Funds

During FY17, UConn funds will be utilized for the following projects: Energy Services Performance Contract-Phase I, Recreation Center, Residential Life & Dining Services Facility Improvements, and Nathan Hale Acquisition. The University plans on issuing new debt in FY18 to reimburse the Recreation Center expenditures.

FY17 Capital Budget
Proposed Projects

UCONN 2000 - Storrs & Regional Campuses

Project Name	Phase III - FY17
Academic and Research Facilities	6,476,861
Arjona and Monteith	1,500,000
Deferred Maintenance/Code Compliance/ADA Compliance/ Infrastructure Improvements & Renovation Lump Sum	54,683,346
Engineering Building	17,406,970
Equipment, Library Collections & Telecommunications	9,000,000
Fine Arts Phase II	5,544,998
Hartford Relocation Acquisition/Renovation	68,424,318
Heating Plant Upgrade	1,806,897
Jorgensen Renovation	200,000
Parking Garage #3	250,000
Residential Life Facilities	13,570,333
Stamford Campus Improvements/Housing	426,277
Subtotal of Storrs & Regional Campuses	$ 179,290,000

UCONN 2000 - UConn Health

Project Name	Phase III - FY17
Deferred Maintenance/Code/ADA Renovation Sum	2,010,972
Equipment, Library Collections & Telecommunications	2,250,000
Main Building Renovation	22,679,657
Medical School Academic Building Renovation	4,599,988
UCH New Construction and Renovation	29,569,383
Subtotal of UConn Health	$ 61,110,000
Total UCONN 2000 Bond Funds	**$ 240,400,000**

Other UConn Funds

Energy Services Performance Contract - Phase I	16,452,000
Recreation Center	7,000,000
Residential Life & Dining Services Facility Improvements	4,000,000
Nathan Hale Acquisition	4,700,000
Contingency	2,000,000
Total Other UConn Funds	**$ 34,152,000**

Grand Total FY17 Capital Budget	**$ 274,552,000**

UCONN 2000 Phase III
Draft Phasing Plan for Informational Purposes Only - Revised 6/29/16

Project	FY05-FY16	FY17	FY18-FY24	Total Phase III
Academic and Research Facilities	$ 16,027,531	$ 6,476,861	$ 487,696,136	$ 510,200,528
Arjona and Monteith (new classroom buildings)	128,087,893	1,500,000	-	129,587,893
Avery Point Campus Undergraduate & Library Building	10,461,246	-	-	10,461,246
Avery Point Renovation	8,695,227	-	-	8,695,227
Beach Hall Renovations	5,396,957	-	-	5,396,957
Benton State Art Museum Addition	2,903,509	-	-	2,903,509
Biobehavioral Complex Replacement	3,589,141	-	-	3,589,141
Bishop Renovation	3,827,302	-	-	3,827,302
Deferred Maintenance/Code Compliance/ADA Compliance/ Infrastructure Improvements & Renovation Lump Sum	260,651,297	54,683,346	489,260,735	804,595,378
Engineering Building	67,068,837	17,406,970	9,937,740	94,413,547
Equipment, Library Collections & Telecommunications	124,816,496	9,000,000	165,383,812	299,200,308
Family Studies (DRM) Renovation	2,868,306	-	-	2,868,306
Farm Buildings Repairs/Replacement	5,036,397	-	1,371,907	6,408,304
Fine Arts Phase II	6,583,426	5,544,998	16,436,408	28,564,832
Floriculture Greenhouse	6,691,799	-	-	6,691,799
Gant Building Renovations	13,231,018	-	-	13,231,018
Gentry Renovation & Completion	9,628,209	-	-	9,628,209
Hartford Relocation Acquisition/Renovation	53,285,681	68,424,318	18,290,001	140,000,000
Heating Plant Upgrade	13,477,000	1,806,897	15,363,000	30,646,897
Intramural, Recreational & Intercollegiate Facilities	31,009,921	-	-	31,009,921
Jorgensen Renovation	3,734,475	200,000	-	3,934,475
Koons Hall Renovation/Addition	1,530,057	-	-	1,530,057
Lakeside Renovation	3,800,000	-	-	3,800,000
Law School Renovations/Improvements	16,766,343	-	-	16,766,343
Manchester Hall Renovation	846,302	-	-	846,302
Mansfield Training School Improvements	3,014,780	-	3,395,877	6,410,657
Natural History Museum Completion	500,000	-	-	500,000
North Hillside Road Completion	8,200,000	-	-	8,200,000
Old Central Warehouse Renovation	126,000	-	-	126,000
Parking Garage #3	75,699	250,000	69,127,383	69,453,082
Psychology Building Renovation/Addition	24,337,399	-	-	24,337,399
Residential Life Facilities	130,522,566	13,570,333	28,648,000	172,740,899
School of Pharmacy/Biology	6,000,000	-	-	6,000,000
Stamford Campus Improvements/Housing	1,107,426	426,277	9,800,000	11,333,703
Storrs Hall Addition	14,664,091	-	-	14,664,091
Student Union Addition	13,000,000	-	-	13,000,000
Support Facility (Architectural & Engineering Services)	16,583	-	-	16,583
Torrey Life Science Renovation & Completion	1,867,868	-	12,374,851	14,242,719
Torrington Campus Improvements	369,156	-	-	369,156
Waterbury Downtown Campus	1,893,022	-	-	1,893,022
West Hartford Campus Renovations/Improvements	6,774,305	-	-	6,774,305
Young Building Renovation/Addition	24,140,884	-	-	24,140,884
SUBTOTAL FOR STORRS & REGIONAL CAMPUS	**$ 1,036,624,150**	**$ 179,290,000**	**$ 1,327,085,850**	**$ 2,543,000,000**
CLAC Renovation Biosafety Level 3 Lab	16,835,000	-	-	16,835,000
Deferred Maintenance/Code/ADA Renovation Sum-UCH	44,892,867	2,010,972	649,150	47,552,989
Dental School Renovation	3,525,000	-	-	3,525,000
Equipment, Library Collections & Telecommunications-UCH	64,704,390	2,250,000	1,475,000	68,429,390
Library/Student Computer Center Renovation	1,266,460	-	-	1,266,460
Main Building Renovation	97,426,018	22,679,657	-	120,105,675
Medical School Academic Building Renovation	34,447,500	4,599,988	-	39,047,488
Planning & Design Costs	25,000,000	-	-	25,000,000
Research Tower	68,580,997	-	-	68,580,997
Support Building Addition/Renovation	100,000	-	-	100,000
UCH New Construction and Renovation	350,597,618	29,569,383	7,290,000	387,457,001
SUBTOTAL FOR UCONN HEALTH	**$ 707,375,850**	**$ 61,110,000**	**$ 9,414,150**	**$ 777,900,000**
GRAND TOTAL	**$ 1,744,000,000**	**$ 240,400,000**	**$ 1,336,500,000**	**$ 3,320,900,000**