The City University of New York
Five-Year Capital Plan Request FY 2013-14 through FY 2017-18
New York Works Ten-Year Capital Request | New York City Reso-A Request FY 2014

Founded in New York City in 1847 as The Free Academy, The City University of New York is the nation’s leading urban public university, serving more than 540,000 students at 24 institutions in New York City. The University is comprised of 11 senior colleges, seven community colleges, the William E. Macaulay Honors College at CUNY, the Graduate School and University Center, the CUNY Graduate School of Journalism, the CUNY School of Law, the CUNY School of Professional Studies and the CUNY School of Public Health. In September, CUNY opened its seventh community college at a new location in midtown Manhattan. It is the first new community college in New York City in four decades.

Located across the five boroughs of New York City, the facilities at CUNY’s campuses include the traditional and the innovative. The University has 300 buildings comprised of 27.6 million square feet used for classrooms, computer centers, science and language labs, theaters, gymnasiums, greenhouses, astronomy observatories and many other purposes.

Capital Budget Request -- Ten-Year Request for New York Works

In 2012, the governor, through legislation, created New York Works to reform and standardize the state capital investment process and focus on infrastructure as a key driver of the state’s economy. State-funded capital projects will be assessed for the extent to which they achieve regional and statewide economic goals. Late in the year, New York Works requested state entities, including CUNY, to submit 10-year capital budget requests. This was a significant change; in recent years, capital plans were five years. To facilitate this process, New York Works developed a template for use in submitting the 10-year capital budget request. State entities were instructed to organize requests for funding into the following capital plan categories as defined by New York Works:

1. State of Good Repair: projects that maintain the entity’s infrastructure in a state of good repair.
2. Capacity Optimization: projects that expand or contract facilities, buildings, or other capital infrastructure to match both current and anticipated user demand.
3. Transformational Initiatives: projects that result in significant advancement of statewide or regional strategies. Such projects would have a dramatic impact on the state's long-term economic competitiveness and strength, job creation or quality of life.

State entities also were instructed to organize their 10-year capital requests into appropriate program components. CUNY determined the following components for its capital program:

1. Critical Maintenance: projects that reduce the backlog of deferred maintenance in the system
2. Programmatic Expansion: construction of new facilities or expansion of existing ones
3. Adaptive Re-Use: conversion of existing facilities for an alternate programmatic use
4. Equipment/Software

The request for a 10-year plan came too late in the capital budget cycle to prepare a detailed request for the entire 10 years, but CUNY was able to respond. As a result, below is a summary of CUNY’s New York Works submission. New York Works requested that only state funds appear on the template; consequently, city funds are excluded.
New York Works Capital Request (state funds only)

Amounts are in thousands

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<th>Capital Plan Categories</th>
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**Capital Budget Request – Five Year Detailed Request**

This book details the University’s Five-Year Capital Plan Request to the state and city for Fiscal Year 2013-14 through Fiscal Year 2017-18. The request is $6.4 billion: $5.1 billion for the senior colleges and $1.3 billion for the community colleges. The total amount requested for the first year is approximately $1.7 billion. 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.
- New construction of space needed for academic programs. Highest priority is assigned to classroom and instructional laboratory facilities and to the replacement of temporary or leased space with permanent space.

For City Fiscal Year 2014, the University also is requesting approximately $89 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 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. The 350,000-square-foot Academic Building will be constructed on the site of the College's Klitzgord 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 complete, and demolition of the existing structure has begun; additional funding requested this year is needed to complete construction.

**Academic Village and Conference Center**  
York College  
Architect: Ennead Architects

This project will create an Academic Village/Conference Center on the site of the Classroom Building. The 165,000-square-foot facility will be the new home of the School of Business with state-of-the-art classrooms, computer labs and conference rooms that will be available for use by the community. It also will serve as the student center. The new building will transform the west side of the campus and add a vibrant new presence to the Jamaica, Queens community. Design is ongoing.

**Science and Health Professions Building**  
Hunter College  
Architect: Ennead Architects and Perkins Eastman

This project will relocate Hunter College's science programs, partially located at its Brookdale campus on East 25th Street, within walking distance of the main campus on East 68th Street. In a public-private partnership with Memorial Sloan-Kettering Cancer Center (MSKCC), CUNY-Hunter College and MSKCC propose to develop more than 1 million square feet on East 73rd Street. Hunter's share will be an approximately 390,000-square-foot science building that will support its health professions programs, including nursing and physical therapy; provide research labs for its chemistry, biology, psychology, physics and astronomy departments; and provide a lecture hall. The building was recommended in the college’s 1999 Master Plan. Design is underway.
The Field Building at 17 Lexington Avenue
Baruch College
Architect: Davis Brody Bond

The Lawrence and Eris Field Building, Baruch’s facility at 17 Lexington Ave, was built in 1928, and 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 underway, includes infrastructure upgrades and select programmatic fit-outs. The remaining phases will continue with the renovation of its 16 stories. The result will be a modern, state-of-the-art educational center.

Interdisciplinary High-Performance Computational Center
College of Staten Island
Architect: HDR

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, instructional and research labs, classrooms and dedicated student work areas. Design is under way.

Campus-Wide Utility Upgrades
Bronx Community College
Architect: Chu & Gassman / RCM Technologies

Another of CUNY’s significant critical maintenance needs, this project will provide upgrades to the failing Bronx Community College campus heating, cooling and electrical infrastructure, including central plant and distribution networks. The first phase of construction is nearly completed, and the second will commence shortly. Additional funding is needed to complete the remaining phases.
In the past five years, CUNY has initiated and completed work at a rapid pace. Between 2008 and 2012, the University added 13 new buildings and additions, translating to more than 1.6 million gross square feet. This fall alone CUNY opened five new buildings. An additional 2.3 million gross square feet of renovations and new construction are also in planning, design or construction.

**Issues Shaping the Capital Program**

**Aging facilities**
The most significant issue impacting CUNY’s capital program is the age of its facilities. The majority of the 27.6 million square feet of campus space is more than 30 years old, and the average building age is 50 years.

**History of deferred maintenance and the critical maintenance program**
A result of the age of much of CUNY’s facilities is the need for a state-of-good-repair program to systematically address the University’s capital facility renewal needs.

The state-of-good-repair program arose from a building condition assessment survey that CUNY completed in 2007 with the assistance and support of the State University Construction Fund (SUCF). The results were analyzed by Pacific Partners Consulting Group, now known as Sightlines Group. Using a 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 essential facilities and their components and subsystems as they approach the end of their useful life (renewal costs). Items identified included: 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.

The 2007 analysis identified a critical maintenance funding need of approximately $4 billion for the 10 fiscal years 2008-09 through 2017-18. In response to the analysis, in the FY 2008-09 budget, the state began to allocate $284 million in critical maintenance funding annually to the senior colleges to address state-of-good-repair. Since that year, CUNY received five appropriations of $284 million each. Hundreds of projects are active as a result, including numerous large projects such as City College’s Shepard Hall façade repair, Queens College’s New Science Building ventilation upgrades and upgrades to New York City College of Technology’s Voorhees Hall, in addition to numerous small projects that have been completed with these funds. Many more projects are in the planning phase.

Allocations to the community colleges have been slower due to the need to match state funds with an equal share of city funds but the current-year city budget intends to match all funding over a multi-year period. More than $300 million in critical maintenance projects at the community colleges have been funded. Several important projects are under way or will begin shortly on the community college campuses, including Phase II of Bronx Community College’s campus-wide utility upgrades, Kingsborough Community College’s boiler plant upgrade, Queensborough Community College’s electrical system upgrades and the replacement of the enormous façade of LaGuardia Community College’s Center 3 Building.

The system-wide survey was updated by the colleges in 2012 and analyzed by Sightlines Group. The initial results indicated that system deterioration had increased at a faster rate than the 2007 analysis anticipated. The updated survey confirmed that a state investment level of $4.4 billion is needed over the next ten years to reduce the backlog of deferred maintenance by 50 percent. With state critical
maintenance funding on hand, this translates to another $3.4 billion needed to achieve the target reduction of deferred maintenance. This year’s request for critical maintenance for the next five years is nearly $2 billion.

**Record-breaking enrollment growth**

CUNY has had a surge in enrollment over the last decade. Between 2001 and 2011, the number of degree-seeking students grew from approximately 197,000 to 271,000—a 37 percent increase that has strained already burdened facilities. The number of registrations in adult, continuing and professional education programs grew from 208,000 to 223,000 between 2001 and 2011, a 10 percent increase. And, the number of faculty and staff has increased from 29,000 to 39,000 to meet enrollment demands. The Capital Plan Request reflects the need to preserve and upgrade the University’s aging facilities and in some cases, due to the unprecedented overcrowding, add space such as the new Academic Building I at New York City College of Technology, the Academic Village/Conference Center at York College, the new Roosevelt Hall at Brooklyn College and the Interdisciplinary High-Performance Computational Center at the College of Staten Island.

**Changing pedagogy, changing facility requirements**

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

**Major completed projects during the previous five-year plan**

**2008**
- 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.

**2009**
- Queens College: The Summit Residence Hall, August 2009. Added 506-bed student housing facility (project completed by means of private developer agreement).
- Queensborough Community College: Kupferberg Holocaust Resource Center and Archives, September 2009. Added 7,000 square feet and renovated 2,000 square feet.
- Brooklyn College: West Quad Building, October 2009. Added 146,000 square feet.
- Queens College: Remsen Hall Addition, November 2009. Added 33,000 square feet.

**2010**
- Hunter College: Roosevelt House renovation, March 2010. Renovated 21,000 square feet.
- Medgar Evers College: Academic Building I, October 2010. Added 178,000 square feet.
2011

- Bronx Community College: Early Childcare Center, April 2011. Added 13,000 square feet.
- Hunter College: Silberman School of Social Work and CUNY School of Public Health at Hunter College, September 2011. Added 147,000 square feet (project part of a public-private partnership with a developer).
- Graduate Center apartments, August 2011. Added 77 apartments for graduate students, postdoctoral fellows and faculty members (project part of a public-private partnership with a developer).
- New York Simulation Center for the Health Sciences, August 2011. Added 25,000 square foot state-of-the-art training facility for first responders and health care students and professionals (project completed as a joint venture between CUNY and New York University Langone Medical Center).

2012

- City College: Marshak Science Building façade replacement, April 2012. Replaced reinforced concrete façade with a glass curtain wall on this 621,000-square-foot facility.
- Queens College: Kupferberg Center for the Performing Arts complex, April 2012. Project provided upgrades to complex containing three performing arts facilities and a museum.
- CUNY School of Law Building, June 2012. Added 260,000-square-foot condominium in a new location in Long Island City, Queens.
- Bronx Community College: North Hall and Library Building, August 2012. Added 100,000-square-foot new classroom and library facility.
- Borough of Manhattan Community College: Fiterman Hall replacement, August 2012. Added 390,000-square-foot, mixed-use facility to replace the one irreparably damaged on 9/11/2001.
- Lehman College: Childcare Center, September 2012. Added 13,000-square-foot new facility.

Major construction projects ongoing

- College of Staten Island: construction of residence hall on campus. Anticipated completion for fall term 2013.
- Advanced Science Research Center, Phase I and City College New Science Facility. Anticipated completion August 2014.
- Baruch College: Renovation of Lawrence and Eris Field Building at 17 Lexington Avenue. Anticipated completion of Phase 1A summer 2015.
- New York City College of Technology: Academic Building I. Anticipated completion late 2016.
Other milestones

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

- Completed a number of public-private initiatives. The Public-Private Partnership group in CUNY’s Office of Facilities Planning, Construction and Management has the goal of financing and developing new facilities for the University by monetizing CUNY’s real estate assets; creating revenue-supported projects; and using the efficiencies of the private sector.

Over the past several years, the Public-Private Partnership group has completed several academic buildings, student residences and consultant studies. They include the Silberman School of Social Work and CUNY School of Public Health at Hunter College, the New York Simulation Center for Health Sciences and the CUNY School of Law’s new facility in Long Island City, Queens; residence halls at City College, Queens College and for the Graduate Center; and studies for Brooklyn College, Queens College, Lehman College and the chancellor’s asset-management report. A new residence hall for the College of Staten Island is in construction.

The Public-Private Partnership group is working on a joint initiative with Memorial Sloan-Kettering Cancer Center to provide a new, approximately 390,000-square-foot science facility in Manhattan to house Hunter College’s Science and Health Professions programs. As well, the group is in negotiations to purchase a floor in the new Weill Cornell Medical Research Building in Manhattan for Hunter College. Plans are also under way to embark on a public-private project for a permanent home for CUNY’s New Community College on a site near John Jay College in Manhattan.

- Expanded CUNY management of projects. Under a memorandum of understanding, CUNY has the option to use the Dormitory Authority of the State of New York to manage its projects or complete them with CUNY staff. In the past, if state-bonded funds were used, CUNY was required to use the Dormitory Authority.

- Completed physical master plan updates for College of Staten Island in 2010, York College and Brooklyn College in 2011 and Hostos Community College in 2012. Kingsborough Community College will begin a new master plan in 2012. City College, Medgar Evers College and Borough of Manhattan Community College are preparing to undertake master plans in the coming year.

- Initiated an update of University space guidelines. The existing guidelines were approved in the early 1970s and have not had a comprehensive revision since. The goal is the adoption of space guidelines that are flexible and adaptable for all CUNY institutions and the creation of a tool that will allow the campuses to plan and utilize space more efficiently. A strategic process and timeline for periodic review and evaluation of the guidelines also will be established.

**Basis of the Capital Program**

The objective of the capital program is to support the mission of The City University of New York, as articulated in the University’s Master Plan, by providing facilities that serve the University’s approved
educational programs. The projects requested originate from approved college master plans and from ongoing condition assessments and are prioritized in the campus sections that follow. Funding is requested for projects of appropriate quantity and quality, with environments conducive to learning and consistent with the mandates of New York State education law and CUNY policies. Senior college major-capital projects are funded by the State of New York. Community college major-capital projects are funded equally by the State of New York and the City of New York. The Five-Year Capital Budget Request for FY 2013-14 through FY 2017-18 is based on the following guidelines:

1. **Critical maintenance and returning campuses to a state-of-good-repair**
   Discussed above in Issues Shaping the Capital Program.

2. **Approved Academic Master Plan**
   CUNY’s Academic Master Plan for 2012-16 was approved by the CUNY Board of Trustees in June 2012. CUNY’s 2012-16 Master Plan showcases CUNY’s unwavering commitment to maintaining academic excellence and access, as well as plans to expand innovative educational programs, invest in the hiring of new, full-time faculty and build 21st-century facilities in the coming years.

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

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

3. **Approved physical master plans**
   Along with the Academic Master Plan, each campus has a trustee-approved physical master plan, developed by appropriate planning professionals in consultation with the campus facilities staff and members of the college community. These plans are the basis for the Five-Year Capital Budget Request. The physical master plans detail existing and anticipated facilities necessary to accommodate a University-approved enrollment projection for a given target date. Physical master plans are prepared and updated regularly or as warranted by changing conditions. In developing or amending physical master plans, the campuses and Central Office consider the cost and functions of proposed projects as well as the opportunities they present for fostering mutually beneficial relationships with neighboring communities.

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

5. **Implementation of Sustainability Goals**
   The Five-Year Capital Budget Request also reflects CUNY’s commitment to green technology and energy efficiency. CUNY is the primary public partner in New York City’s PlaNYC “30 in 10” University Challenge, which commits to reducing the University’s greenhouse gas emissions by 30 percent by 2017. Since FY 2010, the University has received $22 million in PlaNYC capital funding from the city for various projects at the community colleges that will increase energy efficiency.
Additionally, CUNY is compliant with New York City Local Law 86 and New York State Executive Order 111 that require it to reduce facility energy consumption below current energy code for new and retrofit construction as well as reduce overall energy consumption. Among the capital initiatives being implemented to reach these goals are:

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

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

- As a first step for PlaNYC compliance, CUNY has developed greenhouse gas scorecards and Climate Action Plans for its campuses. The Climate Action Plans include comprehensive energy audits for CUNY buildings. The energy audits 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 10-year program for energy-efficient solid-state lighting and lighting controls, retro-commissioning, demand-control ventilation, steam equipment upgrades and building controls upgrades 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.