CAPITAL PROGRAM UPDATE

March 14, 2019

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Our VISION, as defined in the 2014 Strategic Plan, is to become a student-centered, research-focused, service-oriented public university.

Our GOAL is to be a destination for students, patients and the community.

We will achieve this by transforming the campus:

• **Intellectually**, through scholarly, artistic, pedagogical, and medical initiatives that draw on multiple disciplines and approaches;

• **Physically**, to become a residential campus designed to support the needs of our increasingly diverse student cohort;

• **Culturally**, by renewing our entrepreneurial spirit of non-tradition and connecting strongly with the broader San Diego community.
CAMPUS FACTS:
- 38,000 students
- 25,000 total employees
- 40% of students live on campus, with growing waitlist
- Goal of carbon neutrality by 2025

IN LESS THAN 60 YEARS:
- #1 public university in the nation for contributions to social mobility, research and public service (Washington Monthly)
- #17 university in the world and the nation’s #5 public university in 2018 for research (U.S. News and World Report)
- $1.2B - UC San Diego is 7th in the nation among research universities for sponsored research
KEY OBJECTIVES

- Approved by Regents in November 2018, the 2018 LRDP is a comprehensive plan that guides physical development of the campus through 2035.

- Anticipates future enrollment of 42,400 students, a total campus population of 65,600 and potential addition of up to 8.9 million gross square feet of academic, research, housing and public-serving facilities.

- Our strategies for the future are aimed at transforming our campus into an inclusive and welcoming destination for lifelong education, accessible arts & culture, engaged research, and outstanding patient care.

- Live – Learn – Play (with opportunities for all)
UC SAN DIEGO 2018 LRDP GROWTH PROJECTIONS

**STUDENT POPULATION**
- Total by 2035 = 42,400
  - Existing 2015-16: 32,850
  - Net New by 2035: 9,550

**STUDENT, STAFF AND FACULTY POPULATION**
- Total by 2035 = 65,600
  - Existing 2015-16: 48,850
  - Net New by 2035: 16,750
INCREASING UNDERGRADUATE ENROLLMENT DEMAND

- Undergraduate applications have nearly doubled since 2012
- In response, enrollment has grown by 26% in the same time period
- Meeting this growth requires investments in faculty, advising, student services, academic infrastructure and housing
UC SAN DIEGO 2018 LRDP GROWTH PROJECTIONS

TOTAL DEVELOPMENT (GSF)
- 8.9 M
- 3.3 M
- 15.7 M
Total by 2035 = 27.8M GSF

STUDENT HOUSING (BEDS)
- 6,700
- 5,300
- 14,000
Total by 2035 = 26,000

- Existing 2015-16
- Under 2004 LRDP
- Net New by 2035

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BECOMING THE NATION’S LARGEST RESIDENTIAL CAMPUS

- From 16,000 Beds to close to 30,000
- Goal of housing more than 60% of students on campus
- House approximately 19,000 undergrads and nearly 7,000 grad/professional
- Achieve housing guarantees for undergraduate and graduate students at below market rates

Enhancing the Campus Experience:

- Improved affordability and access to services
- Without long commutes: more time for studying, classes, recreation, student organizations
- Stronger cohort experience for undergraduates living in their residential colleges

Plan includes over 2,000 units for Faculty/Staff
Building and opening state-of-the-art facilities

- Jacobs Medical Center
- Altman Clinical and Translational Research Institute
- Koman Family Outpatient Pavilion
- Connecting East and West Campus via Gilman Bridge and Light Rail
- 2018 LRDP enabling future opportunities

Hillcrest Campus Revitalization

- Need new hospital to comply with seismic requirements by 2030
- Looking at ways to better serve the community through outpatient service and well-being facilities
- Connections to Light Rail; campus-to-campus
- LRDP under development
CAMPUS VISION / TRANSFORMATION

- Physical
- Cultural
- Intellectual
CAMPUS PROJECTS

- Student life – East Mesa, 6th, 7th & 8th Colleges, Pepper Canyon & beyond
- Academic research and teaching – Franklin Antonio Hall, Design & Innovation
- Medical research and clinical – Viterbi Eye Center, Biomedical Research Facility
- University Center Urban Core – Triton Pavilion
- Pepper Canyon – transit oriented development
CAMPUS PROJECTS

- East-West campus connections
- Scripps Institution of Oceanography
- Hillcrest campus redevelopment
- Public realm
- Utilities infrastructure
Public-Private Partnership Development Opportunities

- Development teams competitively selected – RFQ/P
- Typical structure:
  - Long-term ground lease
  - Fixed annual ground lease payments adjusted every 5 years
  - Possible participation in cash flow above cash flow breakpoint
  - Improvements revert back to UC at ground lease expiration
  - Prevailing wage required
- UC is lead agency for CEQA and delegated authority for entitlements, design review, permitting, inspections, fire-life safety, COO
- Possible applicability of certain UC/campus policies: design guidelines, sustainability, fire-life safety, structural, inclusion, building specifications
DEVELOPMENT OPPORTUNITIES: HILLCREST

Wellness Center + Housing (2020)
- Full block
- Recuperative therapy
- Preventative medicine
- Community recreation
- Fitness and well-being education
- Below-grade parking
- Faculty/staff rental housing

Housing Phase 1 (2023)
- Faculty/staff rental housing (~500 units)
- Amenities/retail
- Below-grade parking

Housing Phase 2 (2029)
- Faculty/staff rental housing (~500 units)
- Amenities/retail
- 3-acre park and dog park
- Below-grade parking
DEVELOPMENT OPPORTUNITIES: HILLCREST
HOTEL/CONFERENCE CENTER (2020)

• Approx. 11-acre site
• Approx. 300-key dual branded hotel (200 full service; 100 extended stay)
• Approx. 35,000 SF upscale conference facility
• Restaurants, retail
• Possible wellness/fitness center
• Above or below-grade parking

LIGHT RAIL TRANSIT – EAST CAMPUS
REGENTS ROAD: FACULTY/STAFF HOUSING (2020)
REGENTS ROAD: FACULTY/STAFF HOUSING (2020)

- Approx. 7-acre site
- Approx. 1,650 rental faculty/staff housing units (developed in phases)
- Approx. 70,000 RSF of retail/restaurants/cultural space
- Amenities and open space improvements
- Below-grade parking
• Approx. 6.5-acre site (5.7 net)
• Maximum development potential: 110,000 GSF
• UC San Diego Health Medical Office Need: ~15,000-20,000 RSF primary care clinic
• Development may be phased
• Surface parking
• Balance of space may be leased as medical or other professional office or retail (competing practices prohibited)
• Approx. 7-acre site (3.9 net)
• Maximum development potential: 175,000 GSF
• UC San Diego Health Medical Office Need: ~125,000 GSF regional integrated hub (clinical/procedure space, labs, PT/OT, infusion, pharm, advanced imaging)
• Above-grade structured parking
• Balance of space may be leased as medical or other professional office (competing practices prohibited)
FM MANAGES:

- Renovation & Alteration Projects under $750K
- Deferred Maintenance Projects (any budget)
- Strategic Energy Projects (any budget)

*** Med Center and Housing & Dining work is not managed by FM

CPM MANAGES:

- Renovations over $750K
- Capital Utility Projects
- New Construction
• Annual Project Execution = $40M - $45M
• Annual Projects Completed = 500-600
• Backlogged Work = $90M+
• Project Managers = 10
• Average Projects/PM = 25
• 80% of Project Volume is under $50K
• 17% of Project Volume is between $50K & $750K
• 3% of Project Volume is over $750K
UPCOMING WORK

Pending Construction Bid Totals
• QTR 2 2019 = $6.2M
• QTR 3 2019 = $9M
• QTR 4 2019 = $5.5M

Pending Design Work
• 25+ projects in the Planning Phase
PROCUREMENT METHODS

JOC Contracts:
- Abatement & Demo (Clancy)
- Civil (RORE)
- Electrical (Baker Electric)... bidding again in March 2018
- Medium Voltage (Baker Electric)... bidding again in March 2018
- Mechanical (University Mechanical)
- Fire Sprinkler & Fire Alarms (Schmidt)
- General Construction (Helix Mechanical)

Hard Bid (Design-Bid-Build)
- <$640K: Informally bid (no advertisement required)
- >$640K: Pre-Qualified and Competitively Bid
• 95% of all projects are Design-Bid-Build
• Design Fees < $100K = Sole Source / Negotiated
• Design Fees > $100K = RFQ
OFFICE RENOVATION
STARBUCKS RENOVATION
CHILLER REPLACEMENT
EXHAUST FAN REPLACEMENT
PHOTOVOLTAIC PROJECT
A/E Various Pools

- Faculty Recruitment Laboratory Renovation Projects
- As-Needed Landscape Projects (Public Realm Improvements)
- UCSD Medical Center
  - Hillcrest Infrastructure Architects
- As-Needed Environmental Consultants
- As-Needed Exec. Architects Clinical TI (Real Estate)
- As-Needed Exec. Architects Various Reno & TI (HDH, RMP, SIO, AA)
- Real Estate Reno
- TI Projects
Integrated CM/GC

- Key Drivers
  - Optimize value
  - Predictable outcomes
- Key Features
  - Engage CM/GC early
  - Emphasis on precon
  - Design-Build behavior
- Underway
  - Design & Innovation Building
  - Franklin Antonio Hall
  - Hillcrest Phase 1
  - Housing & Dining
- Next
  - Pepper Canyon
## UPDATE: PROJECT DELIVERY MODELS

- **As-Needed CM/GC**

<table>
<thead>
<tr>
<th>PROJECT VALUE</th>
<th>A $640,000 up to $2,000,000</th>
<th>B $2,000,000 up to $10,000,000</th>
<th>C $10,000,000 up to $25,000,000</th>
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<tbody>
<tr>
<td>1 Laboratory and Research Space Renovations</td>
<td>✗</td>
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<tr>
<td>2 Real Estate/Tenant Improvements</td>
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<td>3 Clinical (OSHPD 3) Renovations</td>
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<td>4 Academic Facilities (Offices, Classrooms, Student Spaces)</td>
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<td>5 Housing Dining Hospitality</td>
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Progressive Design-Build

- Key Features
  - Largely qualifications-based
  - Programming-Design-Construction
  - Collaborate toward target budget
  - Set GMP when appropriate

- Underway
  - Triton Pavilion
  - West Pepper Canyon Housing

- Next
  - Future College
UC San Diego