

UNIVERSITY
OF
CALIFORNIA

Capital Financial Plan

2021-27



A PEOPLE'S MOVEMENT FOR JUSTICE



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SUMMARY

This Capital Financial Plan (CFP) has been developed based on the needs at each location for buildings and other physical infrastructure to achieve the following overarching plans:

- Strategic and Academic Plans define priority areas and goals and may include institutional aspirations;
- The Long Range Development Plan is a comprehensive plan, as approved by the Regents, on proposed future physical planning and development of a campus or medical center; and
- The Physical Design Framework identifies planning principles and objectives for the design of the physical environment.

The CFP presents proposed capital projects, public private partnerships, and the acquisition of real property that support these plans.

The 2021-27 CFP represents \$75 billion of capital need over this year and the next five fiscal years (through 2026-27). As summarized in Display 1, the plan identifies \$46 billion in unfunded capital need, the majority of which (over \$33 billion) supports state-eligible education and general facilities.

Furthermore, UC is completing two significant capital initiatives—comprehensively assessing seismic and deferred maintenance issues. Detailed assessments of existing conditions from these two initiatives have been folded into this year’s CFP, prompting large increases in the total capital need relative to previous CFPs.

Display 1. Summary of Capital Need with Comparison to Past Two Years’ Need (\$M)

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	This Year, 2021-27 Total	2020-26 CFP Total	2019-25 CFP Total
Capital Need with Funding	16,358	6,694	2,535	1,242	1,440	781	29,050	28,868	27,833
Capital Need with Funding Not Identified							46,038	26,955	24,466
TOTAL							75,087	55,823	52,299

note: because of rounding, some totals may not correspond with the sum of the separate parts

PLANNING CONTEXT

The University’s fundamental missions are teaching, research, and public service. As noted in the Summary, the Capital Financial Plan (CFP) supports a vision and is a document built on campus and medical center plans. The SARS-COV-2 (COVID-19) pandemic has had significant effects on campuses and may result in long-term changes to how the University operates. UC is assessing the long-term impact on its mission which inform these plans.¹ However, thinking on these topics is in-progress and has not yet resulted in significant changes to this CFP.

In subsequent updates, campuses’ and medical centers’ strategic and academic plans will continue to evolve to support a new long-term strategy that accounts for lessons learned from the pandemic. Capital projects’ design and scope will need to develop to support living, learning, and research in a post-pandemic university environment. Campuses will continue to look for ways to be as cost-efficient as possible through remote and hybrid learning models while understanding where these modalities are effective and where they do not address all educational needs.

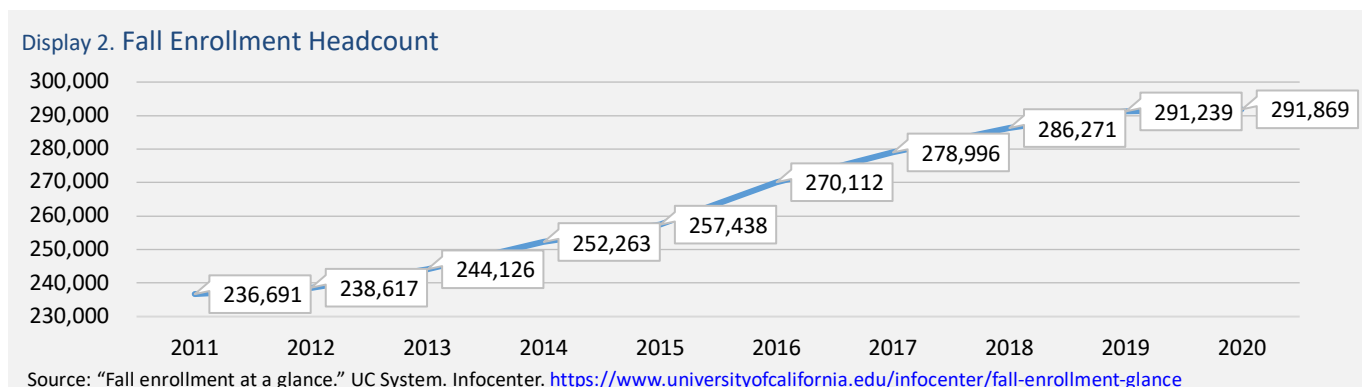
With the preceding in mind, the 2021-27 CFP has been produced at a time of change and transition. The capital projects in the plan represent a capital need; however, given resource constraints, only projects that address the most critical need with funding will move forward in 2021-22.

DRIVERS OF CAPITAL NEED

The campuses’ and medical centers’ academic and strategic plans are the basis of UC’s capital program. The proposed 2021-27 CFP has been especially influenced by enrollment and initiatives to assess and address the University’s needs for seismic upgrades and deferred maintenance.

Enrollment

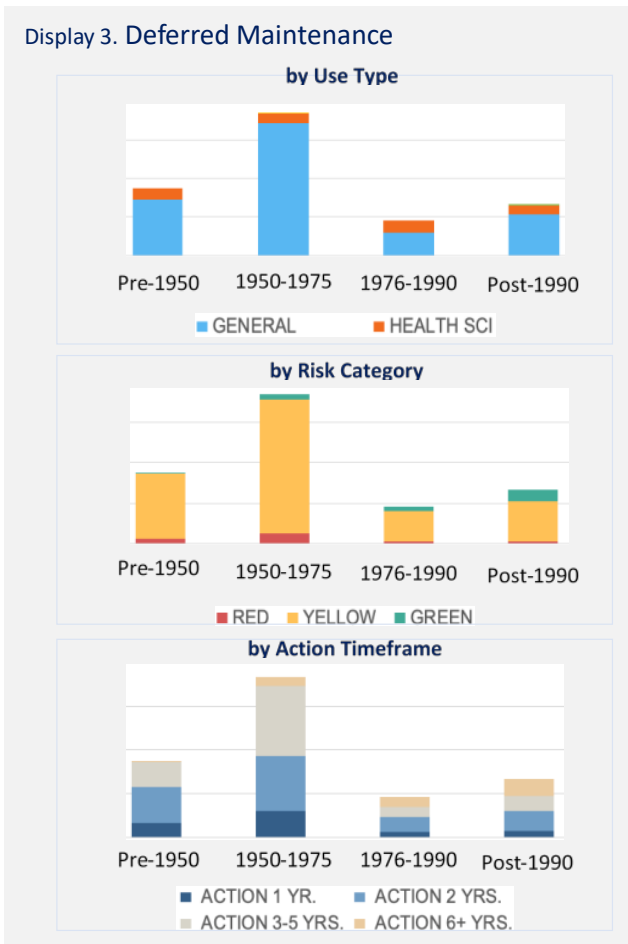
As shown in Display 2 below, the University has increased enrollment by 19% in the past decade.



¹ Two recent Regents items that explore this complex issue. July 21, 2021: item A1, Fulfilling the Academic Mission: Academic Senate Survey of UC Faculty and Instructors About Their Experiences During the Pandemic, March 2020 to May 2021, <https://regents.universityofcalifornia.edu/regmeet/july21/a1.pdf> and item A2, Instruction and Research at the University of California: COVID-19 Impact and Plans for Fall 2021, <https://regents.universityofcalifornia.edu/regmeet/july21/a2.pdf>

Continued strong enrollment growth creates challenges for the campuses because enrollment growth can happen quickly, but facilities – classrooms, laboratories, and housing – to support the increased population takes years to implement. New or renovated facility projects identified in this CFP fill needs created by enrollment growth in the prior years.

Deferred Maintenance



Deferred maintenance (DM) is the backlog of asset replacement and renewal resulting from the lack of sufficient regular and predictable investment in maintenance and capital renewal. UC’s facilities become more expensive to maintain over time, as past deferrals accumulate and many building systems and components are at or beyond their useful life. Moreover, specialized research facilities comprise a growing percentage of the University’s space inventory and are more complex and expensive to maintain.

INTEGRATED CAPITAL ASSET MANAGEMENT PROGRAM

Limited and inconsistently available resources to fund the University’s facilities and infrastructure in conjunction with a considerable amount of existing and growing deferred maintenance requirements precipitated the multi-year development and implementation of a comprehensive and ongoing Integrated Capital Asset Management (ICAMP) program.

Phase I of the standardized, continuous Facility Condition Assessment (FCA) program needed to initiate ICAMP is completed. Over 62 million square feet of state-eligible

facilities were inventoried and assessed for condition and risk. Results of these assessments are summarized in Display 3 above. The initial Phase I ICAMP assessment has been expanded to include campus infrastructure assets. Initial infrastructure asset FCAs will be completed by the end of the fiscal year 2021-22.

ICAMP uses a data-driven approach to inform systemwide, and campus-level capital asset renewal decisions based upon common methodology identifying, quantifying, and prioritizing asset renewal and DM needs using associated risks. During the initial infrastructure assessment phase through the end of fiscal year 2021-22, the campuses have been asked to continue to develop DM estimates and priorities using their methodologies and practices while leveraging ICAMP interim results. As the FCAs are completed, DM projects are included in the CFP. This approach will provide a consistent and comprehensive look at University assets across the system.

Seismic

The first UC Seismic Safety Policy was adopted in 1975, initiating the University's proactive effort to update UC's seismic safety program. This effort has resulted in a comprehensive initiative that will involve work across multiple years as part of UC's ongoing commitment to the safety and well-being of the UC community.

Advances in seismology, structural engineering, and geotechnical engineering have informed UC's approaches for protecting the UC community during an earthquake. The University recognizes this type of knowledge is evolving and, as a result, continuously updates its seismic safety program. In 2018, UCOP and the campuses initiated seismic re-evaluations of UC's California facilities.

Campuses and locations have completed seismic evaluations of all buildings covered under the Seismic Policy. The evaluations were conducted in a consistent manner across all campuses and reflect current knowledge in seismology, structural engineering, geotechnical engineering, and lessons learned from past earthquakes, as well as resulting updates to the California Building Code. The completed evaluations represent over 6,000 buildings, totaling approximately 150 million square feet.² Campuses have prioritized their projects and are now conducting follow-up evaluations, where needed, and planning for the implementation of seismic improvement projects.

The CFP includes over 225 campus and medical center³ projects that address seismic issues. Some of these projects are programs that address several building in the same project. In the development of these projects, campuses are incorporating critical deferred maintenance associated with the building as well as all required building code and life safety updates triggered by the seismic improvement work. Each location's project list is annotated if the project includes seismic mitigation.

CAPITAL INVESTMENT WITH FUNDING IDENTIFIED

The funding plan includes projects that are funded by UC's General, gift, and federal funds, and debt that will be repaid by UC's General Funds, auxiliary, medical revenues, and State General Funds for select projects approved by the state. The funding plan also includes public private partnerships.

Non-State Fund Resources

- **UC General Funds and Reserves.** UC General Funds and reserves provide funding for UC's core educational mission. UC General Funds include Nonresident Supplemental Tuition, a portion of indirect cost recovery on federal and state contracts and grants, application fees, a portion of patent royalty income, and interest on General Fund balances. Auxiliary and medical center reserves are generated from their specific operations.
- **Gift Funds.** Gift funds include those in-hand, pledged, and to-be-raised. Projects dependent upon gifts are advanced when the funding targets have been achieved.

² Data as of April 2021; 1.3 million square feet (SF) meets rating exception criteria and are not included in the cited 79.5 million SF total.

³ Medical center's seismic compliance and safety are coordinated under the auspices of California's Office of Statewide Health and Planning and Development (OSHPD).

- **Federal Funds.** The funds represent an investment by the Federal government in support of the University’s capital program.

State Fund Resources

The CFP has three sources of state support totaling \$946 million for capital.

- **External Finance – State General Funds.** Under the California Education Code, the University is authorized to redirect a portion of its State General Fund appropriation from operating needs to pay debt service for capital projects that the state has approved. The project list of \$439 million includes projects from recently approved Budgets for State Capital Improvements and proposed 2022-23 Budget for State Capital Improvements.
- **One-Time State General Funds.** State support of \$378 million the University has received for deferred maintenance work and capital outlay, including the \$325 million of one-time funds for deferred maintenance in the 2021 State Budget Act.
- **State Children’s Hospital Bond Act of 2018.** Funding includes \$129 million for construction of hospitals providing children’s health care.

External Financing Supported by Non-State and State Resources

As shown in Display 4, over \$11 billion of the capital need with funding identified in the CFP is proposed to be funded by long-term debt. External financing for Education & General projects is repaid with unrestricted campus funds or, in some cases, State General Funds (see section above). External financing for auxiliary projects is repaid with revenues generated by the projects that are financed. Similarly, external financing for medical center projects is repaid with revenues generated by the medical centers. Medical centers represent two-thirds of the proposed debt.

Each campus and medical center manages its debt burden and evaluates and prioritizes proposed new uses of external financing based on the UC Debt Policy.

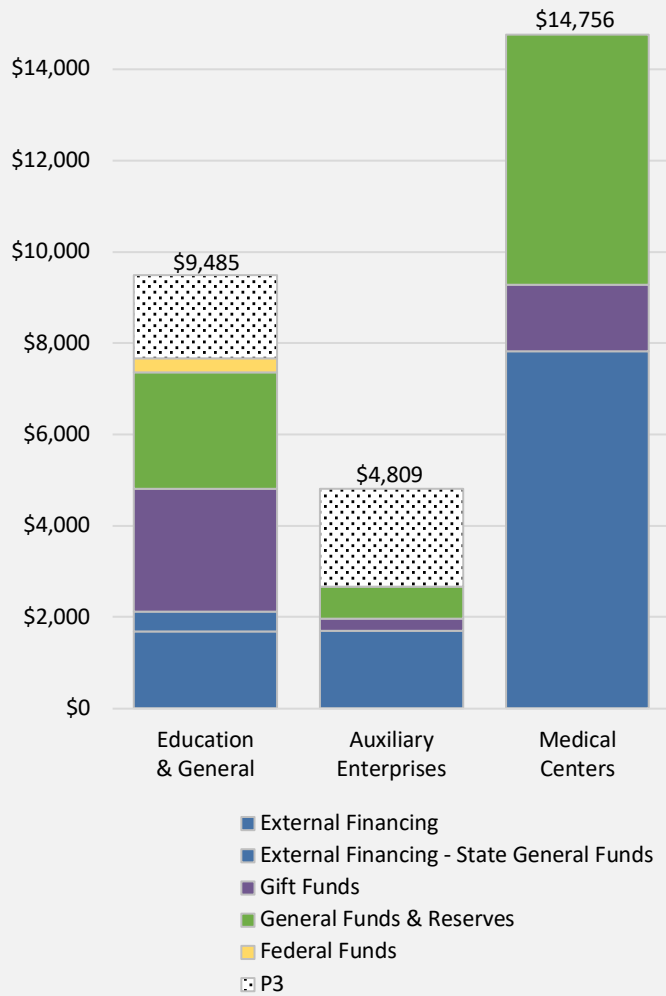
Public Private Partnerships

Public private partnerships (P3) may provide opportunities to deliver facilities for the benefit of campuses and medical centers with limited or no commitment of University capital funds. UC has found the P3 model to be efficient for those building types commonly developed privately, such as rental and for-sale housing. The CFP includes \$4 billion of proposed P3s including \$2 billion for housing.

Identified Funding Plan by Program

UC has identified \$75 billion of capital need. Approximately one-third (39%) of the plan, or \$29 billion, has an identified funding plan. Display 4 summarizes the CFP funding plan below.

Display 4. Identified Funding Plan by Program



Education & General	
External Finance – UC General Funds	\$1,686
External Finance – State General Funds	439
Gift Funds	2,680
General Funds and Reserves*	2,554
Federal Funds	315
Public Private Partnerships (P3)	1,811
Total	\$9,485

* includes one-time State General Funds of \$348 million

Auxiliary Enterprises	
External Finance – Auxiliary Funds	\$1,692
General Funds and Reserves	701
Gift Funds	278
Public Private Partnerships (P3)	2,138
Total	\$4,809

Medical Centers	
External Finance – Medical Center Funds	\$7,822
Gift Funds	1,460
General Funds and Reserves*	5,474
Total	\$14,756

* includes one-time State General Funds of \$30 million and State Children's Hospital Bond of \$129 million

GRAND TOTAL **\$29,050**

in millions of dollars

note: because of rounding, some totals may not correspond with the sum of the separate parts

SUMMARY OF CAPITAL NEED

Each campus and medical center has strategic and academic plans, and these plans guide capital needs. Accordingly, the ten campuses, five medical centers, Division of Agriculture and Natural Resources (ANR), Lawrence Berkeley National Laboratory (LBNL), and systemwide each have a chapter in the following section that outlines the location's capital needs. Within the campus chapters, the program is further categorized into projects that support education and auxiliary enterprises.

Capital projects in the campuses' and medical centers' capital program respond to one or more project objectives or broad categories of need. Each capital project cost is divided among five project objectives as most capital projects have multiple objectives. Across these objectives, all of UC's projects are designed with sustainability in mind and many of the projects include improvements in energy efficiency. Display 5 defines the program categories and project objectives used in the CFP.

Display 5. Definition of Program Categories and Project Objectives

Program Categories

- **Campus Education and General.** These projects involve the construction and renovation of instruction, research, student service space, and administrative space and infrastructure that supports the academic program. The Education and General (E&G) category includes education related to the health sciences (see Appendix for additional information).
- **Campus Auxiliary Enterprises.** The auxiliaries support the campus academic mission by providing: housing for students, faculty, and staff; parking; recreation; and other self-supporting enterprises that enhance and support the campus environment.
- **Medical Centers.** These projects involve hospitals, clinics, and other spaces supporting UC's five medical centers and associated patient care networks.

Project Objectives

- **Activity Space and Enrollment.** Creation of new space or renovation of existing facilities to accommodate program reimagining/improvements/growth and enrollment.
- **Seismic.** Seismic upgrades to existing facilities or new facilities.
- **Life Safety.** Upgrades to existing or installation of new fire and other life safety systems (non-seismic). It also includes building code compliance for accessibility or other code issues.
- **Aging Plant.** Deferred maintenance, capital renewal, and capital improvement projects to address issues (non-seismic or life safety) in existing facilities.
- **Infrastructure.** Improvement/modernization of Utilities, roads, bridges, and similar services between buildings. This objective includes central plant-related projects.

Campuses and medical centers need a significant capital investment for program improvements and growth in their respective areas. With the age of the University's buildings, campuses, and medical centers have identified considerable investment needed to address facilities modernization.

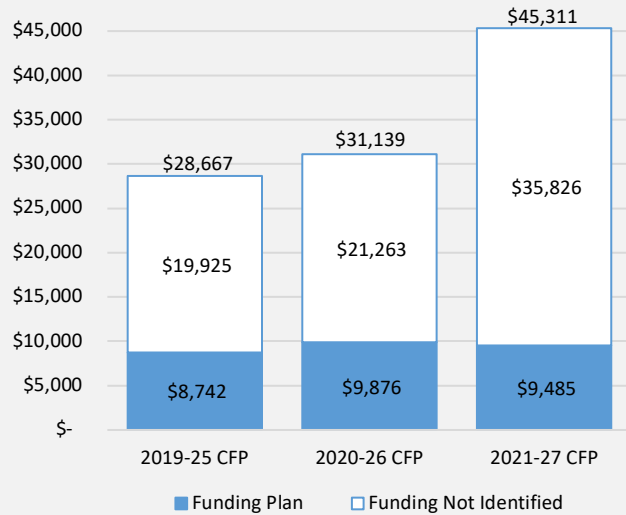
Displays 6 to 11 identify the stark differences in funding available to support capital between the three program categories. The displays also compare the categories for the past three years, from 2019-25 to 2021-27, to provide the reader a sense of the continued financial impact of COVID-19. In general, Education and General projects do not have a revenue stream, contributing to its capital program having a significant funding shortfall. Auxiliary enterprises have revenue streams, but with the substantial financial loss amid COVID-19, the enterprises' capital program is smaller, and funding has decreased. UC's medical centers continue to make strides towards recovery from the revenue loss, and as a result, their associated capital program is largely funded.

SUMMARY OF CAPITAL NEED

The CFP identifies \$46 billion in unfunded capital need over the next five fiscal years (through 2026-27) — the majority of which (over \$33 billion) is in state-supportable education and general facilities. The unfunded need is approaching two-thirds (or 61%) of the University's overall projected capital needs of roughly \$75 billion over this period. The following section looks at the 2021-27 capital need for the three capital program categories, Campus Education and General, Campus Auxiliary Enterprises, and Medical Centers, and compares the need to the 2019-25 and 2020-26 CFPs. The comparison dramatically highlights the impact of addressing the seismic and deferred maintenance needs and continuing constrained resources to fund capital.

Campus Education and General

Display 6. Comparison of Funding for Education & General Capital Projects – 2019-25, 2020-26, and 2021-27 CFP

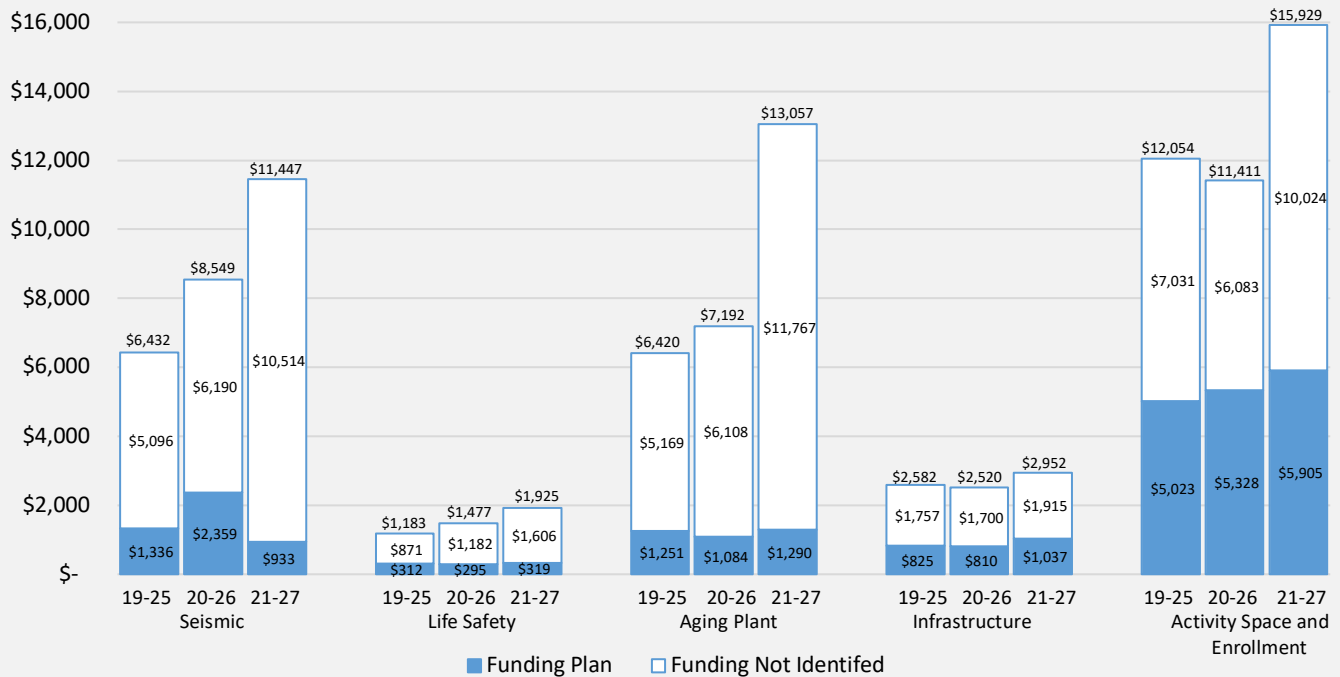


in millions of dollars

note: because of rounding, some totals may not correspond with the sum of the separate parts

Capital needs related to the Education and General (E&G) program category have dramatically increased by \$14 billion (or 46%), refer to Display 6. To understand this need further, the E&G program is divided into the five program categories; refer to Display 7. With UC’s capital initiatives to comprehensively assess seismic and deferred maintenance issues, the capital need for those categories has dramatically increased – seismic increased by 34% or \$3 billion and aging plant increased by 82% or \$6 billion. It should be noted that although the capital need is higher, most of this need was present last year; UC is now able to quantify the capital need in these areas more extensively and accurately compared to past years. The 2021-27 CFP includes almost \$4B of capital outlay for new identified enrollment need that does have a funding plan.

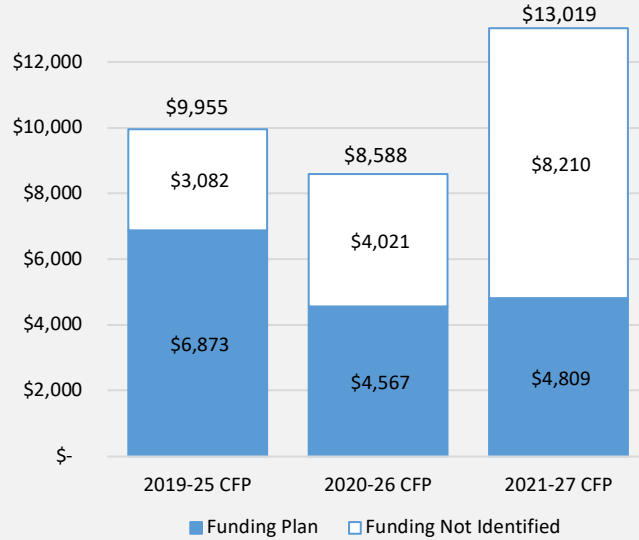
Display 7. Comparison of Funding for Education & General Capital Projects by Project Objective – 2019-25, 2020-26, and 2021-27 CFP



in millions of dollars

Campus Auxiliary Enterprises

Display 8. Comparison of Funding for Auxiliary Enterprises Capital Projects – 2019-25, 2020-26, and 2021-27 CFP

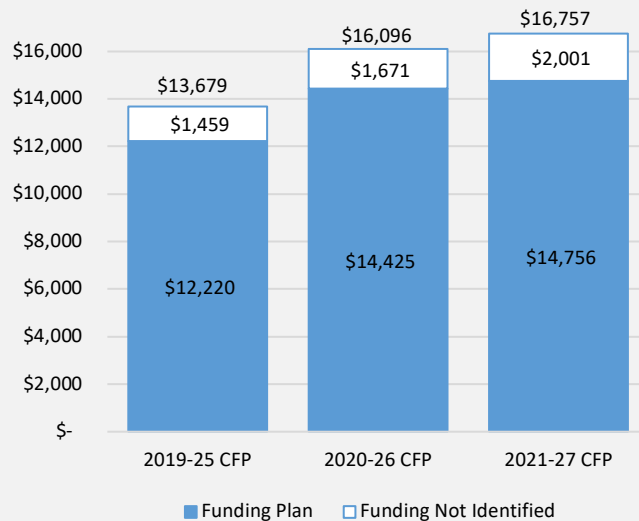


*in millions of dollars
note: because of rounding, some totals may not correspond with the sum of the separate parts*

Campus auxiliary enterprises’ capital projects are predominantly related to campus dining and student housing. In the past year, capital needs related to auxiliaries increased by over \$4 billion or 52% in response to the continuing need for more housing, refer to Display 8. Because of the ongoing assessments, seismic upgrades were also identified as need. Despite the identified need related to auxiliaries, the funding plan identified to address the need remained relatively flat compared to the 2020-26 CFP and is only 70% of the identified funding plan in the 2019-25 CFP. The decline in housing occupancy at the end of the academic year 2019-20 through 2020-21 due to COVID-19 has resulted in the use of reserves that were previously planned for capital, with the consequence that some housing projects continue to be postponed.

Medical Centers

Display 9. Comparison of Funding for Medical Center Capital Projects – 2019-25, 2020-26, and 2021-27 CFP

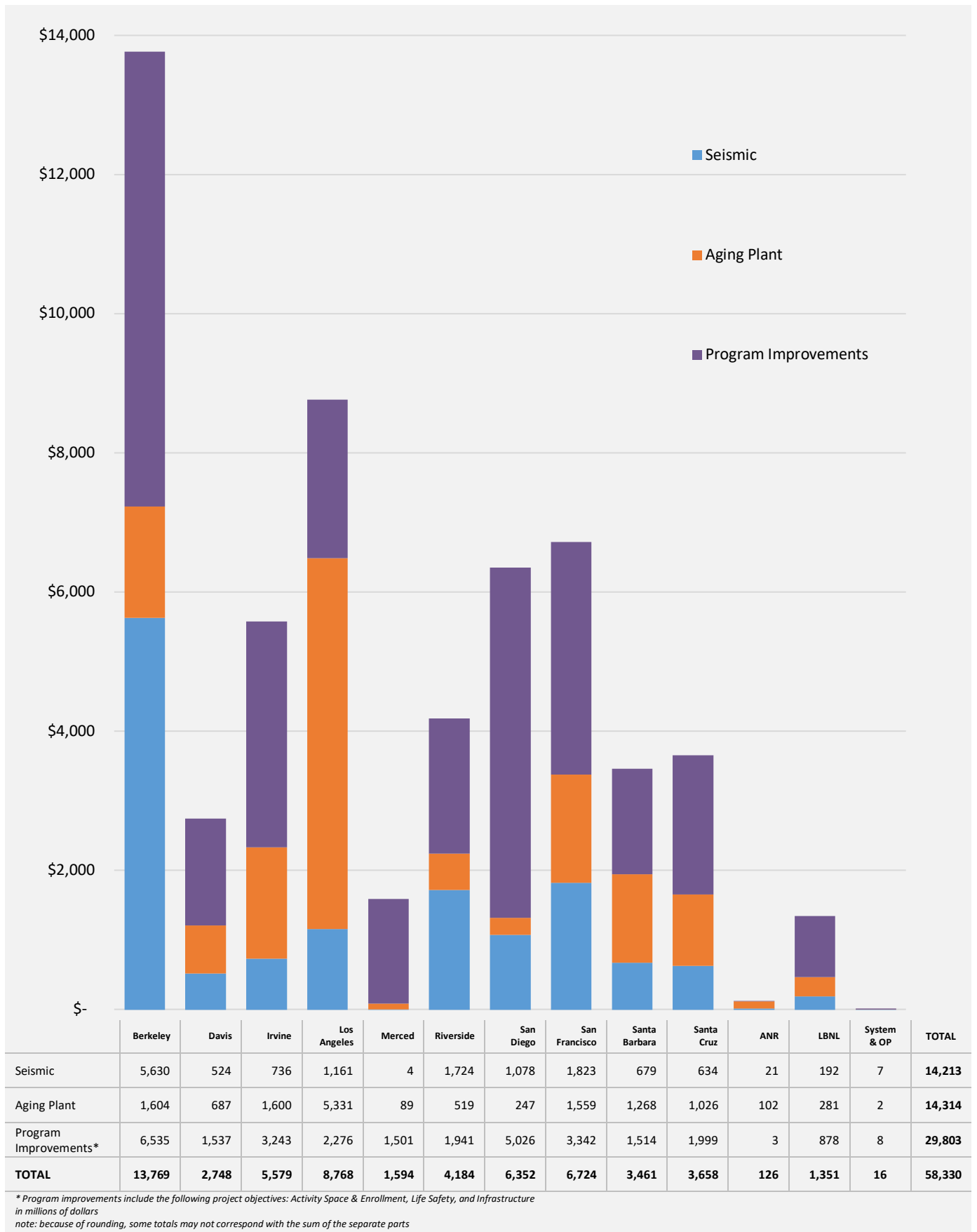


*in millions of dollars
note: because of rounding, some totals may not correspond with the sum of the separate parts*

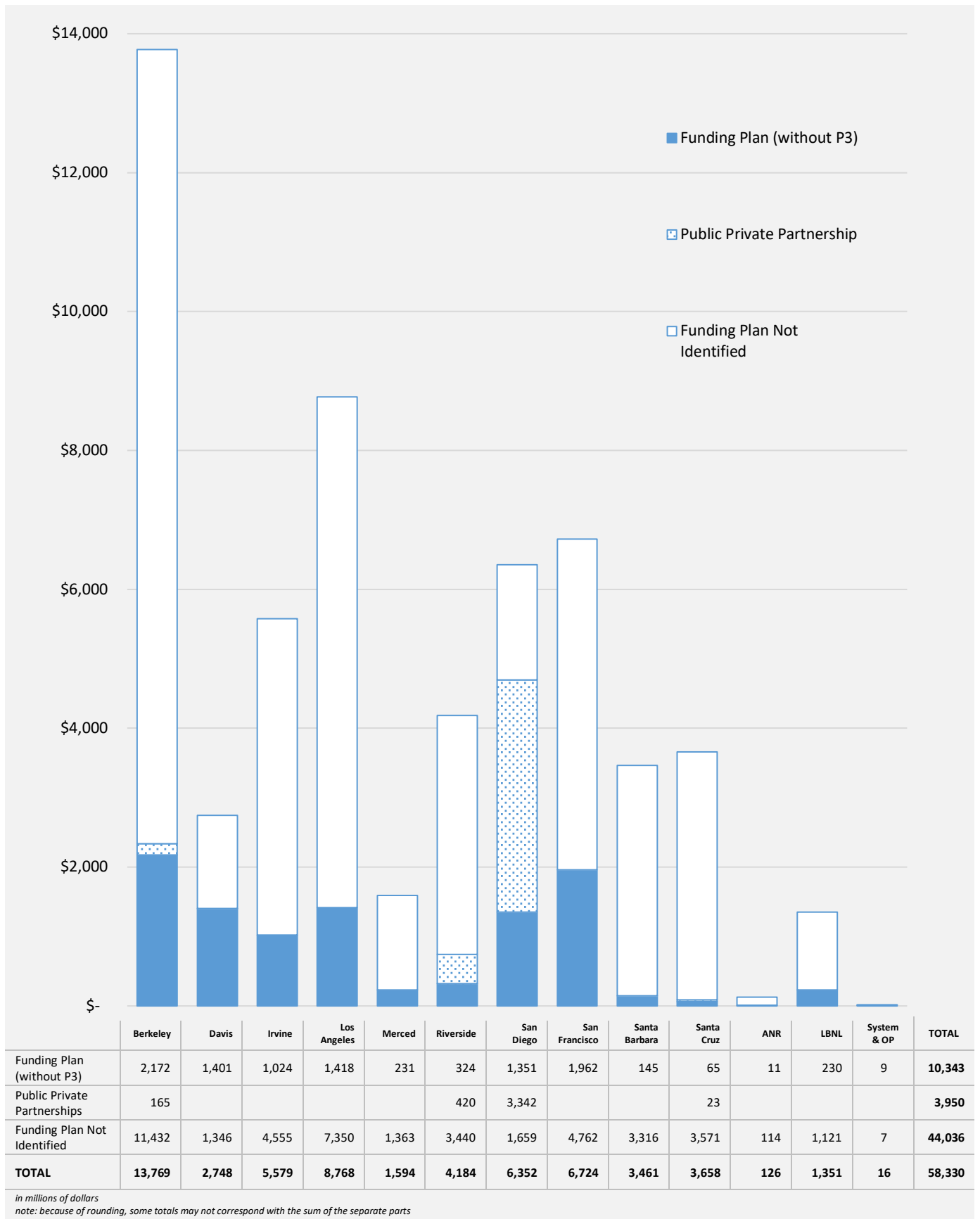
In the past year, capital need related to the medical center program category has remained relatively constant (increased by 4% from last year), refer to Display 9. Consistent with the UC Seismic Safety Policy previously mentioned, the medical centers are subject to the seismic safety mandates for all hospital acute care facilities that the State Legislature established in Senate Bill 1953 (SB 1953). Acute care facilities must be brought into compliance (or no longer used for acute care) by January 1, 2030. The majority of the capital spending is for the seismic retrofit of existing medical facilities and the construction of new replacement hospitals to comply with the SB 1953 2030 deadline.

On the following pages, Displays 10 and 11 summarize project objective and funding status by campus; Displays 12 and 13 summarize project objective and funding status by medical center. Additional details may be found in the location chapters.

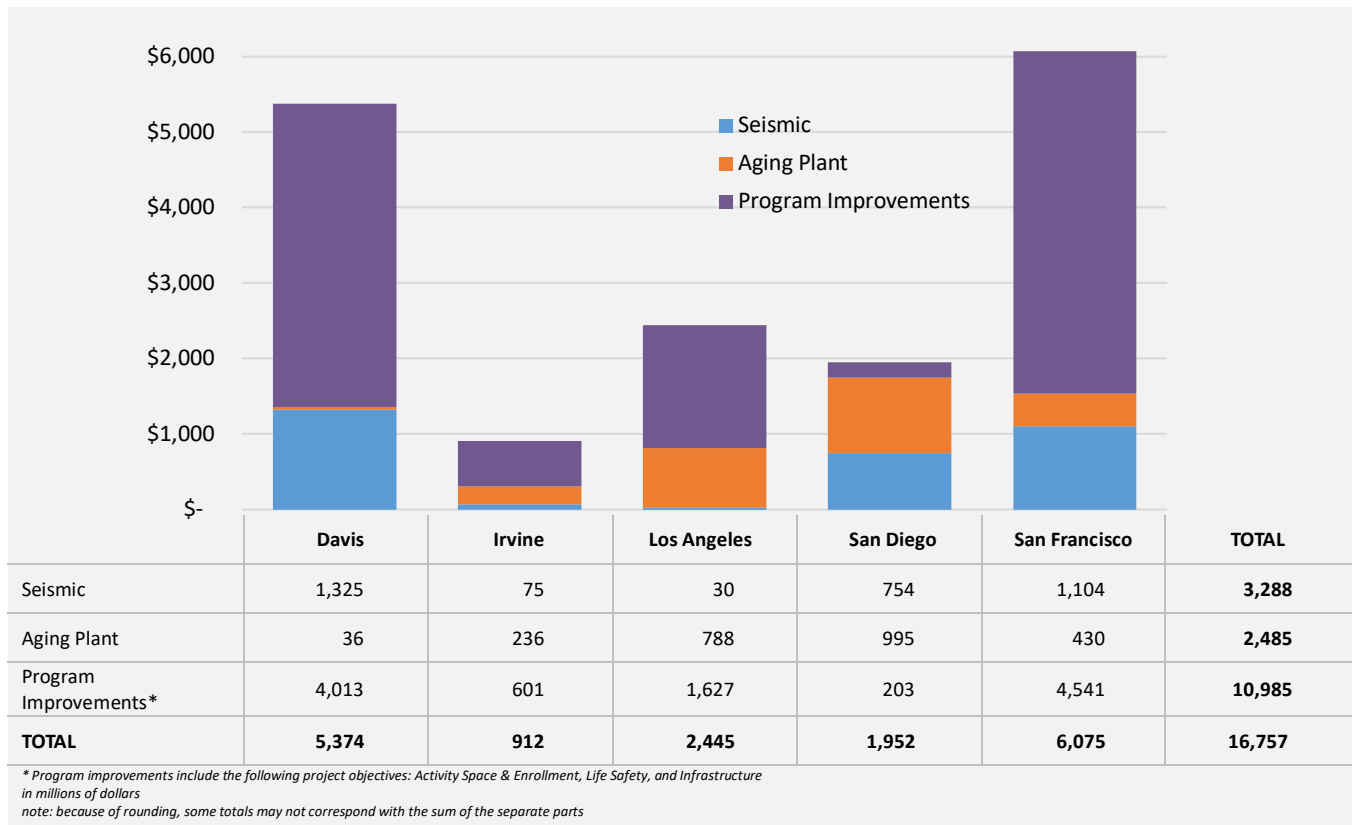
DISPLAY 10. SUMMARY OF PROJECT OBJECTIVE BY CAMPUS



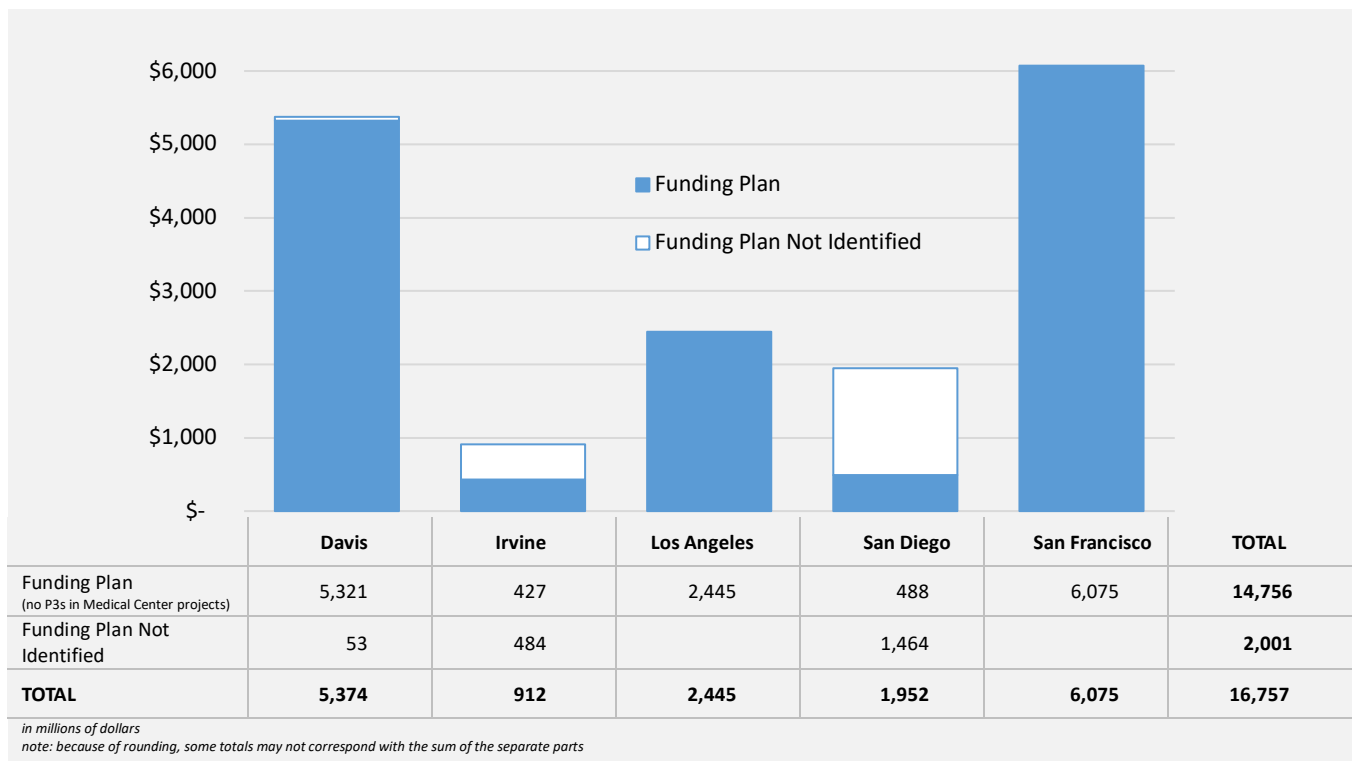
DSPLAY 11. FUNDING STATUS BY CAMPUS



DISPLAY 12. SUMMARY OF PROJECT OBJECTIVE BY MEDICAL CENTER



DISPLAY 13. FUNDING STATUS BY MEDICAL CENTER



CONCLUSION

The COVID-19 pandemic has impacted how the University of California carries out its trifold mission of teaching, research, and service. In response to the pandemic and the goal to always improve, campuses continue to conduct research that will provide greater insight into what educational activities require a residential experience, where there are opportunities to change the educational delivery model and expand access, and how these activities can preserve and promote student success. Metrics on space planning will need to respond to this change. Capital plans will need to evolve to address the research findings and reflect updated space planning principles.

The University's capital needs far exceed funding resources. As in past years, UC relies on funding from the state to support its capital program. The 2021 State Budget Act includes the largest state investment in UC's history. This funding includes \$325 million to address deferred maintenance and energy efficiency projects. Over and beyond that investment, the state is establishing the Higher Education Student Housing Grant Program to provide one-time grants for the construction of student housing or the acquisition and renovation of commercial properties into student housing.⁴ The program's goal is to provide affordable housing for low-income students enrolled in public postsecondary education in the state. Half of the program funds will go to California Community Colleges, 30% to California State University, and 20% to UC. The bill appropriates \$500 million to support the housing grants. In recognition of UC's need and commitment to serve low-income students, the University will submit over \$500 million of projects. Any funding that UC gets this year over the 20% threshold will result in UC receiving less funding in future years. Because of the critical need for additional housing, the University is trying to secure the funding as soon as possible to ensure the beds go online at the earliest date possible. The same bill establishes the Higher Education Capacity Expansion Grant Program to provide one-time grants for capacity expansion projects to support increased California resident enrollment. The University of California is deeply grateful for the state's support. Despite the increased funding, UC does not have enough state resources available to fund the state-eligible capital need fully. Campuses will need to continue to use non-state funds to support their capital program.

⁴ On September 23, 2021, the Governor signed Senate Bill 169 (Chapter 262, Statutes of 2021, California Education Code, Section 17201.)

**Capital
Financial
Plan**

2021-27

By Location

HOW TO READ THE TABLES

Capital Plan with Funding

		Current Term (2021-22 to 2026-27)													
		3	Enrollment	Aging Plant	Seismic	4	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total	5	State Eligible
2	EDUCATION & GENERAL PROJECTS														
	Parnassus Water Mains Replacement Program		•			6	5,300 HR						16,800		68%
1	Capital Projects \$1M to \$10M - Renovation		•	•			52,610 CF	34,400 CF	36,100 CF	38,000 CF	39,800 CF	41,800 CF	242,710		100%
	Campus Projects Total						69,410	34,400	36,100	38,000	39,800	41,800	259,510		254,134

1 Project List
This column lists the names of projects that are proposed over the six year plan that have a funding plan.

2 Program Categories
Projects are identified by three program categories:

Education & General: New construction, rehabilitation, and renovation of core instruction, research, and general campus academic space. Includes associated support space and infrastructure.

Education & General – Health: Includes construction and renovation of Health Sciences Education space. This would include graduate and professional schools – such as dentistry, nursing, pharmacy, medicine, optometry, public health, and veterinary.

Auxiliary: New construction, rehabilitation, and renovation of student and faculty housing, dining, student activities, recreation or athletic facilities, student health centers, parking and roads, child care facilities, fee-supported facilities, and other enterprises.

Medical Centers: New construction, rehabilitation, and renovation of patient care facilities, infrastructure, and medical center support space.

3 Indicates if a proposed project addresses one of the of the following areas:

Enrollment – Supports current or future enrollment growth

Aging Plant – Deferred maintenance (DM) scope and/or in implementing the project, the DM backlog is reduced.

Seismic – Scope includes seismic rehabilitation.

4 Plan Year
This area indicates the fiscal year that the project will request budget approval. Project completion dates will vary by project type.

5 State Eligible
The estimated portion of the total project budget that is eligible for State funding based on the anticipated or existing uses of the facility.

6 Proposed Funding Source
This area provides the proposed source of funding from the following options:

Funding Identified Categories

AR Auxiliary Resources	OG Other Grants
CF Campus Funds	OUS Other University Systemwide Funds
DD Donor Developed	P3 Public Private Partnership
EF External Financing	SCO State Capital Outlay Funds
GF Gift Funds	SG State General Fund Financed (a form of external financing)
HR Hospital Reserves	SPG State Pay as You Go Funds
FG Federal Grant	UR University Fee Reserves (voted, life safety, and registration)

Funding Not Identified (FNI) Categories

SE FNI-State (designates amount eligible for State funding)	NSE FNI-Non-State (designates amount supportable by non-State (campus or medical center) resources)
FE FNI-Federal (designates amount eligible for Federal funding; mostly used for LBNL)	



ENERGY

WAST

NATU
MATE

PLASTIK

VIET

2021-27 BERKELEY CAMPUS CAPITAL NEED

UC Berkeley has been opening minds since 1868, and the campus community's commitment to its founding principles of tolerance, diversity, respect, and access are strong. In 2021, the campus updated its Long Range Development Plan (LRDP), which plans for the long-term space needs and strategic land use and capital opportunities to address academic and campus life priorities and enrollment in an integrated and sustainable manner.

Priorities

Campus priorities are reinvestment for seismic safety, modernization, and improvements to support research and instruction, with selective new construction for housing and signature initiatives. The Berkeley campus has identified approximately \$13.8 billion of capital need, of which approximately \$2.3 billion has a funding strategy (see Display 1). This includes approximately \$8.5 billion to address seismic safety in more than 180 buildings, through capital improvements or replacement; more than \$800 million for student housing; and more than \$500 million for deferred maintenance in state and non-state facilities.

Challenges

Post-Pandemic Issues Berkeley's 2021 LRDP and updated Campus Master Plan enable the campus to adapt its physical space and infrastructure to respond to emerging priorities, new technology and ways of working and learning, evolving academic pedagogies, and future enrollment needs. Campus committees are exploring the "Future of Work" and the ways our academic enterprise and its associated workforce function in a post-COVID-19 world. Recommendations that translate into the capital program will be incorporated in the planning of upcoming projects.

Seismic The campus building inventory has been surveyed following UC Seismic Safety Policy requirements. Initial building evaluations identify approximately 180 buildings (7.3 million gsf) that need seismic improvement (rated V and VI) at an estimated cost of \$8.5 billion. Buildings have been prioritized into three groups using numerous factors including the UCOP risk model. 33 campus academic buildings are identified as Priority A and included in the 2021-27 CFP at a total cost of approximately \$1.6 billion. A further 80 academic and support buildings and 5 student housing structures have been prioritized as Priority B, and 67 academic and campus support structures have been prioritized as Priority Group C. Seismic improvement is a campus priority and, as capital resources become available for this purpose, projects are implemented. Given the magnitude of Berkeley's seismic need, its aging facilities in need of modernization and substantial deferred maintenance, the 2021-27 CFP anticipates the need for significant on-going investment.

Aging Plant The campus currently has a backlog nearing \$1 billion in state-supportable deferred maintenance and deferred system renewal needs. Berkeley spends approximately \$5 to \$10 million annually on deferred maintenance, about 10-15% of the amount recommended as industry best practice, resulting in an ever-growing deferred maintenance backlog. As seismic improvements are implemented, significant investment is required to address deferred maintenance, as many buildings that need seismic improvement also have outdated building systems at the end of their functional life, deferred maintenance, and require life-safety system upgrades.

Shortage of Academic and Support Space To maintain competitive alignment with peer institutions and to support increasing demand, many aging buildings require substantial investment in upgrades to accommodate research and student enrollment, most notably STEM buildings. In the last decade, enrollment has increased by nearly 19%, with enrollment in STEM undergraduates and graduates increased by 45% and 33%, respectively.

Energy Efficiency In support of the UC Sustainability Policy, projects that transition buildings to clean energy and improve energy efficiency are prioritized. The Berkeley campus has a significant need to replace an aging cogeneration plant and is currently planning replacement with a more resilient and sustainable energy strategy that supports UC sustainability goals.

Student Housing The shortage of housing for Berkeley's students and untenured ladder faculty is an urgent concern. The campus is planning for more than 8,000 new beds to improve the overall student experience and maintain our ability to recruit faculty, graduate students, and postdocs.

Funding

The Berkeley campus has a significant proposed capital program, totaling \$13.8 billion. Approximately 83% (or \$11.4 billion) of the proposed projects do not yet have fund sources identified. Various sources are anticipated for the projects with funding identified, including campus funds, philanthropic gift funds, and State funds (see Display 2). The list of projects with funding is shown in Display 3. The list of projects where funding is not identified is shown in Display 4.

Declining State support, impacts from the COVID-19 pandemic, and years of financial challenges have depleted Berkeley's central reserves. Limited reinvestment and selective construction to address campus priorities will require a multifaceted funding strategy of State support, private partnerships, and philanthropy. Berkeley expects extremely limited capital investments for the next two fiscal years and a continuing reliance on State and private funding for critical priorities.

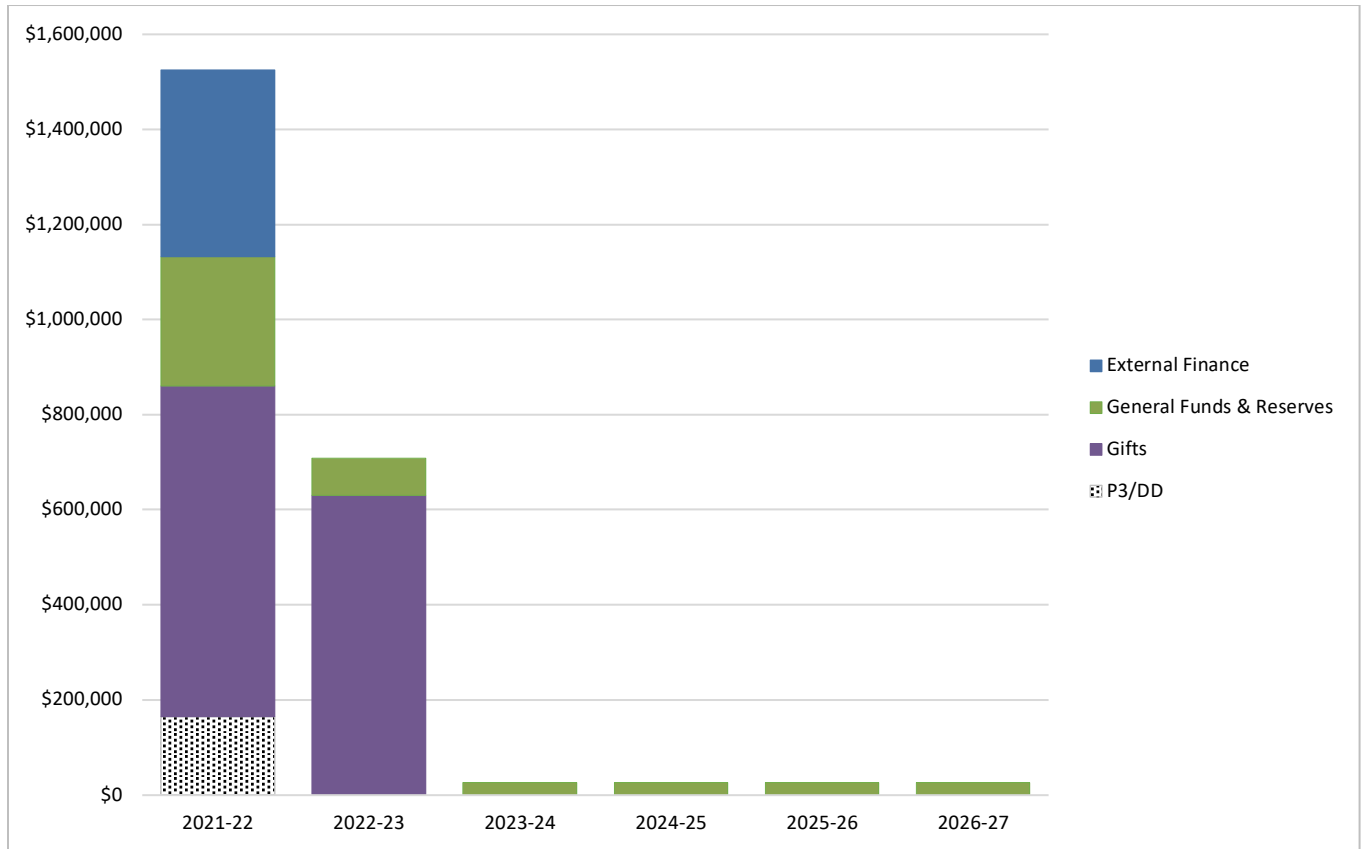
Non-State Resources Funding State-Supportable Scope Of the 22 projects included in the CFP with funding identified, 13 are fully State-supportable. These projects include new academic buildings and deferred maintenance projects in State-supportable buildings. Of the \$1.6 billion in funding needed for these projects, approximately \$167 million would be from State funding. As a result, the campus is choosing to implement these projects using a combination of philanthropy, external financing, and other campus funds.

Gift Campaigns To ignite a new era of excellence, Berkeley launched Light the Way: The Campaign for Berkeley — a historic effort to raise funds for faculty and graduate students, undergraduate opportunities and experience, research, and first-rate facilities. Philanthropic support is being pursued for a number of capital projects, including the Gateway Building, a new home for the Division of Computing, Data Science, and Society; Moffitt Library's Center for Connected Learning, a renovation to support student collaboration and learning; the Bechtel Engineering Center Expansion and Hesse-O'Brien Replacement Building, two new facilities supporting students, research, and seismic priorities in the College of Engineering; and Heathcock Hall, a new College of Chemistry lab building. Other projects supported by gifts include Anchor House, a transformative student residential project designed to meet housing needs for transfer students; Intersection, a new independent living option for graduate students; an expansion of the Innovative Genomics Institute building; and enhancements to the School of Optometry and Vision Science clinics.

Display 1. Summary of Current Term (2021-22 to 2026-27) Capital Need (\$000s)

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total	State Eligible
Capital Need with Funding	1,525,230	708,000	26,000	26,000	26,000	26,000	2,337,230	1,072,595
Capital Need with Funding Not Identified							11,431,670	8,650,551
Total							13,768,900	9,723,146

Display 2. \$2.3B Capital Need with Funding (\$000s)



Display 3. Berkeley Campus Capital Need with Funding (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)						Total	State Eligible	
				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27			
EDUCATION & GENERAL PROJECTS												
Chemistry Expansion Building (Heathcock Hall)*	●			36,801 CF 65,000 GF							101,801	100%
Data Hub New Academic Building (The Gateway)	●		●	520,000 GF							520,000	100%
Deferred Maintenance – One-Time State Funding		●		50,079 SCO							50,079	100%
Evans Hall Seismic Replacement / Academic Seismic Replacement Building		●	●	116,723 SG							116,723	100%
Intersection Emeryville – Optometry Center				7,000 CF 28,000 EF							35,000	100%
Moffitt Library Renovation: Center for Connected Learning		●		52,793 GF							52,793	100%

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)						Total	State Eligible
				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27		
Bechtel Engineering Center Addition and Renovation	●	●		57,000 GF						57,000	100%
Strategic Property Acquisitions – E&G			●	25,000 CF	25,000 CF					50,000	100%
Dwinelle Annex Life-Safety & Accessibility Improvements		●	●		11,000 UR					11,000	100%
Hesse-O'Brien Halls Seismic Replacement	●		●		400,000 GF					400,000	100%
Innovative Genomics Institute Building Expansion					80,000 GF					80,000	100%
Moffett Field Development Project					TBD P3					TBD	
Campus Capital Renewal		●		5,000 CF	10,000 CF	10,000 CF	10,000 CF	10,000 CF	10,000 CF	55,000	100%
Capital Projects \$1M to \$10M (E&G)*		●		10,000 CF	10,000 CF	10,000 CF	10,000 CF	10,000 CF	10,000 CF	60,000	100%
Total Education & General:										1,589,396	
AUXILIARY PROJECTS											
Housing Project – Albany Housing Project	●			165,000 P3						165,000	
Housing Project – Anchor House	●			TBD DD						TBD	
Housing Project – Intersection Emeryville	●			TBD DD						TBD	
Student Housing and Open Space Components - Housing Project #2	●			364,834 EF						364,834	
Strategic Property Acquisitions – Auxiliary Programs			●	16,000 CF	16,000 CF					32,000	
Housing Project – Fulton / Bancroft	●				TBD P3					TBD	
New Concert Hall (Cal Performances)*					150,000 GF					150,000	
Capital Projects \$1M to \$10M (AUX)*				6,000 CF	6,000 CF	6,000 CF	6,000 CF	6,000 CF	6,000 CF	36,000	
Total Auxiliary:										747,834	
Total Campus Projects with Funding Identified				1,525,230	708,000	26,000	26,000	26,000	26,000	2,337,230	1,072,595

Display 4. Berkeley Campus Capital Need with Funding Not Identified (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)	
				Total	State Eligible
EDUCATION & GENERAL PROJECTS					
Campus Energy Project		●		360,000 SE	100%
Capital Projects \$1M to \$10M (E&G)*		●		60,000 SE	100%
Central Glade Renewal				18,650 SE	100%
Cesar Chavez Center Seismic Replacement	●	●	●	205,000 SE	100%
Chemistry Expansion Building (Heathcock Hall)*	●			15,000 SE	100%
Classroom Modernization and Seismic Replacement	●	●	●	40,000 SE	100%
Davis Hall Seismic Improvements and Renovation Project	●	●	●	292,100 SE	100%

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)	
				Total	State Eligible
Deferred Maintenance State-Eligible		●		402,000 SE	100%
Donner Laboratory and Addition Remediation and Seismic Demolition			●	6,300 SE	100%
Downtown Lease Consolidation Building			●	90,000 SE	100%
Durant Hall Seismic Improvements (Seismic Only)		●	●	27,000 SE	100%
Evans Hall Seismic Demolition			●	14,300 SE	100%
Evans Hall Seismic Replacement / South Hall Seismic Improvements		●	●	36,900 SE	100%
Hearst Gymnasium Seismic Improvements		●	●	181,000 SE	100%
Interdisciplinary Academic Hub Building (Lab-focused)	●		●	300,000 SE	100%
Interdisciplinary Academic Hub Building (Mathematics and Economics Focus)	●		●	240,000 SE	100%
Lewis Hall Redevelopment	●	●		120,000 SE	100%
McLaughlin Hall Seismic Improvements		●	●	60,000 SE	100%
Old Art Gallery / Powerhouse Seismic Renewal	●	●	●	16,000 SE	100%
Optometry Clinic Renewal and Minor Addition Seismic Improvements		●	●	109,000 SE	100%
Sather Tower Seismic Improvements (Seismic Only)		●	●	3,800 SE	100%
Seismic Program – Localized Improvements & Small Buildings		●	●	60,000 SE	100%
Seismic Program – Major Academic Facility Improvements and Renewal	●	●	●	2,800,000 SE	100%
Seismic Program – Seismic Replacement Buildings	●		●	2,615,000 SE	100%
STEM Building Modernization		●	●	150,000 SE	100%
Stephens Hall Seismic Improvements (Seismic Only)		●	●	87,800 SE	100%
Strategic Property Acquisitions			●	60,000 NSE	
University Hall Seismic Replacement	●	●	●	260,000 SE	100%
Water Reuse Facility and Water Infrastructure Renewal		●		30,000 SE	100%
Wellman Hall Seismic and Deferred Maintenance Improvements		●	●	57,500 SE	100%
Total Education & General:				8,717,350	8,650,551
AUXILIARY PROJECTS					
Campus Energy Projects*		●		40,000 NSE	
Capital Projects \$1M to \$10M (AUX)*		●		48,000 NSE	
Channing / Ellsworth Tennis Court Relocation			●	10,000 NSE	
Deferred Maintenance Non-State		●		60,000 NSE	
Early Childcare Education Center (Seismic Replacement & Consolidation)		●	●	30,000 NSE	
Edwards Stadium Replacement / Modernization		●	●	17,800 NSE	
Haas Clubhouse Seismic Improvements		●	●	13,320 NSE	
Housing Project – Channing / Bowditch	●			60,000 NSE	
Housing Project – Oxford Tract	●			150,000 NSE	
Housing Project – Clark Kerr Seismic Improvements (Seismic Only)		●	●	172,000 NSE	

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)	
				Total	State Eligible
Housing Project – Unit 3 Redevelopment	●	●		300,000 NSE	
Housing Project – Channing / Ellsworth	●			415,000 NSE	
New Concert Hall (Cal Performances)*				90,000 NSE	
Parking & Mobility Hub				75,000 NSE	
Recreational Sports Facility Expansion / Field House Seismic Replacement	●		●	270,000 NSE	
Recreational Sports Facility Seismic Improvements		●	●	82,500 NSE	
Seismic Program – Parking Facilities		●	●	100,000 NSE	
Seismic Program – Real Estate Portfolio		●	●	129,000 NSE	
Strategic Property Acquisitions – Auxiliary			●	60,000 NSE	
Student Athlete Practice Facility (Intercollegiate Athletics)	●		●	250,000 NSE	
Unit 1 Tower Renewal		●		32,500 NSE	
Unit 2 Tower Renewal		●		32,500 NSE	
University Village Office + Community Center Replacement		●	●	22,000 NSE	
Zellerbach Hall Seismic Improvements		●	●	254,700 NSE	
Total Auxiliary:				2,714,320	
Total Campus Projects with Funding Not Identified				11,431,670	8,650,551

Project Notes: *Portions of funding for this project are from sources that are identified (as shown in Display 3) while other sources are not yet identified (as shown in Display 4). The project will not advance until all sources have been identified.



2021-27 DAVIS CAMPUS CAPITAL NEED

UC Davis's strategic vision includes championing academic excellence, social mobility, and diversity as well as fostering leadership in addressing global issues. In support of this vision, the Capital Financial Plan (CFP) identifies investments to support deferred maintenance, life safety upgrades, and campus infrastructure that are critical to enable continued use of existing buildings as well as provides for new and renovated facilities that support the academic and research mission.

Priorities

Seismic, deferred maintenance, and capital renewal are key components of the CFP. The campus engages in a continuous and iterative process to evaluate the priority of investments and resources available to support capital and deferred maintenance projects. Those efforts, alongside broad engagement with campus constituents, continue as the campus emerges from the pandemic-induced period of modified operations. In recent years, the campus invested heavily in projects that provide housing and instructional space. Looking forward during this transformational period in higher education, the CFP prioritizes investments necessary to ensure that the basic needs that support safety and reliability are met. Program improvements to support research and specialized instruction such as teaching labs remain a high priority. For the term of this plan, the Davis campus has identified approximately \$2.7 billion of capital need, of which approximately \$1.4 billion has a funding strategy (Display 1).

Challenges

Post-Pandemic Issues The campus is engaged in a program to incentivize the release of underutilized space. As units determine what shape a return to the workplace will take, it seems likely the UC Davis "workplace reimagined" will provide greater flexibility for the faculty and staff and may allow the campus to reduce its reliance on leased space in the community. Emerging changes in space and facility use will continue to be evaluated, and the campus will steward financial investments in facilities and infrastructure that support the shifting operational paradigm.

Aging Plant The campus currently has a backlog of more than \$500 million in state-supportable deferred maintenance. The campus continues to prioritize deferred maintenance needs and leverage capital investments to address critical needs where physically and fiscally possible.

Seismic The campus is significantly challenged from a funding and timing perspective to meet the UC Seismic Safety Policy requirements. In accordance with UC Seismic Policy requirements, the Davis campus has surveyed the seismic safety of its building inventory. Although existing University-owned buildings were designed and constructed in adherence to the codes in effect at the time of their construction, initial seismic evaluations have identified approximately 155 buildings with the Seismic Performance Rating of V or VI requiring seismic improvement, at an estimated cost of more than \$750 million. Many of these buildings also need significant investment to address deferred maintenance and provide program improvements. These buildings have been prioritized using a variety of factors including the UCOP risk model, with 14 structures identified as the campus's highest priority to address (Priority A). These are included in the 2021-27 CFP at an anticipated cost of nearly \$320 million. An additional 27 structures have been categorized as Priority B; and over 100 are categorized as Priority C.

The campus currently has seismic work funded and in planning or construction in eight buildings totaling nearly 450,000 gross-square-feet, representing only a small part of the overall need for improvements.

For both seismic and deferred maintenance, ongoing systemwide assessments could result in the identification of additional projects or adjustments to estimated budgets as the scope of corrective action is refined. The CFP identifies work in these areas that could be optimistically implemented during the life of the plan when resources are identified.

Energy Efficiency UC Davis owns and is responsible for maintaining many of the campus's robust infrastructure systems, creating unique challenges to maintain, replace, and grow these systems to meet demand and address emerging regulatory compliance and sustainability goals. The campus is nearing completion on the first of a multi-phase program to convert from an inefficient campus steam distribution system to an energy-efficient hot water system. The CFP identifies the need to continue this conversion effort to mitigate risks associated with aging infrastructure and support sustainability goals. In addition, UC Davis continues to refine master plans for all campus-owned utilities. Although recommended improvements exceed available resources, the most acute near-term needs, including electrical and water system improvements, are reflected in the CFP.

Academic and Support Space The campus has invested significantly in academic and student support space in recent years. New and renovated classroom facilities, including California Hall, Cruess Hall, Walker Hall, and the under-construction Teaching and Learning Complex and Diane Bryant Engineering Student Design Center will provide capacity and technology to support student instruction and engagement. However, investment in new teaching laboratories and renovation of existing facilities is necessary to promote timely progress to degree and hands-on learning experiences for students. The campus utilizes an integrated-planning approach to address these needs, improve seismic safety, and address other existing building deficiencies.

Student Housing UC Davis is implementing the most ambitious student housing plan in campus history. With the start of the 2021-22 academic year, the campus will open all phases of The Green at West Village and a new residence hall in the Cuarto neighborhood, Shasta Hall. These projects join several other recent investments in student housing and dining that are helping the campus meet its commitment to house all growth in the student population in excess of the 2018 Long Range Development Plan (LRDP) baseline. In addition, the redevelopment of Orchard Park is currently under construction and will provide apartment-style housing for graduate students and students with families. Additional student housing is anticipated in the CFP with the need for these projects tied to enrollment growth.

The campus also maintains a long-term goal of providing affordable, on-campus housing for faculty and staff.

Funding

The Davis campus has a proposed capital program totaling \$2.7 billion. Approximately half of the proposed projects do not yet have fund sources identified. Various sources are anticipated for the projects with funding identified, including campus funds, State funds, federal grant funds, external financing, and gift funds (Display 2). The list of projects with funding is shown in Display 3. The list of projects where funding is not identified is shown in Display 4.

Non-State Resources Funding State-Supportable Scope Of the 22 projects included in the CFP with funding identified, 16 are fully State-supportable. These projects include new academic and academic support buildings, renovations to existing buildings to provide seismic, life safety, and accessibility improvements, infrastructure improvements, and deferred maintenance projects in State-supportable buildings. Of the \$1.27 billion in funding needed for these State-supportable projects, only approximately \$43.7 million is projected to be State-funded. As a result, if the campus chooses to implement these projects, it would need to do so using other sources of funding including, but not limited to, external financing, gifts, federal grants, and campus funds. In addition to

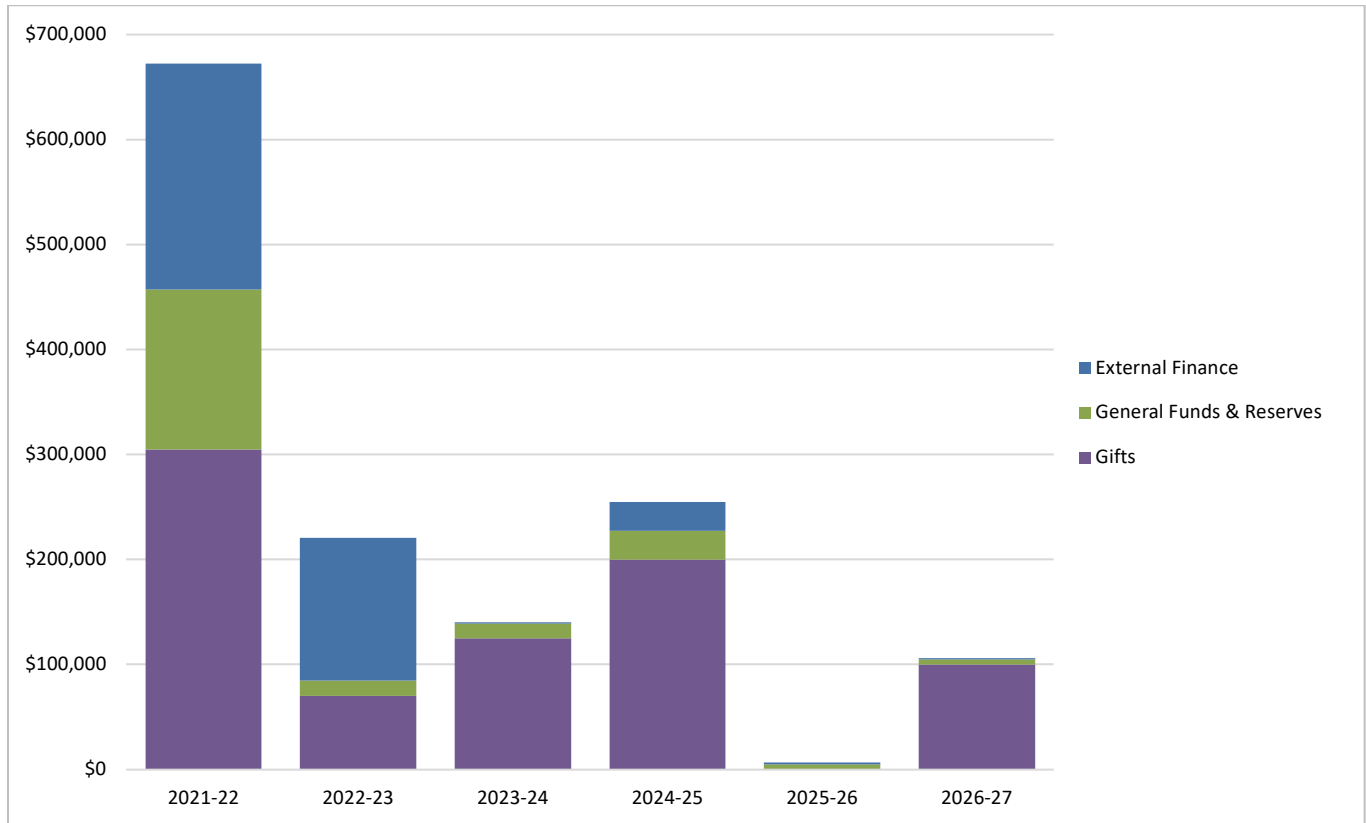
allocating campus funds to deliver State-supportable facilities, the campus is also allocating scarce resources to support the operations and maintenance of these facilities.

Gift Campaigns The campus relies on gift funds to support its capital plan. The campus has launched its second comprehensive fundraising campaign with donor support aimed at funding research, education, and discovery. Gift funding is being pursued for a number of capital projects as part of this campaign, including the proposed Grand Challenges (Multi-Disciplinary Research) facility as well as a number of other program-based initiatives.

Display 1. Summary of Current Term (2021-22 to 2026-27) Capital Need (\$000s)

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total	State Eligible
Capital Need with Funding	672,484	221,000	140,000	255,000	7,000	106,000	1,401,484	1,266,734
Capital Need with Funding Not Identified							1,346,200	1,215,000
Total							2,747,684	2,481,734

Display 2. \$1.4B Capital Need with Funding (\$000s)



Display 3. Davis Campus Capital Need with Funding (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)						Total	State Eligible
				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27		
EDUCATION & GENERAL PROJECTS											
Aggie Square Tenant Improvements	●			TBD EF						TBD	
Animal Sciences Teaching Facility	●			10,000 EF						10,000	100%
Botanical Conservatory	●			20,000 GF						20,000	
Computational and Data Sciences	●			50,000 GF						50,000	100%
Deferred Maintenance Projects – One-Time State Funding		●		43,749 SCO						43,749	100%
Geotechnical Centrifuge Facility		●		70,000 FG						70,000	100%
Laboratory for Energy-related Health Research (LEHR) Remediation				15,000 EF						15,000	100%

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)						Total	State Eligible
				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27		
Library Renovations		●		50,000 GF						50,000	100%
Research and Teaching Gift Funded Initiative	●			15,000 EF 50,000 GF						65,000	100%
Solano Water Treatment Plant				28,000 EF						28,000	100%
Steam to Hot Water Conversion – Sprocket and TES HRCs		●		73,000 EF						73,000	100%
Switch Station S3 Improvements (Formerly Central Campus 12KV Electrical Distributions Improvements)		●		23,000 EF						23,000	100%
Wildlife Teaching Center	●			50,000 GF						50,000	100%
Winery Expansion	●			25,000 GF						25,000	100%
Grand Challenges (Multi-Disciplinary Research)	●	●		100,000 EF 50,000 GF						150,000	100%
Capital Projects <\$10M		●	●	20,000 EF 25,000 CF	20,000 EF					65,000	85%
Deferred Maintenance*		●		15,000 EF	15,000 EF					30,000	100%
Infrastructure Projects <\$10M		●		7,200 CF	9,000 CF	9,000 CF	15,000 CF			40,200	100%
Total Education & General:									807,949		
EDUCATION & GENERAL – HEALTH PROJECTS											
Veterinary Medical Center		●	●	13,535 EF 80,000 GF		95,000 GF	200,000 GF		100,000 GF	488,535	100%
Total Education & General – Health:									488,535		
AUXILIARY PROJECTS											
Equestrian Center				30,000 GF						30,000	
Segundo Dining Commons 2	●			8,750 AR 26,250 EF						35,000	
Auxiliary Projects <\$10M		●	●	3,000 EF 6,000 AR	1,000 EF 6,000 AR	1,000 EF 5,000 AR	1,000 EF 4,000 AR	2,000 EF 5,000 GF	1,000 EF 5,000 AR	40,000	
Total Auxiliary:									105,000		
Total Campus Projects with Funding Identified				672,484	221,000	140,000	255,000	7,000	106,000	1,401,484	1,266,734

Display 4. Davis Campus Capital Need with Funding Not Identified (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)	
				Total	State Eligible
EDUCATION & GENERAL PROJECTS					
Bodega Marine Lab Salmon Shed Seismic (Group A)			●	1,600 SE	100%
CNPRC Primate Center Administration Building Seismic (Group A)			●	4,100 SE	100%
CNPRC Primate Center Animal Building Seismic (Group A)			●	9,000 SE	100%
CNPRC Primate Center Lab Seismic (Group A)			●	13,800 SE	100%
Core Campus Laboratory Renovations		●		200,000 SE	100%

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)	
				Total	State Eligible
Deferred Maintenance		●		155,000 SE	100%
Everson Hall Seismic (Group A)			●	26,200 SE	100%
Everson Hall Teaching Laboratory	●	●	●	62,000 SE	100%
Hanger Seismic (Group A)			●	1,500 SE	100%
Hickey Gym Seismic (Group A)			●	32,100 SE	100%
Hutchison Hall Seismic (Group A)			●	70,000 SE	100%
Infrastructure Improvements		●		40,000 SE	100%
Research Animal Facility		●		50,000 SE	100%
Seismic Group B			●	115,300 SE	90%
Seismic Group C			●	30,700 SE	91%
Shields Library Seismic (Group A)			●	77,600 SE	100%
Steam to Hot Water Conversion – Sprocket and TES HRCs		●		140,000 SE	100%
Storer Hall Seismic (Group A)			●	42,400 SE	100%
Teaching Lab Facility	●			67,500 SE	100%
Wolfskill Bunkhouse Seismic (Group A)			●	200 SE	100%
Total Education & General:				1,162,000	
EDUCATION & GENERAL – HEALTH PROJECTS					
Fleet Services & PO&M Relocation				12,000 NSE	
Total Education & General – Health:				12,000	
AUXILIARY PROJECTS					
Memorial Union Seismic (Group A)			●	35,000 SE	
Segundo Expansion Housing	●			36,000 NSE	100%
Seismic Group B			●	13,000 NSE	
Seismic Group C			●	3,200 NSE	
Transportation Infrastructure Program		●		25,000 NSE	
West Village Faculty and Staff Housing*				60,000 NSE	
Total Auxiliary:				172,200	
Total Campus Projects with Funding Not Identified				1,346,200	1,215,000

Project Notes: *The campus intends to pursue grant funding in support of these projects.



2021-27 UC DAVIS HEALTH CAPITAL NEED

UC Davis Medical Center has been named one of the nation's Best Hospitals by U.S. News & World Report ranking the medical center as #1 hospital in Sacramento for at least 10 years in a row and among the top 10 in California. Nationally, UC Davis Medical Center is ranked in the top 50 for nine adult specialty services, including cancer, cardiology, gynecology, and geriatrics. In addition, the hospital earned "high performing" designations for 12 common adult procedures and conditions – twice as many as last year. As the Sacramento region's only academic health center, UC Davis Health is improving lives and transforming health by providing exceptional patient care, conducting groundbreaking research, fostering innovative inter-professional education, and creating dynamic research partnerships.

UC Davis Health is comprised of the School of Medicine and Betty Irene Moore School of Nursing, a 627-bed (Trauma Level 1) acute care hospital, a National Cancer Institute-designated Cancer Center, a pioneering telehealth program, the Medical Investigation of Neurodevelopmental Disorders (M.I.N.D.) Institute, a Children's Hospital, and outpatient clinics in communities throughout northern California.

Priorities

The Capital Financial Plan reflects the strategic initiatives and capital investments required to meet the priorities of UC Davis Health. UC Davis Health's capital priorities continue to focus on improving inpatient, outpatient, and research and education space by: meeting California seismic mandates; modernizing aging technology, office space, and parking infrastructure to support continued growth; and expanding outpatient services in the Sacramento region to improve patient access to better serve the community.

To facilitate UC Davis Health's priorities, the Sacramento campus updated its Long-Range Development Plan (LRDP) and Physical Design Framework in 2020. The 2020 LRDP update serves as a general land use plan that will allow the Sacramento campus to achieve its mission-oriented goals in education, clinical care, research, and community and professional engagement. The Physical Design Framework sets forth the vision for the physical environment of the Sacramento campus, which is the primary location for the UC Davis Health system and home to an increasingly diverse and sophisticated health care, research, and educational program.

UC Davis Health has identified approximately \$5.4 billion of capital need, of which approximately \$5.3 billion has a funding strategy (see Display 1).

Challenges

UC Davis Health continues to be at the forefront of addressing the COVID-19 pandemic, which persists in producing on-going healthcare and education delivery challenges. As UC Davis Health continues to deliver its robust capital program, it is doing so considering new issues such as: the impact of telework and telehealth as it relates to space utilization and healthcare delivery; changes to building planning and construction considering the lessons learned from the on-going pandemic; an increased focus on the expansion of research for clinical trials; and the distribution of vaccines as well as expansion of testing equipment for viral management.

UC Davis Health will continue to face challenges to implement with efficiency considering ever-increasing regulations and continued technological advances which outpace construction. Finding creative and cost-effective building solutions will be a continued theme embedded behind all capital ventures for UC Davis Health as it finds ways to expand and grow its presence in the Sacramento region.

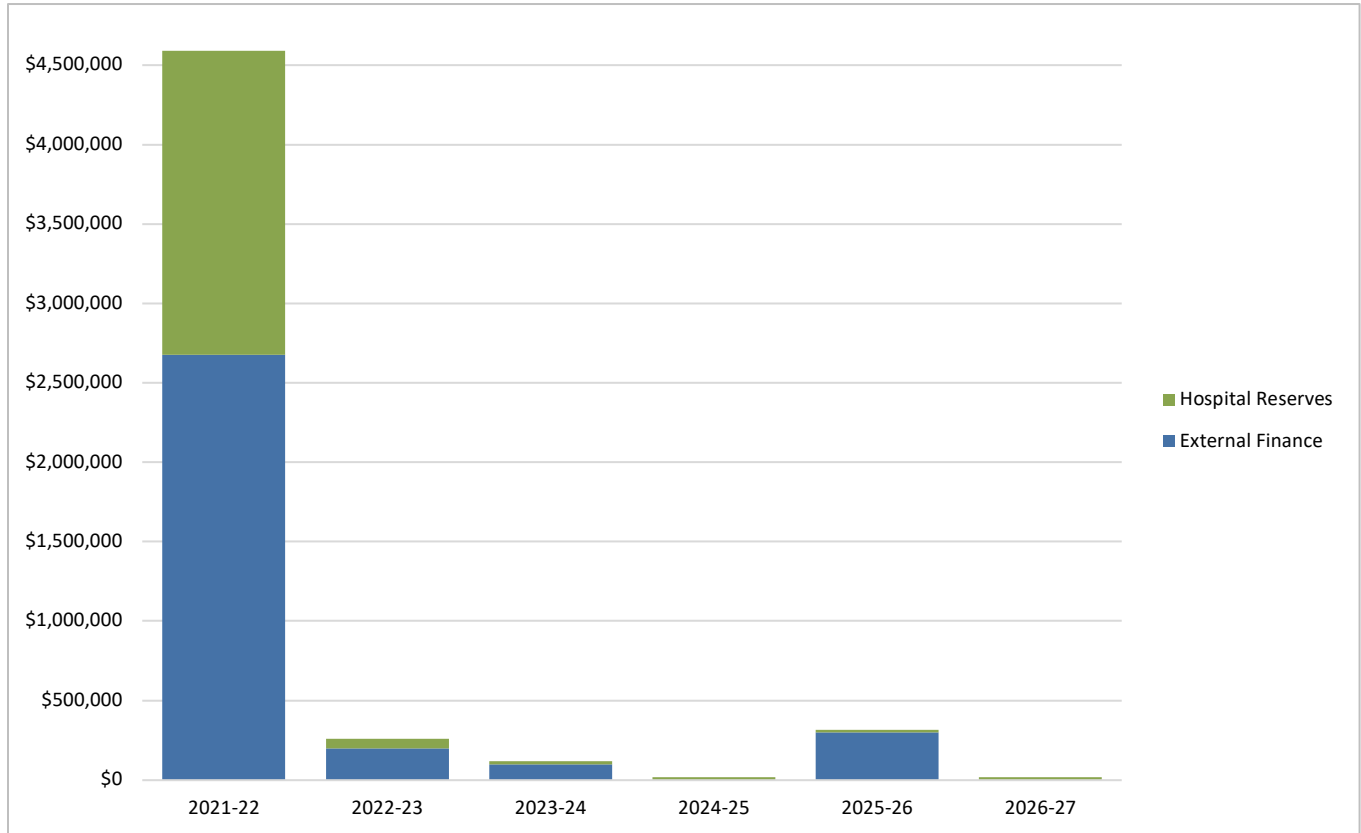
Funding

UC Davis Health has a significant proposed capital program, totaling \$5.4 billion. Approximately 1% or \$53 million of the proposed projects do not yet have fund sources identified. For the projects with funding identified a variety of sources is anticipated, including hospital reserves and external financing (see Display 2). The list of projects with funding is shown in Display 3. The list of projects where funding is not identified is shown in Display 4.

Display 1. Summary of Current Term (2021-22 to 2026-27) Capital Need (\$000s)

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Capital Need with Funding	4,589,000	260,000	118,000	18,000	318,000	18,000	5,321,000
Capital Need with Funding Not Identified							53,000
Total							5,374,000

Display 2. \$5.3B Capital Need with Funding (\$000s)



Display 3. UC Davis Health Capital Need with Funding (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)					Total
				2021-22	2022-23	2023-24	2024-25	2025-26	
Ambulatory Care Center (Ellison) Renovations*				20,000 EF 152,000 HR					172,000
Folsom Land Acquisition				40,000 HR					40,000
Folsom Medical Office Building				60,000 HR 75,000 EF					135,000
California Tower (Sacramento Campus)			●	1,119,000 HR 2,325,000 EF					3,444,000
Parking Structure 4 (Sacramento Campus)				26,500 EF 27,000 HR					53,500
Parking Structure 5 (Sacramento Campus)				29,000 EF 29,500 HR					58,500
Pharmacy Shared Services Center				46,000 HR					46,000

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)						Total
				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	
Sacramento Ambulatory Surgery Center				199,700 EF 363,300 HR						563,000
UC Davis Health Priority 1				14,000 HR						14,000
UC Davis Health Priority 2				28,000 HR						28,000
UC Davis Health Priority 3					42,000 HR					42,000
UC Davis Health Strategic Initiative 1					200,000 EF					200,000
UC Davis Health Strategic Initiative 2						100,000 EF				100,000
UC Davis Health Strategic Initiative 3								300,000 EF		300,000
Health System Projects \$1M to \$10M				35,000 HR	18,000 HR	18,000 HR	18,000 HR	18,000 HR	18,000 HR	125,000
Total Health Projects with Funding Identified				4,589,000	260,000	118,000	18,000	318,000	18,000	5,321,000

Display 4. UC Davis Health Capital Need with Funding Not Identified (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)						
				Total						
Ambulatory Care Center (Ellison) Renovations*										17,000 SE
Deferred Maintenance										36,000 SE
Total Health Projects with Funding Not Identified										53,000

Project Notes: *Portions of funding for this project are from sources that are identified (as shown in Display 3) while other sources are not yet identified (as shown in Display 4). The project will not advance until all sources have been identified.



2021-27 IRVINE CAMPUS CAPITAL NEED

UC Irvine's capital program is informed by the 2016 Strategic Plan. Among the key aspects of the plan are expanding the faculty by 250 and increasing funded research; and expanding the student body, including reaching a population of 25% graduate students, and fostering excellence in teaching and learning. Significant progress has been made on these goals. More than half of the faculty have been added, and the campus received a record \$592 million in research funding in 2020-21 – 12% more than the previous year. Total enrollment increased by 16% over 2015-16, to 34,574 students in 2020-21. In the future, remaining faculty growth is expected to be slow in the short term as a result of COVID-related financial challenges; however, the Strategic Plan goals remain the same. Undergraduate enrollment is expected to remain steady going forward, but the campus plans to make significant progress on its goal to increase the graduate student population: enrollment is projected to increase to 8,845 students in 2024-25, a 39% increase over 2020-21, and approximately 24% of the projected total enrollment of 36,859. To fully realize these objectives, additional space to accommodate recent growth as well as future demand will be required, as will investments in facility renewal, including seismic upgrades, and infrastructure.

Priorities

Capital program priorities support the campus's strategic goals, the development objectives outlined in the 2007 Long Range Development Plan (LRDP), and the context of the Physical Design Framework. Consequently, the highest priority for the 2021-27 CFP is to provide the facilities needed to accommodate recent growth; to expand to a three-term average enrollment of 37,000 students, consistent with the LRDP; and to increase faculty and funded research as outlined in the 2016 Strategic Plan.

The Irvine campus has identified approximately \$5.6 billion of capital need, of which approximately \$1 billion has a funding strategy (see Display 1). The CFP for the main campus includes 19 projects for which funding has been identified, totaling just over \$1 billion. Roughly half of this total is for projects that will provide new space by constructing new buildings such as the Student Success Building and the Health Sciences Innovation Building. Another \$459 million is earmarked mainly for facility renewal, including replacement of Facilities Management and other campus services space located in extremely deteriorated space at the North Campus and renovation and deferred maintenance projects such as the Medical Education Building Renovation project. Faculty/staff housing is another important component of the program, as it is vital to the recruitment and retention of top-quality faculty. Finally, site improvement/infrastructure projects complete the program.

The Irvine campus is committed to responsible stewardship of resources and to demonstrating leadership in sustainable development. To date the Irvine campus has constructed 21 LEED™ Platinum – the most LEED Platinum for New Construction certifications in the United States – and 11 LEED™ Gold buildings, making it one of the leading academic institutions in green building. For the projects contained in the 2021-27 CFP, the Irvine campus will prioritize innovative green building practices and low carbon growth in its effort to meet the goals outlined in the President's Carbon Neutrality Initiative.

Challenges

Post-Pandemic Issues Due to the success of remote work during the pandemic and as part of the planning for the transition back to on-site activities, the campus has formed a Future of Work group to explore the post-pandemic return to a different work model incorporating remote and hybrid work schedules on a permanent basis where practicable. In addition to developing resources and toolkits to aid in a successful transition to the post-pandemic world, this group also encourages department leaders to review current space assignments in

the context of operational and business needs to determine how the new model will affect the need for on-site space. It is expected that this effort will lead to short-term cost savings as administrative units currently occupying leased space explore opportunities for consolidating space and reducing the campus's lease obligations. In the longer term, this effort may result in the need to build less office space to accommodate campus growth. For example, the project scope for the Student Success Building has been reevaluated, in part because of less anticipated demand for office space.

Seismic In accordance with UC Seismic Policy requirements, the campus has surveyed the seismic safety of its building inventory, including leased buildings. All university-owned buildings were designed and constructed in adherence to the codes in effect at the time of their construction, initial seismic evaluations have identified over 110 buildings with the Seismic Performance Rating of V or VI and requiring seismic improvement, at an estimated cost of nearly \$1 billion. Using numerous factors including the UCOP risk model, these buildings have been prioritized, with 11 campus academic and student support buildings identified as Priority A and included in the 2021-27 CFP at a total cost of approximately \$379 million. A further 32 academic and support buildings have been prioritized as Priority B; 68 Priority C structures include nine academic and support buildings and nearly 60 student housing structures. Due to funding limitations, only one Priority A project has an identified fund source; no fund source has been identified for the Priority B and C projects.

Aging Plant The campus currently has a backlog of more than \$1.4 billion in state-supportable deferred maintenance and deferred system renewal needs. The 2021-27 CFP includes capital renewal/deferred maintenance funding totaling more than \$100 million to address the most urgent needs. In addition, the program includes projects with a deferred maintenance component, including building renovation and renewal, and replacement of obsolete buildings. The program also includes non-state-supportable deferred maintenance needs totaling nearly \$111 million in the unfunded sections.

Shortage of Academic and Support Space The campus has a critical shortage of instruction and research space to support current and projected enrollment and faculty research. Even with the completion of the Interdisciplinary Science & Technology Building, the Susan & Henry Samueli College of Health Sciences Building, and the Sue & Bill Gross Nursing & Health Sciences Hall, all currently under construction, major deficits remain. The Health Sciences Innovation Building, the Student Success Building, and the Engineering Student Innovation Factory projects will help address the shortages.

Infrastructure Renewal Upgrade and expansion of infrastructure is needed to support current and planned development. Existing systems, such as sewer and storm drains, chilled and high-temperature water, and others, do not have the capacity needed for growth and, in some cases, existing equipment is obsolete, inefficient, and at the point of failure. Some of the most urgent needs will be addressed with capital renewal/deferred maintenance funds; however, not all infrastructure requirements are addressed in the CFP due to funding limitations.

Student Housing In Fall 2021, UCI has a total of 15,612 beds (15,465 student beds and 147 quarantine/isolation beds) in student dormitory and apartment complexes, housing 41% of campus enrollment. Two housing projects are currently under construction: the East Campus Student Apartments Phase 4B project will provide 1,077 additional undergraduate beds, and Verano 8 Graduate Apartments will provide 1,050 beds for graduate students. Both projects are slated to be completed for Fall 2023, increasing the total bed count to 17,739, and allowing the campus to house 47% of projected enrollment. In the wake of the pandemic, student demand for on-campus housing is likely to increase as the demand for rental housing in the surrounding campus communities has spiked, and less inventory is available for students. To continue to make progress toward the Long-Range Development Plan target of housing 60% of campus enrollment on site, two housing projects are

included in the unfunded section of the 2021-27 CFP: a 300-bed residence hall in the Mesa Court housing complex, and a project to replace aging Verano Place graduate student apartments – some of which are more than 50 years old – with higher-density housing.

Funding

The Irvine campus has a significant proposed capital program, totaling \$5.6 billion. Approximately 82%, or \$4.6 billion, of the proposed projects do not yet have fund sources identified. Various sources are anticipated for the projects with funding identified, including campus funds, external financing, gift funds, state funds, and private development (see Display 2). The list of projects with funding is shown in Display 3. The list of projects where funding is not identified is shown in Display 4.

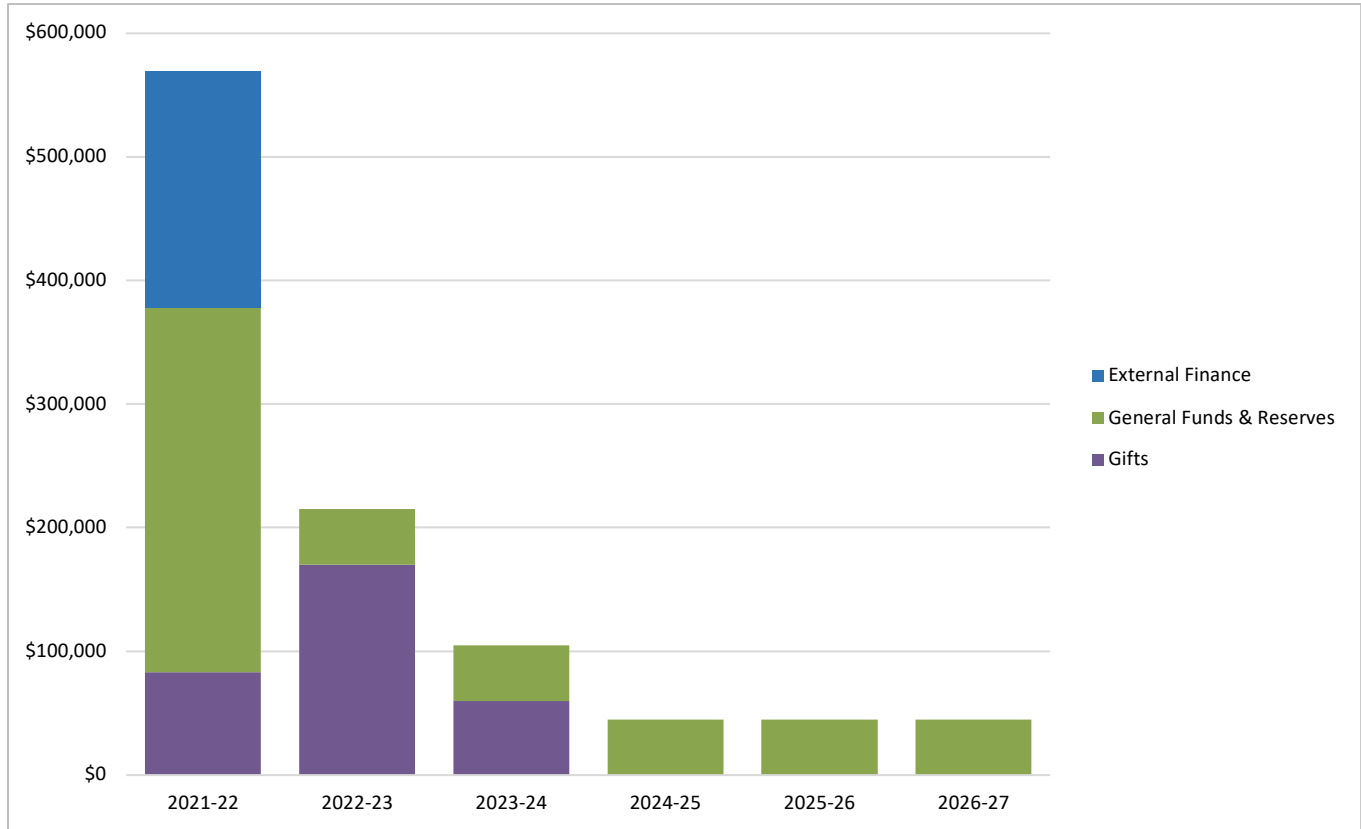
Non-State Resources Funding State-Supportable Scope Of the 19 projects included in the CFP with funding identified, 14 are fully state-supportable and one is partially state-supportable. These projects include new academic buildings, the relocation of Facilities Management and campus services currently located in an area slated for redevelopment, and deferred maintenance projects in state-supportable buildings. Of the more than \$1 billion in funding needed for these projects, approximately \$30 million would be from state funding. Because state funding is not available, the Irvine campus has chosen to redirect limited non-state resources to fund a portion of the need. As a result, the campus is choosing to implement these projects using a combination of external financing, gifts, and campus funds.

Gift Campaign The 2016 Strategic Plan emphasizes making fundraising a central feature of the planning and leadership culture of the campus. In recent years, the sharp reduction in state funding has already resulted in the campus turning more to gift funding for capital projects. These efforts have been quite successful: the current “Brilliant Future” capital campaign is more than halfway to its \$2 billion goal, including the recently announced lead gift of \$30 million for the proposed Falling Leaves Foundation Medical Innovation Building. Gift funding is also being pursued for the proposed Institute and Museum of California Art, and other projects as part of the campaign.

Display 1. Summary of Current Term (2021-22 to 2026-27) Capital Need (\$000s)

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total	State Eligible
Capital Need with Funding	569,253	215,000	105,000	45,000	45,000	45,000	1,024,253	919,553
Capital Need with Funding Not Identified							4,554,823	3,518,486
Total							5,579,076	4,438,039

Display 2. \$1.0B Capital Need with Funding (\$000s)



Display 3. Irvine Campus Capital Need with Funding (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)						Total	State Eligible
				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27		
EDUCATION & GENERAL PROJECTS											
Facilities Management / Campus Services Relocation				70,000 EF						70,000	100%
Fleet Services Fueling Station Relocation				10,000 CF						10,000	100%
Institute & Museum for California Art				20,000 GF 50,000 CF						70,000	100%
North Campus Gateway Site Improvements				25,000 CF						25,000	100%
Property Acquisition for Lease Replacement and Campus Support Services				25,000 CF						25,000	100%
Social Sciences Lecture Hall Seismic Improvements		•	•	1,316 CF 2,261 SG						3,577	100%

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)							Total	State Eligible
				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27			
Student Success Building	●			13,000 SG 13,200 GF 43,800 CF							70,000	36%
Engineering Student Innovation Factory	●				30,000 GF						30,000	100%
NatureScape / Aldrich Park Enrichment					70,000 GF						70,000	100%
Quantum Science Building					70,000 GF						70,000	100%
Capital Projects \$1M to \$5M (E&G)				20,000 CF	20,000 CF	20,000 CF	20,000 CF	20,000 CF	20,000 CF		120,000	100%
Capital Projects \$5M to \$10M (E&G)*				10,000 CF	10,000 CF	10,000 CF	10,000 CF	10,000 CF	10,000 CF		60,000	100%
Capital Renewal / Deferred Maintenance		●		14,676 SCO	15,000 CF	15,000 CF	15,000 CF	15,000 CF	15,000 CF		89,676	100%
Total Education & General:											713,253	
EDUCATION & GENERAL – HEALTH PROJECTS												
Falling Leaves Foundation Medical Innovation Building	●			50,000 GF 60,000 CF 121,000 EF							231,000	100%
Medical Education Building Renovations				20,000 CF							20,000	100%
Total Education & General – Health:											251,000	
AUXILIARY PROJECTS												
University Hills Area 12, Phase 1	●			TBD P3							TBD	
Athletics Facilities Improvements		●			60,000 GF						60,000	
University Hills Area 12, Phase 2	●						TBD P3				TBD	
University Hills East Campus Site	●							TBD P3			TBD	
Total Auxiliary:											60,000	
Total Campus Projects with Funding Identified				569,253	215,000	105,000	45,000	45,000	45,000	45,000	1,024,253	919,553

Display 4. Irvine Campus Capital Need with Funding Not Identified (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)	
				Total	State Eligible
EDUCATION & GENERAL PROJECTS					
ADA Compliance				25,000 SE	100%
Beall Center for Art + Technology Expansion and Renovation		●		6,900 SE	100%
Campus Security Improvements		●		30,000 SE	100%
Capital Projects \$5M to \$10M (E&G)*				90,000 SE	100%
Capital Renewal / Deferred Maintenance (E&G)		●		363,324 SE	100%
Central Plant and Utility Distribution Renewal Phase 1				15,000 SE	100%
Central Plant and Utility Distribution Renewal Phase 2				15,000 SE	100%
Central Plant and Utility Distribution Renewal Phase 3				15,000 SE	100%
Chilled Water System Expansion				15,000 SE	100%

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)	
				Total	State Eligible
Claire Trevor Theater Seismic Improvements		●	●	11,800 SE	100%
Contemporary Arts Center 4th Floor Renovation				8,000 SE	100%
Deferred Maintenance Backlog		●		759,104 SE	100%
Deferred System Renewal Backlog		●		241,364 SE	100%
Energy-saving Projects		●		11,700 SE	100%
Engineering & Physical Sciences MAQ Upgrades				40,000 SE	100%
Engineering Gateway Seismic Improvements		●	●	79,227 SE	100%
Engineering Renovations		●		25,000 SE	100%
Engineering Tower Seismic Improvements and Renewal		●	●	130,700 SE	100%
Environmental and Safety Improvements				15,000 SE	100%
Fire and Life Safety Improvements Phase 2				47,000 SE	100%
Fire and Life Safety Improvements Phase 3				42,000 SE	100%
Group B Seismic Improvements (E&G)		●	●	273,000 SE	100%
Group C Seismic Improvements (E&G)		●	●	34,300 SE	100%
Hazardous Materials Abatement				30,000 SE	100%
Humanities Hall Seismic Improvements		●	●	39,000 SE	100%
Humanities / Arts Building	●			71,000 SE	100%
ICS2 Building Seismic Improvements		●	●	2,570 SE	100%
Integrated Nanosystems Research Facility Renovations		●		25,000 SE	100%
Law Building	●			233,000 SE	100%
McGaugh Hall Renovation	●	●		44,000 SE	100%
Multipurpose Academic & Admin Bldg 2	●			44,000 SE	100%
Qureshey Lab Seismic Improvements		●	●	6,627 SE	100%
Regional Water Quality Improvements				10,000 SE	100%
Sciences Buildings Renovations, Phase 1		●		27,000 SE	100%
Sciences Buildings Renovations, Phase 2		●		44,000 SE	100%
Sewer Infrastructure Improvements				24,000 SE	100%
Social & Behavioral Sciences 2	●			63,000 SE	100%
Social Science Plaza A Seismic Improvements		●	●	15,450 SE	100%
Social Science Tower Seismic Improvements		●	●	35,120 SE	100%
Storm Drain Improvements				24,000 SE	100%
Transportation Infrastructure Safety Improvements				10,000 SE	100%
Water Distributions Systems Renewal Phase 1				8,000 SE	100%
Water Distributions Systems Renewal Phase 2				8,000 SE	100%
Total Education & General:				3,057,186	

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)	
				Total	State Eligible
EDUCATION & GENERAL – HEALTH PROJECTS					
Beckman Laser Expansion and Renovation		●		60,000 SE	80%
College of Health Sciences Building Unit 2	●			110,000 SE	100%
College of Health Sciences Research Building	●			110,000 SE	100%
Group B Seismic Improvements (EH)		●	●	83,500 SE	100%
Group C Seismic Improvements (EH)		●	●	4,000 SE	100%
Med Sci Renovations		●		56,000 SE	100%
Total Education & General – Health:				423,500	
AUXILIARY PROJECTS					
ARC Expansion Phase 4	●			80,000 NSE	
ARC Field Expansion	●			8,000 NSE	
Bren Events Center Seismic Improvements		●	●	49,800 NSE	100%
Capital Projects \$5M to \$10M (AUX)				60,000 NSE	
Capital Renewal/Deferred Maintenance (AUX)		●		110,864 NSE	
Cross Cultural Center Redevelopment	●			34,000 NSE	100%
Group B Seismic Improvements (AUX)		●	●	118,775 NSE	100%
Group C Seismic Improvements (AUX)			●	103,300 NSE	100%
Mesa Court Residence Hall Expansion	●			65,000 NSE	
Satellite Student Center	●			34,000 NSE	
Shellmaker Island Boathouse Replacement				11,000 NSE	
Student Center Seismic Improvements			●	5,398 NSE	100%
Student Health Center Replacement				69,000 NSE	
Verano 1, 2, & 3 Redevelopment, Phase 1	●	●		325,000 NSE	
Total Auxiliary:				1,074,137	
Total Campus Projects with Funding Not Identified				4,554,823	3,518,486



Urvine Health

Miss [Name]
School of Medicine
Discover Health



2021-27 UC IRVINE HEALTH CAPITAL NEED

UC Irvine Health is comprised of the clinical, medical education, and medical research enterprises of the University of California, Irvine. The School of Medicine is located on the University of California, Irvine campus in the City of Irvine, while UC Irvine Medical Center (UCIMC) is located 14 miles north in the City of Orange. UCIMC is a 418-bed acute-care hospital that provides tertiary and quaternary care, ambulatory and specialty medical clinics, and behavioral health and rehabilitation services. In addition, the construction of a second medical campus, the Irvine Campus Medical Complex, was approved in 2020. This complex, sited on UCI's North Campus and slated for completion in 2025, will include a 144-bed specialty hospital, an Ambulatory Care Center/Comprehensive Cancer Center, and an outpatient medical office building. UC Irvine Health serves more than 3.5 million people in the greater Orange County region.

UC Irvine Health's capital priorities are directly aligned with the goals and objectives outlined in the UC Irvine Health strategic plan. The following four goals represent the most prevalent linkages across the capital projects:

- Ensure appropriate and adequate access to care
- Be the destination provider for distinctive service lines
- Create a competitive patient-centric ambulatory network
- Provide unparalleled quality and value to our patients and healthcare purchasers

Priorities

Based on current bed demand, inpatient bed capacity exceeds 80% occupancy in all General Acute Care units and increasingly results in delays in securing an inpatient bed. This causes the loss of admissions and revenue, increased emergency department diversion, and patient and referring physician dissatisfaction. Even with the completion of the new Irvine hospital, additional beds will be needed on the Orange campus. Several projects within the CFP aim to increase inpatient capacity and offer patients expanded access to UC Irvine Health programs and services.

The first is to create additional Medical/Surgical or Telemetry bed units. Currently under construction is the conversion of Building 3, third floor, to a 41-bed unit, with planned occupancy in October 2021. The proposed conversion of space on the second floor of Building 3 would provide another 41 beds. The CFP also includes future projects for conversion of space in Douglas Hospital to Med Surge or Telemetry units; however, no funding has been identified for these projects.

As part of its strategic plan, UC Irvine Health intends to become a leader in population health management and provide high-value community-based care. UC Irvine Health aims to significantly increase its ambulatory clinical footprint by extending its network of care across the region.

In addition to the off-campus ambulatory sites, the CFP addresses replacing aged and inefficient ambulatory clinics on the Orange Campus; however, funding has not yet been identified for this effort. A majority of the current Outpatient Clinical and Support buildings are beyond their life expectancy and are planned to be replaced with the future Orange Campus Ambulatory Replacement project, on or proximate to the Orange campus. Replacing these outdated buildings with state-of-the-art medical office facilities aligns with the strategic plan's goal to provide unparalleled value, quality, and experience to our patients.

UC Irvine Health has identified approximately \$912 million of capital need, of which approximately \$427 million has a funding strategy (see Display 1).

Challenges

The greatest challenge is addressing requirements with limited resources. Parking is a challenge. Due to their own needs, neighboring properties have fewer surplus parking spaces available for the Medical Center to lease for staff. Many clinics and support services buildings at the Orange Campus are beyond their life expectancy. At the same time, UC Irvine Health needs to expand its patient care network to provide accessible care in this competitive healthcare environment. We propose constructing a large parking structure, with up to 1,960 spaces, on Medical Center property.

The CFP includes several deferred maintenance projects such as replacing aging infrastructure, many building repairs, replacement of elevators and elevator controls, and many others. UC Irvine Health is currently conducting a detailed analysis of its capital assets to establish a comprehensive plan to address, implement, and manage deferred maintenance needs.

Several projects have public-private partnership potential. Although funding has not been identified for the future Orange Campus Ambulatory Replacement, the project is a likely candidate for P3, as it would consolidate clinical services, provide a much more efficient clinical setting, and either mitigate or eliminate a large portion of our deferred maintenance needs.

In addition, lease opportunities for buildings located in strategic target areas in the region are being targeted for the continued expansion of our ambulatory footprint.

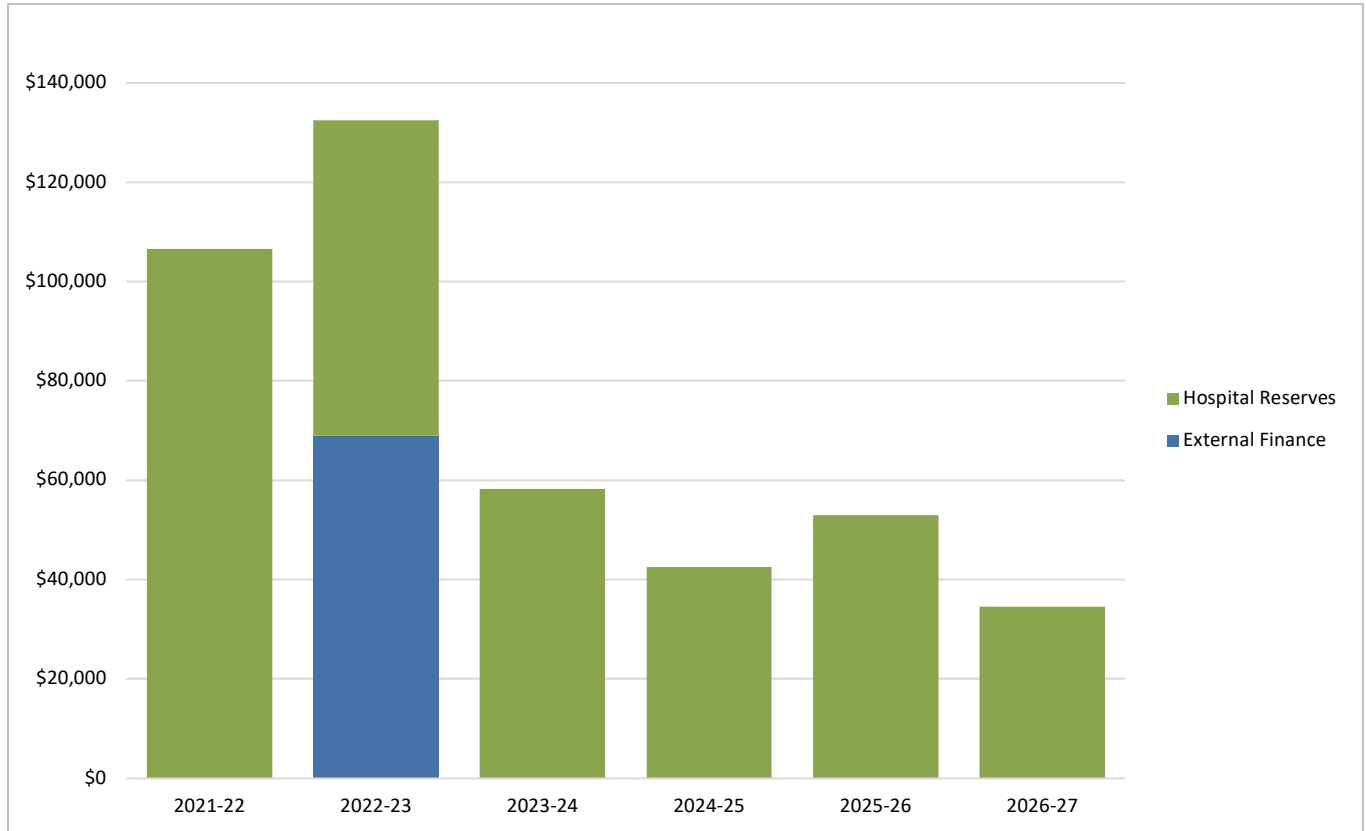
Funding

UC Irvine Health has a significant proposed capital program, totaling \$912 million. Approximately 53% or \$484 million of the proposed projects do not yet have fund sources identified. Anticipated fund sources for the projects with funding identified include hospital reserves and external financing (see Display 2). The list of projects with funding is shown in Display 3. The list of projects where funding is not identified is shown in Display 4.

Display 1. Summary of Current Term (2021-22 to 2026-27) Capital Need (\$000s)

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Capital Need with Funding	106,600	132,500	58,250	42,500	53,000	34,600	427,450
Capital Need with Funding Not Identified							484,200
Total							911,650

Display 2. \$427M Capital Need with Funding (\$000s)



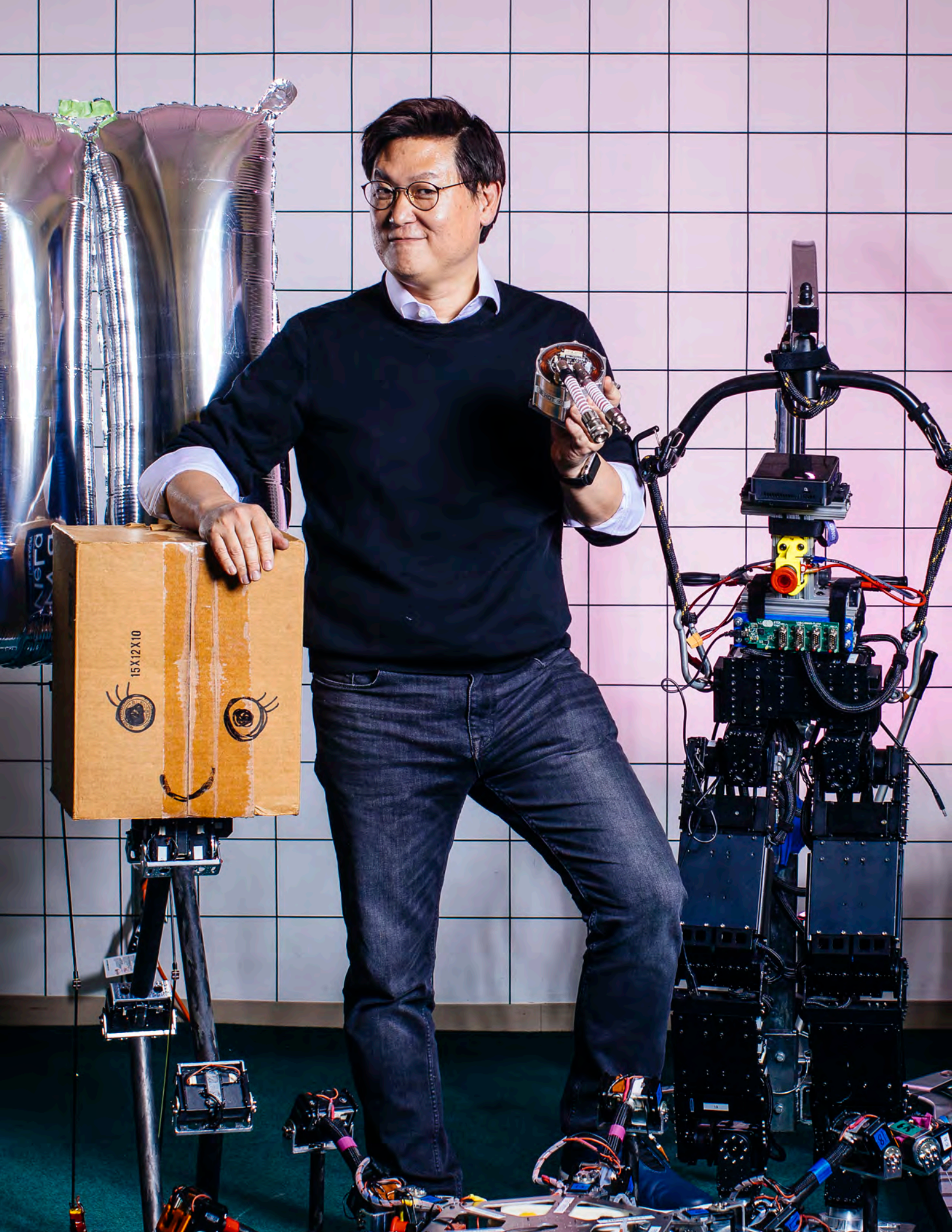
Display 3. UC Irvine Health Capital Need with Funding (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)					Total	
				2021-22	2022-23	2023-24	2024-25	2025-26		2026-27
Ambulatory Center #4 – Northwest Orange County				20,000 HR					20,000	
Building 3 2nd Floor Conversion to Tele/Med Surg				35,000 HR					35,000	
Ambulatory Center #3 – East Irvine					12,000 HR				12,000	
Orange Parking Structure					69,000 EF				69,000	
Ambulatory Center #2 – Northeast Orange County (Multi-Specialty)						12,000 HR			12,000	
Capital Projects \$1M to \$5M (MC)				17,600 HR	21,000 HR	17,000 HR	18,000 HR	18,000 HR	18,000 HR	109,600
Capital Projects \$5M to \$10M (MC)				27,700 HR	17,300 HR	19,850 HR	20,000 HR	25,000 HR	11,600 HR	121,450

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)						
				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Energy Projects				6,300 HR	13,200 HR	9,400 HR	4,500 HR	10,000 HR	5,000 HR	48,400
Total Health Projects With Funding Identified				106,600	132,500	58,250	42,500	53,000	34,600	427,450

Display 4. UC Irvine Health Capital Need with Funding Not Identified (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)
				Total
Bridge to Triangle Parking				25,000 NSE
Building 30 Seismic Improvements			●	4,700 NSE
Deferred Maintenance		●		45,000 NSE
Douglas Hospital Inpatient Capacity (Phase 1 – DH38)				40,000 NSE
Douglas Hospital Inpatient Capacity (Phase 2 – DH36)				40,000 NSE
Douglas Hospital Inpatient Capacity (Phase 3 – DH34)				40,000 NSE
Emergency Department Expansion				50,000 NSE
Gottschalk Repurpose / Renovation				30,000 NSE
Group B Seismic Improvements (Building 70)			●	5,300 NSE
Group C Seismic Improvements (Building 29)			●	9,200 NSE
Materiel Management Logistics Center (B20)				10,000 NSE
Morgue and Autopsy Building				25,000 NSE
Orange Campus Ambulatory Replacement		●		100,000 NSE
Outpatient Clinic Orange – Triangle Lot				10,000 NSE
SB1953 Non-Structural Seismic Upgrades			●	50,000 NSE
Total Health Projects with Funding Not Identified				484,200



2021-27 LOS ANGELES CAMPUS CAPITAL NEED

UC Los Angeles's (UCLA) campus opened in 1929 with a Teacher's College and the College of Letters and Science housed in four campus buildings. UCLA has since grown into a world-renowned university offering degree programs through the College, seven general campus professional schools, and four health sciences professional schools.

Priorities

The Los Angeles campus has identified approximately \$8.9 billion of capital need, of which approximately \$1.4 billion has a funding strategy (see Display 1). The total value of this year's Capital Financial Plan (CFP) has grown by \$4.2 billion compared to the 2020 plan. This growth reflects a significant increase in both deferred maintenance and seismic remediation need.

Challenges

Post-Pandemic Issues The UCLA campus plans to return to mostly in-person instruction this academic year, with approximately 80% of courses offered in-person. UCLA anticipates full occupancy of on-campus housing, including providing triple-capacity rooms, as needed, to accommodate demand. On-line learning will continue to be available to provide access for our students.

UCLA has created an online Campus Ramp-Up Planning Guide to help departments expand operations and an online FlexWork Guide to assist supervisors in implementing flexible, supportive working arrangements for employees. An assessment of which staff can continue to work remotely will enable a reevaluation of current space utilization, with the goal of reassigning core campus administrative space for faculty and student needs. Data collected will help establish a new baseline for the on-campus population and inform future planning efforts.

Seismic Since 1990, UCLA has invested more than \$2.9 billion to retrofit 73 buildings totaling over 10.3 million gross square feet. In accordance with UC Seismic Policy requirements and consistent with the campus's ongoing commitment, the Los Angeles campus has surveyed the seismic safety of its building inventory and leased buildings. While all university-owned buildings were designed and constructed in adherence to the codes in effect at the time of their construction, initial seismic evaluations have identified 50 buildings with the Seismic Performance Rating of V or VI and requiring seismic improvement, and 44 buildings that require additional study. Using numerous factors, including the UCOP risk model, these buildings have been prioritized, with 31 campus academic and student support buildings identified as Priority A and included in the 2021-27 CFP at a total cost of approximately \$1 billion. A further 19 auxiliary and off-campus buildings have been identified as Priority B at a total cost of \$42 million. The White Mountain Research Center, a unit of the University of California Natural Reserve System and operated by the UCLA Institute of the Environment and Sustainability, has identified 41 state-supportable structures with a total cost of \$16 million and was included in the 2021-27 CFP as Priority C.

The campus has chosen to show the majority of its Level V and Level VI buildings in Group A. Given our commitment to the safety of our students and staff, we are not in the position of decreasing the urgency of addressing any campus academic space. The campus also believes that its past actions to remediate buildings to the prior code will enhance efforts to bring our current inventory into compliance with the 2017 policy.

The Semel NPI Building and Reed Bridge are shovel-ready opportunities, having completed Working Drawings but pending funding to enter into construction. The Wooden Center, Ashe, Sunset Recreation Center, Powell Library, and Young Research Library have design teams. Ackerman and Kerckhoff are in an active Study phase to define a comprehensive remediation plan for all student-funded buildings in FY2021-22.

Aging Plant The campus currently has a backlog of more than \$4.8 billion in state-supportable deferred maintenance and deferred system renewal needs. The campus has prioritized its needs and stands ready to move forward with critical systems upgrades and infrastructure projects as resources become available.

Infrastructure The campus anticipates upgrades to its electric power generation and distribution systems, including the nearly 30-year old cogeneration plant. The 42-megawatt plant produces 85% of the campus's electrical power. The replacement of two existing engines with newer units would increase capacity and energy efficiency while reducing utility expenses, water consumption, and the campus' carbon footprint. UCLA is undertaking a Sustainability Master Plan to create a bold vision for a sustainable, healthy, and resilient future for the campus. The plan includes green building goals and reinforces a commitment to advancing sustainability initiatives in all its capital projects. Additionally, it will span curriculum and research, operations, and engagement and outreach programs.

Student Housing During the past 30 years, UCLA has evolved from a commuter campus to a residential campus and now accommodates 14,650 students in on-campus housing and over 3,000 in University-owned off-campus housing. UCLA has completed or is nearing the completion of three major student on-campus housing projects. The Centennial and Olympic Residence Halls (opened this fall), Gayley Heights Apartments (substantially complete), and Southwest Campus Apartments (scheduled to open fall 2022) will provide approximately 5,200 new beds. These additional beds are projected to enable the campus to meet its goal of guaranteed housing to all entering first-year students for four years, to all new transfer students for two years, and help address graduate student housing demand.

The CFP also includes two projects that will provide additional on-campus housing for 1,400 students, if needed, to meet the goals of the Student Housing Master Plan.

Funding

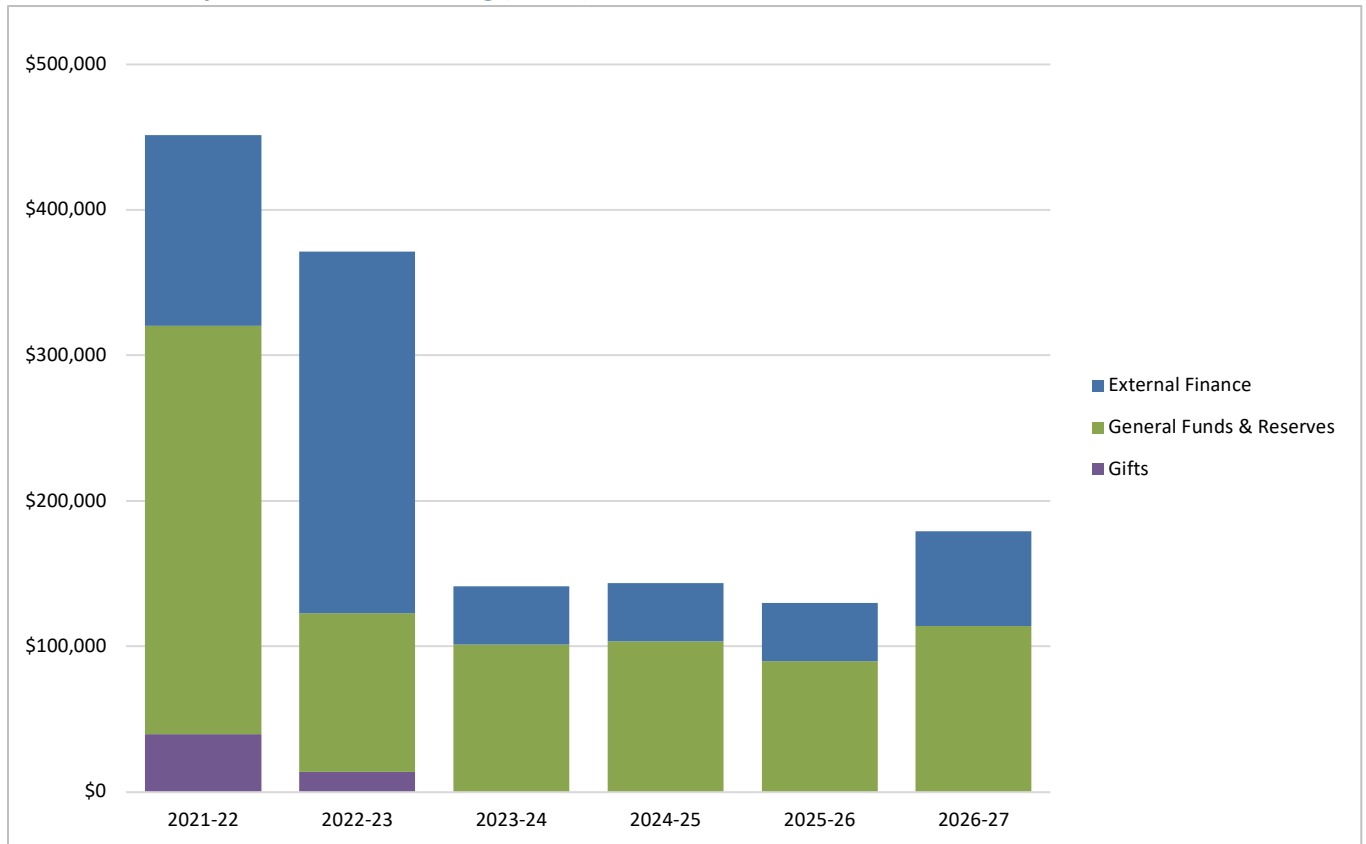
UCLA has a significant proposed capital program totaling \$8.9 billion. Approximately 84% or \$7.5 billion of the proposed projects do not yet have fund sources identified. For the projects with funding identified, resources anticipated include campus funds, auxiliary reserves, external financing, and gifts (see Display 2). The list of projects with funding is shown in Display 3. The list of projects where funding is not identified is shown in Display 4.

Non-State Resources Funding State-Supportable Scope Of the 29 projects included in the CFP with funding identified, 14 are fully state-supportable, and one is partially state-supportable. These projects include a cogeneration plant repower project, seismic improvements, and various energy efficiency and infrastructure projects. Of the \$795 million in funding needed for these projects, \$100 million would be from state funding. As a result, the campus is choosing to implement these projects using a combination of external financing, gifts, and campus funds.

Display 1. Summary of Current Term (2021-22 to 2026-27) Capital Need (\$000s)

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total	State Eligible
Capital Need with Funding	451,610	371,295	141,491	143,794	130,217	179,400	1,417,807	791,846
Capital Need with Funding Not Identified							7,350,490	6,845,410
Total							8,768,297	7,637,256

Display 2. \$1.4B Capital Need with Funding (\$000s)



Display 3. Los Angeles Campus Capital Need with Funding (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)						Total	State Eligible
				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27		
EDUCATION & GENERAL PROJECTS											
Cogeneration Plant Repower Project				62,000 EF						62,000	100%
Deferred Maintenance Projects – One-Time State Funding		•		52,846 SCO						52,846	100%
Moore Hall Air Conditioning Installation		•		4,200 EF						4,200	100%
Public Affairs Seismic Improvements			•	3,800 CF 25,000 SG						28,800	100%
UCLA James Lawson, Jr. Worker Justice Center Seismic Improvements			•	15,000 SG						15,000	100%
Nimoy Theater Seismic Renovation			•	13,800 GF						13,800	100%
Wastewater Treatment Facility									25,000 EF	25,000	100%

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)							Total	State Eligible
				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27			
Capital Projects \$1M to \$10M				25,000 CF 25,000 EF	25,000 CF 25,000 EF	25,000 CF 25,000 EF	25,000 CF 25,000 EF	25,000 CF 25,000 EF	25,000 CF 25,000 EF	300,000	100%	
Capital Renewal Program – Campus		●		25,000 CF	25,000 CF	25,000 CF	25,000 CF	25,000 CF	25,000 CF	150,000	100%	
Statewide Energy Partnership (SEP) Program				15,000 EF	15,000 EF	15,000 EF	15,000 EF	15,000 EF	15,000 EF	90,000	100%	
Total Education & General:										741,646		
EDUCATION & GENERAL – HEALTH PROJECTS												
CHS B-Level cGMP Facility				7,300 FG 22,700 GF						30,000	100%	
CHS Emergency Power System Replacement		●		16,395 CF 7,000 SPG						23,395	86%	
Total Education & General – Health:										53,395		
AUXILIARY PROJECTS												
Acosta Performance Nutrition Center			●	17,000 GF						17,000		
Gayley Center Seismic Improvements			●	15,000 EF						15,000		
Sunset Recreation Center Seismic Improvements			●	10,000 UR	20,000 EF					30,000		
Wilshire Center Seismic Improvements			●	25,000 AR						25,000		
Wooden Center Seismic Improvements			●	15,000 UR 10,000 EF						25,000		
Ackerman Seismic Improvements			●		37,500 EF					37,500		
Gayley Center Program Improvements					20,000 EF					20,000		
Hilgard Faculty Housing					16,000 AR 66,000 EF					82,000		
Kerckhoff Seismic Improvements			●		15,000 EF					15,000		
Northwest Student Housing Seismic Improvements			●		50,000 EF					50,000		
Parking Structure 1 Seismic Improvements			●						20,000 AR	20,000		
Parking Structure RC Seismic Improvements			●						11,200 AR	11,200		
Auxiliary Projects \$1M-10M (Housing and Hospitality)		●	●	13,055 AR	10,000 AR	11,645 AR	11,089 AR	10,000 AR	10,000 AR	65,789		
Auxiliary Projects \$1M-10M (Parking and Transportation)		●	●	16,500 AR	13,600 AR	14,900 AR	16,300 AR	12,100 AR	13,200 AR	86,600		
Capital Projects \$1M to \$10M (University Fee Reserves)			●	10,000 UR	10,000 UR	10,000 UR	10,000 UR	10,000 UR	10,000 UR	60,000		
Capital Renewal Program – Housing		●		6,014 AR	7,795 AR	11,646 AR	14,105 AR	4,817 AR		44,377		
Capital Renewal Program – Parking		●		7,800 AR	1,600 AR	3,300 AR	2,300 AR	3,300 AR		18,300		
Total Auxiliary:										622,766		
Total Campus Projects with Funding Identified				451,610	371,295	141,491	143,794	130,217	179,400	1,417,807	791,846	

Display 4. Los Angeles Campus Capital Need with Funding Not Identified (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)	
				Total	State Eligible
EDUCATION & GENERAL PROJECTS					
Boelter Hall Seismic Improvements			●	89,000 SE	100%
Botanical Garden Enhancements				20,000 SE	100%
Bunche Hall – Tower Seismic Improvements			●	51,000 SE	100%
Capital Renewal – State Eligible Deferred Maintenance			●	4,854,446 SE	100%
Dentistry Clinic Program Improvements			●	70,000 SE	100%
Dodd Hall Seismic Improvements			●	16,000 SE	100%
Fowler Museum Improvements and Addition			●	70,000 SE	100%
Group B Seismic Improvement Projects			●	42,000 SE	50%
Group C Seismic Improvement Projects			●	15,664 SE	100%
Lab School Improvements				40,000 SE	100%
Law School Addition and Academic Facility				100,000 SE	100%
Law School Seismic Improvements			●	50,000 SE	100%
Life Sciences Building Improvements			●	50,000 SE	100%
Math Science Seismic Improvements			●	48,000 SE	100%
Moore Hall Seismic Improvements			●	17,800 SE	100%
Murphy Hall Seismic Improvements			●	16,000 SE	100%
North Campus Classroom Facility	●			300,000 SE	100%
North Campus Infrastructure Improvements				20,000 SE	100%
Perloff Hall Seismic Improvements			●	15,500 SE	100%
Powell Library Seismic Improvements	●		●	100,000 SE	100%
Rolfe Hall Seismic Improvements			●	16,000 SE	100%
Royce Hall Seismic Improvements			●	36,000 SE	100%
South Campus Academic Facility	●			70,000 SE	100%
Young Hall Seismic Improvements			●	61,000 SE	100%
Young Research Library Seismic Improvements	●		●	150,000 SE	100%
Total Education & General:				6,318,410	
EDUCATION & GENERAL – HEALTH PROJECTS					
CHS – Biomedical Library Tower Improvements			●	100,000 SE	100%
CHS Fire Sprinkler Installation				4,800 NSE 55,200 SE	100%
CHS Program and Infrastructure Improvements			●	16,000 NSE 184,000 SE	92%
Fielding School of Public Health Building Improvements			●	50,000 SE	100%
Psychology-Neuroscience Research Building				70,000 SE	90%

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)	
				Total	State Eligible
Semel Neuropsychiatric Institute (NPI) Seismic Improvements			•	7,000 NSE 63,000 NSE	90%
Total Education & General – Health:				550,000	
AUXILIARY PROJECTS					
Bradley South Residence Hall				110,000 NSE	
Drake Stadium Residence Hall				185,000 NSE	
Group B Seismic Improvement Projects			•	42,080 NSE	
Mo Ostin Academic Center for Student-Athletes (GF)				35,000 NSE	
Student Services / Welcome Center				70,000 NSE	
Sunset Canyon Recreation Center Renovation and Expansion (GF)			•	40,000 NSE	
Total Auxiliary:				482,080	
Total Campus Projects with Funding Not Identified				7,350,490	6,845,410



2021-27 UCLA HEALTH CAPITAL NEED

As one of the premier providers of modern medicine to the Los Angeles area and the nation, UCLA is home to leading medical facilities and world-renowned physicians.

At UCLA, the Ronald Reagan UCLA Medical Center is consistently ranked among the top ten hospitals in the nation. The UCLA Mattel Children's Hospital sets a global standard for pediatric care – offering procedures, technology, and advances that bring in children from all over the country. UCLA's Resnick Neuropsychiatric Hospital, featuring the most advanced medical technology in the world, is among the leading centers for patient care and education in mental health.

The Capital Financial Plan (CFP) presents the campus's capital need. The CFP focuses on this year (2021-22) and the next five fiscal years (2022-23 to 2026-27) and represents projects in the near-term planning horizon (refer to Display 1). These six years are named the current term. UCLA Health, comprised of the Hospital system, Faculty Practice Group, and David Geffen School of Medicine, operates four hospitals and hospital outpatient clinics in nearly 2.8 million square feet of owned space. In addition, UCLA Health is responsible for managing and maintaining an additional 1.8 million square feet of leased freestanding ambulatory offices and clinics. Accordingly, UCLA Health's capital needs are significant, with a constant demand for capital facility renovations and equipment upgrades and replacements. The Los Angeles Health System CFP includes approximately \$2.4 billion of projects in the current term.

Priorities

UCLA Health prioritizes its capital funding within three strategic priority areas: 1) alleviating clinical care capacity constraints; 2) maintaining aging physical facilities; and 3) investing in state-of-the-art infrastructure and equipment upgrades.

Capacity Constraints UCLA Health's inpatient volume has experienced significant growth since the opening of the Ronald Reagan UCLA Medical Center in 2008. The current aggregate occupancy of the four hospitals (inclusive of Mattel's Children Hospital) is 93%, well above the standard optimal occupancy of 85% to cost-effectively operate a hospital facility. A new hospital was purchased on Olympic in the Mid-Wilshire neighborhood to alleviate inpatient care capacity constraints, and preliminary planning has begun to convert it into a neuropsychiatric hospital. This project would potentially add approximately 35 pediatric beds and 70 adult beds, with ancillary services such as neuro-modulation procedures, physical therapy, and LAUSD classrooms.

Alleviating ambulatory clinical space constraints remains a constant issue as well. A proposed project to build a new Santa Monica medical office building would help the UCLA Health System address near-term capacity needs for clinic space near the Santa Monica campus.

Aging Physical Facilities In spite of the addition of the relatively new hospital replacement facilities at Westwood and Santa Monica, UCLA Health maintains and operates some older facilities that require building renovation and infrastructure investment. Renovation of the Merle Norman Pavilion on the Santa Monica campus and improvements to the clinical space on the basement levels of the South Tower in the Center for the Health Sciences represent these types of capital projects.

Infrastructure/Equipment Upgrades The Campus Co-generation Plant has been the primary source for electricity, steam, and chilled water to the Ronald Reagan UCLA Medical Center. The increasing power demands being placed on the plant due to a robust campus building program has required UCLA Health to consider

developing a separate utility building. Discussions and planning with the campus are underway to assess options.

Technological advances in conjunction with equipment/infrastructure that exceed useful life require UCLA Health to make capital investments continuously. In state-of-the-art medical equipment and infrastructure technology to maintain and improve patient safety, improve clinical outcomes, and/or improve cost efficiency. Accordingly, a significant amount of capital funds are projected for this purpose over the next decade.

Challenges

Common among many academic medical centers, UCLA Health is challenged with balancing and prioritizing the financial outlays for projects that fall within the three strategic priority areas referenced above. Also, the timing of capital outlays may be problematic as planned project implementation and capital expenditures may not, for various reasons, coincide with early budget estimates. Finally, unbudgeted capital spending (e.g., repairs for flooding, seismic events, and other unforeseen needs) require flexibility in capital investment planning.

Funding

UCLA Health depends on gift campaigns to partially fund major projects, as was the case with the construction of the Ronald Reagan UCLA Medical Center. Anticipated new revenue, resulting from new facilities, plus judicious use of reserves can also contribute to funding and debt service.

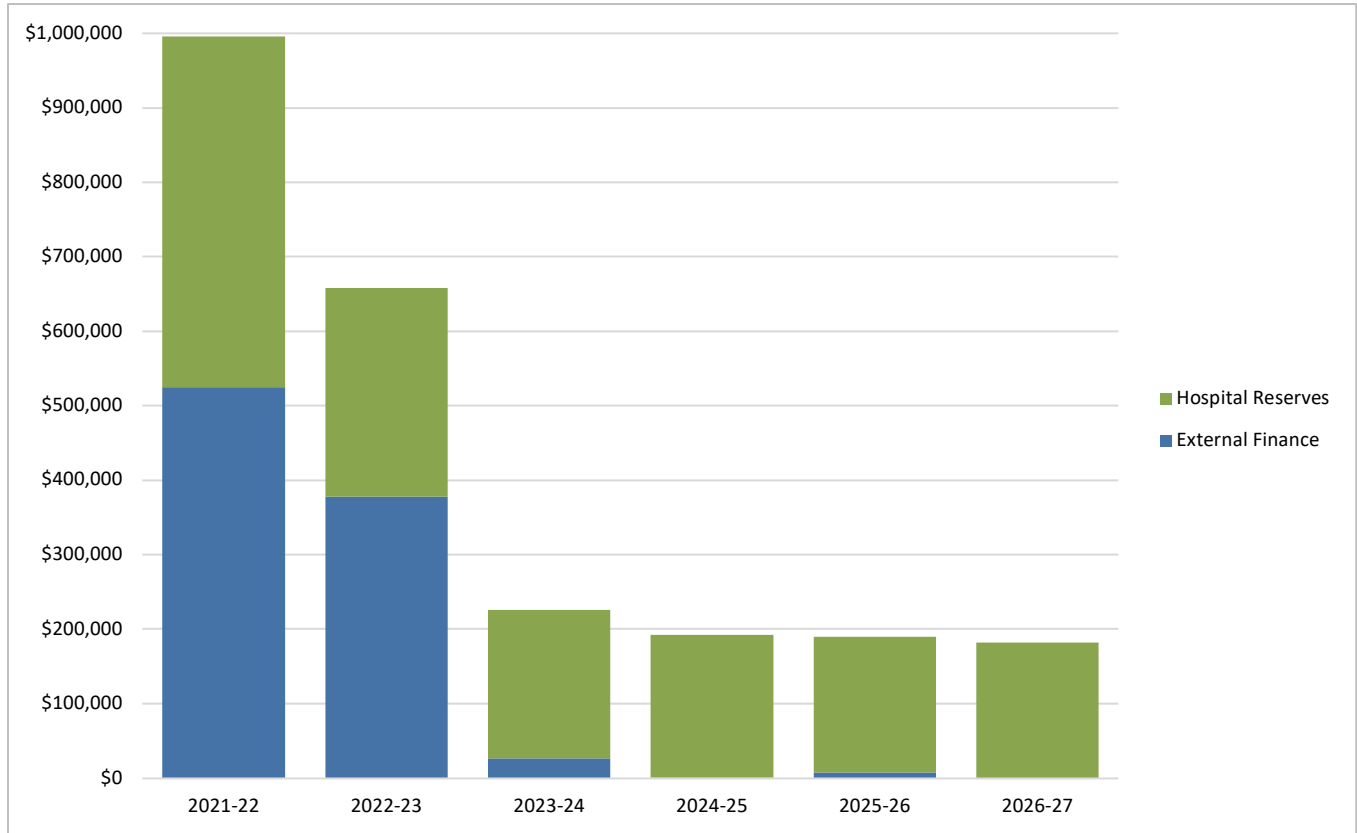
Real Estate Transactions

UCLA Health continually evaluates properties that come on the market for strategic acquisition opportunities.

Display 1. Summary of Current Term (2021-22 to 2026-27) Capital Need (\$000s)

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Capital Need with Funding	996,000	658,000	226,000	193,000	190,000	182,000	2,445,000
Capital Need with Funding Not Identified							
Total	996,000	658,000	226,000	193,000	190,000	182,000	2,445,000

Display 2. \$2.4B Capital Need with Funding (\$000s)



Display 3. UCLA Health Capital Need with Funding (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)					Total
				2021-22	2022-23	2023-24	2024-25	2025-26	
Capital Projects \$1M to \$10M - 26585 Agoura Road		•		13,000 HR					13,000
Medical Plaza 100 Suite 700 Liver Clinic				15,000 EF					15,000
Mid-Wilshire Campus Acquisition				70,000 EF					70,000
Mid-Wilshire Inpatient Bed Expansion/Renovations				350,000 EF					350,000
Mid-Wilshire Seismic Upgrades			•	30,000 HR					30,000
RRUMC Utility Building				220,000 HR					220,000
SMH Medical Parking Acquisition				20,000 EF					20,000
Santa Monica Hospital Medical Office Building New Admin / Clinic Building				70,000 EF					70,000

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)						Total
				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	
Bone Marrow Transplant Program				10,000 HR	10,000 HR					20,000
Medical Center Real Estate Acquisition					50,000 HR					50,000
RRUMC Cancer Center					200,000 EF					200,000
Santa Monica Hospital Medical Office Building Acquisition #1					170,000 EF					170,000
CHS South Tower Post-Occupancy Improvements (Levels A&B)					28,000 HR	10,000 EF 17,000 HR				55,000
SMH Merle Norman Pavilion Renovation Program				16,000 HR	8,000 EF 10,000 HR	17,000 EF	1,000 EF 10,000 HR	8,000 EF		70,000
Annual Capital Equipment Replacement		●		100,000 HR	100,000 HR	100,000 HR	100,000 HR	100,000 HR	100,000 HR	600,000
Capital Projects \$1M to \$10M – Medical Plaza 200		●		12,000 HR	12,000 HR	12,000 HR	12,000 HR	12,000 HR	12,000 HR	72,000
Capital Projects \$1M to \$10M – Reagan Hospital		●		20,000 HR	20,000 HR	20,000 HR	20,000 HR	20,000 HR	20,000 HR	120,000
Capital Projects \$1M to \$10M – Santa Monica Hospital		●		10,000 HR	10,000 HR	10,000 HR	10,000 HR	10,000 HR	10,000 HR	60,000
Capital Projects \$1M to \$10M – Health System		●		15,000 HR	15,000 HR	15,000 HR	15,000 HR	15,000 HR	15,000 HR	90,000
Capital Renewal		●		25,000 HR	25,000 HR	25,000 HR	25,000 HR	25,000 HR	25,000 HR	150,000
Total Health Projects With Funding Identified				996,000	658,000	226,000	193,000	190,000	182,000	2,445,000



2021-27 MERCED CAMPUS CAPITAL NEED

UC Merced is a strong and cohesive community bound by a singular focus on its mission and goals to contribute to the education and long-term health and growth of the central valley. For 2021-2022, UC Merced has enrolled 9,093 students; nearly 75% of undergraduates are first-generation, 61% are Pell Grant-eligible, more than 90% are students of color and virtually all undergraduates are from the State of California.

Priorities

The Capital Financial Plan (CFP) represents critical capital, capital renewal, deferred maintenance, and infrastructure projects in the near-term planning horizon. These projects are among the cross-cutting initiatives required to facilitate the new campus five-year Strategic Plan. The Merced campus has identified approximately \$1.6 billion of capital need, of which approximately \$231 million has a funding strategy (see Display 1).

Challenges

Post-Pandemic Issues The challenges posed by the response to the COVID-19 pandemic were deep and immediate, exposing thinly resourced divisions and schools and immature processes and procedures. The Merced campus quickly responded and moved many of the student service and business processes to online solutions and is planning to over time migrate more services and processes to online solutions. Similarly, the campus learned the advantages of online, hybrid, and hybrid instruction, has made a local commitment to continue to explore the integration of these technologies into the learning environment and expects its future classroom needs will continue to increase and look different from the current classroom type and distribution.

After utilizing the fall 2021 term to settle back into a combination of onsite and remote work the campus will undergo a comprehensive space utilization audit and update its space assignment guidelines. Concurrently with this settling in period, several programs have agreed to undertake small prototype space utilization projects including non-assignable desking – a mixture of hoteling and assigned space and alternative space types and lockers. The long-term impact on campus administrative space is yet to be fully determined, however, until the culture of assigned work areas diminishes, while the campus may be able to reduce the size of workstations and the number of private offices, the overall space dedicated to administrative purposes may not decline significantly. The COVID-19 Innovations Taskforce was assembled to gather and distill information about the response to the pandemic and any innovations that can be integrated into ongoing operations. The findings of the Taskforce will be assembled and published in a single document at the conclusion of the Fall 2021 term.

Seismic In accordance with UC Seismic Policy requirements, the Merced campus has surveyed the seismic safety of its campus building inventory and leased buildings. UC Merced's only seismic project is the remediation of seismic deficiencies at the Wawona Field Station facilities in Yosemite, a leased research facility currently utilized by all ten campuses.

Aging Plant UC Merced's existing (pre-2020 Project) buildings are now ten to fifteen years old, and several require replacement or repairs of aging or outdated equipment and many evidence worn interior building finishes. The campus currently has a backlog of more than \$15 million in state-supportable deferred maintenance and deferred system renewal needs. Priorities will be placed on life-safety, and mechanical and electrical systems repairs as one-time funding becomes available for maintenance and renewal purposes. While the "backfill" program is primarily about program use and not deferred maintenance, several of the deferred maintenance needs will be resolved as a part of the backfill projects, particularly interior finish items such as carpeting and painting.

Shortage of Academic and Support Space UC Merced’s goal is to continue to increase California resident enrollment. UC Merced develops new schools, degree programs in high-demand areas and offers signature undergraduate experiences that attract a diverse pool of students. The campus will grow transfer student enrollment by developing relationships and pathways externally and internally to UC Merced. The Health and Behavioral Sciences Building-Medical Education (HBS-ME) is the campus’s highest capital priority. HBS-ME, the Humanities and Arts Center, and the Library Archives building will house additional instructional spaces critical to supporting the campus’s enrollment growth and research goals. UC Merced expects to exceed the classroom utilization standards set by the state of CA in an array of classroom sizes and types when student enrollment reaches 12,500.

Infrastructure As a part of the 2020 Project, UC Merced’s campus infrastructure was expanded to accommodate an enrollment of 10,000 students. As the campus plans for the next phase of its enrollment growth to 15,000 students, a new, integrated, infrastructure basis of design will be required to support the next phase of campus growth. As the campus matures, consideration of campus infrastructure requirements is compounded by the budding research needs for infrastructure support on the campus build-out and research lands. These infrastructure requirements may complicate campus infrastructure discussions and cause solutions to be more expensive. As the institution grows and becomes more complex so do its needs. UC Merced became the first public research university in the United States to reach carbon neutrality in 2018. Maintenance of this achievement will be a driving determinant of the new infrastructure plan for the campus.

Student Housing The City of Merced has a less than 1% vacancy rate in its housing market posing significant difficulty for undergraduate and graduate students, staff and faculty seeking housing. UC Merced is, moreover, the only UC campus without dedicated graduate student housing. The Graduate Student Housing I facility will house 170 graduate students in a mixed-use development of one- and two-bedroom micro-units with a range of dedicated amenities including lounge, study, and fitness space.

Adjacent to the proposed Graduate Student Housing I, the campus is planning to expand and replace the Early Childhood Education Center and add a second graduate housing facility, Graduate Student Housing II, which will include family housing. These facilities are critical to the long-term strategic goal to “transform campus culture by ensuring that all members of the community thrive through equitable and inclusive structures, policies, and practices.” Additionally, to maintain enrollment growth and retain the freshman and sophomore on-campus housing requirement, UC Merced will need to add three undergraduate housing buildings during this six-year period. The first of the undergraduate housing facilities will be dedicated to transfer students in support of the UC strategic aspiration to enroll one transfer student for every two freshman undergraduates. The second two undergraduate housing facilities will continue and expand the campus’s successful “living and learning” programs. Finally, several potential faculty and staff housing models are being studied to support the hiring and retention of faculty and staff in Merced’s tight housing market.

Funding

During the capital plan period, 2021-2027, the UC Merced campus has proposed a comprehensive capital program, totaling \$1.6 billion, necessary to accommodate enrollment growth currently set at 15,000 students by 2030. Although limited funds have been identified to support this plan, where there is a funding source identified the sources include campus funds, external financing, gift funds, and grant awards. The list of projects with funding is shown in Display 3. The list of projects where funding is not identified is shown in Display 4.

UC Merced faces continued growth in enrollment and pressure to mount new academic programs, including the new medical education program, with limited access to a higher prospect donor community or other external

funding mechanisms. The institution continues to be conservative with its reserves while also being creative in its exploration of possible solutions to the funding shortfalls.

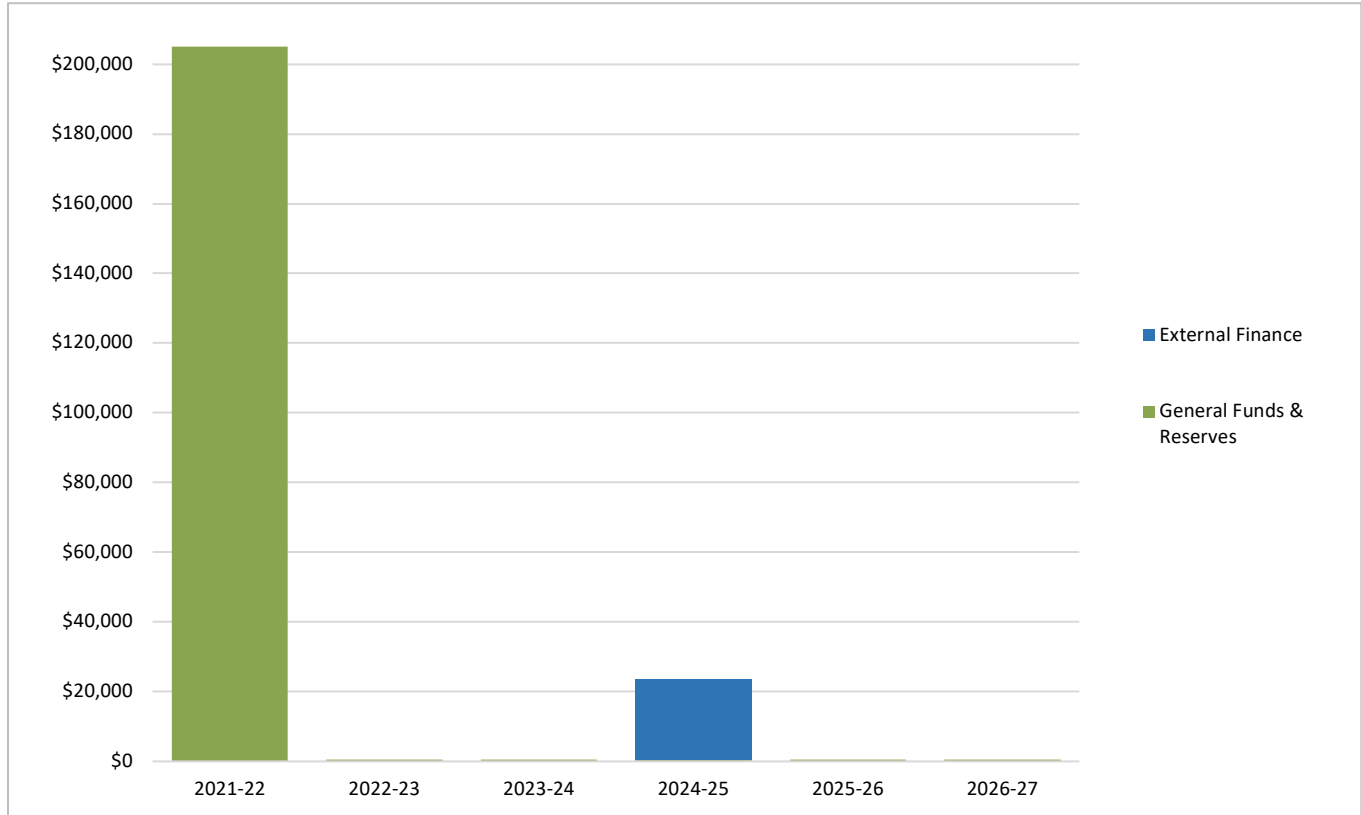
Non-State Resources Funding State-Supportable Scope Of the five projects included in the CFP with funding identified, four are fully state-supportable. These projects include one academic project requiring \$23 million. While this need is 100% state-eligible, the campus is seeking external and grant funding for the project

Gift Campaigns UC Merced is in the process of formulating its first organized fundraising campaign. In the meantime, gift funding is being pursued separately for the Health and Behavioral Sciences building, the Library Archives Building, the Campus Arena, the Baseball/Softball/Track fields, the Merced Grasslands and Vernal Pools Field Station, and the Experimental Smart Farm.

Display 1. Summary of Current Term (2021-22 to 2026-27) Capital Need (\$000s)

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total	State Eligible
Capital Need with Funding	205,166	500	500	23,600	500	500	230,766	229,766
Capital Need with Funding Not Identified							1,363,353	647,108
Total							1,594,119	876,874

Display 2. \$231M Capital Need with Funding (\$000s)



Display 3. Merced Campus Capital Need with Funding (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)						Total	State Eligible
				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27		
EDUCATION & GENERAL PROJECTS											
Experimental Smart Farm							23,100 EF			23,100	100%
Environmental Conservation				500 CF	500 CF	500 CF	500 CF	500 CF	500 CF	3,000	100%
Campus Infrastructure Study	●			1,000 CF						1,000	
Deferred Maintenance Projects One-Time State Funding		●		5,266 SCO						5,266	100%
Total Education & General Projects:									32,366		
EDUCATION & GENERAL – HEALTH PROJECTS											
Health & Behavioral Sciences Building (HBS-ME)	●			198,400 SG						198,400	100%
Total Education & General – Health Projects:									198,400		
Total Projects with Funding Identified				205,166	500	3,000	23,600	500	500	230,766	229,766

Display 4. Merced Campus Capital Need with Funding Not Identified (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)	
				Total	State Eligible
EDUCATION & GENERAL PROJECTS					
Backfill Program	•	•		11,629 SE	100%
Campus Infrastructure Expansion	•			97,500 SE 52,500 NSE	65%
Capital Projects \$1M to \$5M (E&G)	•	•		15,000 SE 15,000 NSE	50%
Capital Renewal Projects \$750K to \$5M (E&G)		•		72,000 SE	100%
Deferred Maintenance		•		9,491	100%
Energy Program				4,450 SE	100%
Humanities & Arts Center	•			79,477 SE	100%
Merced Grassland & Vernal Pools Field Station				8,159 SE	100%
Research Open Space Infrastructure				12,000 SE	100%
Transportation Improvements	•			14,356 SE	100%
Valley / Mountain Research Archives Center	•			89,344 SE	100%
Wawona Seismic Renovations			•	4,035 SE	100%
Wet / Dry Research Lab	•			207,900 SE	100%
Total Education & General:				692,841	
AUXILIARY PROJECTS					
Campus Arena	•			21,767 SE 65,300 NSE	25%
Competitive Softball & Baseball Fields, Sand Volleyball Courts	•			27,546 NSE	
Early Childhood Education Center	•			23,126 NSE	
Faculty Housing Project	•			55,917 NSE	
Graduate Housing Building	•			51,801 NSE	
Graduate Housing Building II	•			62,154 NSE	
UC Merced Student Union	•			71,608 NSE	
Undergraduate Housing Living / Learning 1	•			101,836 NSE	
Undergraduate Housing Living / Learning 2	•			114,015 NSE	
Undergraduate Transfer Student Housing Building	•			75,442 NSE	
Total Auxiliary:				670,512	
Total Projects with Funding Not Identified				1,363,353	647,108



2021-27 RIVERSIDE CAMPUS CAPITAL NEED

As California emerges from the COVID-19 pandemic, UC Riverside remains committed to continuing its ascent as an institution that delivers economic, cultural, scientific, and societal solutions to the real-world challenges we face in California and beyond. For the third year in a row, UCR was named the No. 1 university in the country for social mobility by *U.S. News*, and No. 15 overall among public universities by *Washington Monthly*. Enrollment, research funding, and philanthropy all reached record highs even during this period of global crisis.

Sustaining this trajectory of excellence requires thoughtful alignment of ambitious academic and research goals, creative deployment of limited resources, and sustainable stewardship of available land.

Priorities

The campus is committed to supporting increased enrollment with dedicated instructional facilities, and the Undergraduate Teaching & Learning Facility remains the top campus priority. Building systems modernization and retrofits will continue to be prioritized, with a focus on energy efficiency and moves toward carbon neutrality. The Riverside campus has identified approximately \$4.2 billion of capital need, of which approximately \$744 million has a funding strategy (see Display 1).

Challenges

Post-Pandemic Issues The campus has gained valuable new insights while delivering primarily remote instruction over the past five academic quarters and is innovating in its use of existing instructional space. As the campus returns to mostly in-person instruction this fall, UCR will unveil classrooms equipped with state-of-the-art video and audio technology. A new program, called Rooms for Increasing Student Engagement, or RISE, will feature classrooms that allow for both in-person and remote options for the same class – with both live viewing/interaction and delayed viewing of the instruction. While the predominant mode of instruction will remain in-person, we anticipate an acceleration in the demand for remote delivery of instruction.

Post-pandemic, UCR projects that expanding remote working arrangements for staff may reduce the long-term need for office space and parking. Possible outcomes of such shifts could include greater flexibility in building design and the repurposing of existing facilities to achieve greater efficiencies of space usage over time.

Seismic In accordance with UC Seismic Policy requirements, the Riverside campus has completed a preliminary seismic safety survey of its building inventory with more detailed evaluations presently underway. While all university-owned buildings were designed and constructed in adherence to the codes in effect at the time of their construction, the initial seismic evaluations have identified 169 buildings with a Seismic Performance Rating of V or VI and requiring seismic improvement at an estimated cost of \$1.8 billion. Beyond limited scope seismic retrofits underway in two housing complexes, no funding is currently identified for this work, which would include targeted deferred maintenance and other capital upgrades. These buildings have been prioritized using numerous factors including the UCOP risk model, with 24 buildings (campus academic and student support and one student housing complex) identified as Priority A and included in the 2021-27 CFP at a total cost of approximately \$769 million. A further 31 buildings (academic and support and one student housing complex) have been prioritized as Priority B at a total cost of approximately \$271 million. Priority C structures include 114 buildings (academic and support and one student housing complex) at a total cost of approximately \$789 million.

Aging Plant and Infrastructure The campus currently has a backlog of more than \$429 million in state-supportable deferred maintenance, and deferred system renewal needs. Approximately 60% of the university's

total campus space is 40 years old or older. Most of our original campus buildings have yet to be renovated to address failing infrastructure or improved energy efficiency. Updates and enhancements to UCR's campus infrastructure are imperative. Campus electrical infrastructure upgrades will continue improvements to aging campus electrical infrastructure to provide reliability and redundancy. Improvements to the Central Plant will address critical needs, including electrical systems upgrades, chilled water system upgrades, and carbon neutrality modernization.

Shortage of Academic and Support Space Even with post-pandemic innovations and remote work and instruction expansion, UC Riverside's classroom and class laboratory/studio spaces remain insufficient, especially considering its growth aspirations. An October 2018 UCOP analysis indicated a need for more than 4,450 new classroom seats by 2022. To help alleviate the shortage of classroom seats, the university uses a suboptimal, off-campus cinema complex for lectures, at approximately 5,600 enrollments per quarter.

To accommodate a proposed 35,000 student enrollment, it may be necessary to double the number of classroom seats and expand the diversity of classroom types, with newer spaces ranging from lecture halls to active learning classrooms, as well as class labs and studios. As a result, the highest priority for new space remains the Undergraduate Teaching & Learning Facility to address this critical campus need.

In addition to instructional seat deficits, the age and condition of many of existing instructional facilities, including class laboratories and studio space, presents a challenge. Incrementally renovating existing classrooms to improve instructional technology and environmental quality will also continue to be a priority.

Student Housing In 2018, UC Riverside housed approximately 27% (approximately 6,500 beds) of its enrolled students in campus housing, with a current goal of increasing that percentage to 40% (14,000 beds) to live in university-managed or controlled housing within proximity to the academic center. The recently completed Dundee Residence Hall and North District Phase 1 apartments have added 2,326 new beds; however, student housing demand is returning to pre-pandemic levels and waiting lists remain for all types of campus housing.

Funding

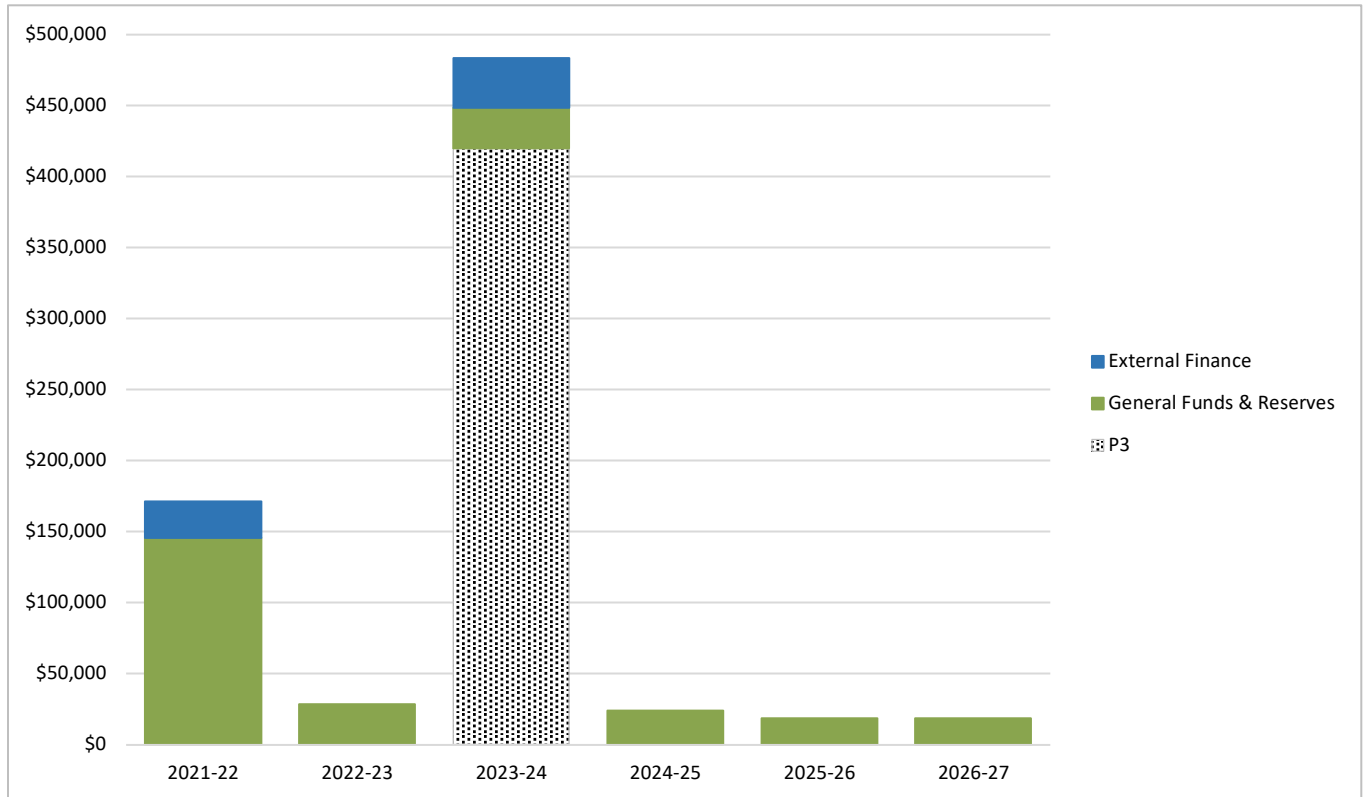
The Riverside campus has a significant proposed capital program, totaling \$4.2 billion. Approximately 82% or \$3.4 billion of the proposed projects do not yet have fund sources identified. For the projects with funding identified, various sources are anticipated, including campus funds, State funds, external financing, and private development. (see Display 2). The list of projects with funding is shown in Display 3. The list of projects where funding is not identified is shown in Display 4.

Non-State Resources Funding State-Supportable Scope Of the twelve projects included in the CFP with funding identified, five are fully state-supportable. These projects include a new academic building, a research park, and deferred maintenance projects in state-supportable buildings. Of the \$353 million in funding needed for these projects, approximately \$36 million would be from state funding. As a result, the campus is choosing to implement these projects using campus funds.

Display 1. Summary of Current Term (2021-22 to 2026-27) Capital Need (\$000s)

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total	State Eligible
Capital Need with Funding	171,384	28,500	483,500	24,000	18,500	18,500	744,384	151,064
Capital Need with Funding Not Identified							3,439,700	2,348,600
Total							4,184,084	2,499,664

Display 2. \$744M Capital Need with Funding (\$000s)



Display 3. Riverside Campus Capital Need with Funding (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)						Total	State Eligible
				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27		
EDUCATION & GENERAL PROJECTS											
Business School Building	●			65,000 CF						65,000	100%
Future Building Acquisition				20,000 CF						20,000	
OASIS Clean Energy Park*				15,000 SCO						15,000	100%
Deferred Maintenance Projects – One-Time State Funding		●		20,564 SCO						20,564	100%
Future Land Acquisitions					10,000 CF	10,000 CF				20,000	
Capital Projects \$1M to \$5M (E&G)				2,500 CF	2,500 CF	2,500 CF	2,500 CF	2,500 CF	2,500 CF	15,000	100%
Capital Projects \$5M to \$10M (E&G)		●	●	5,000 CF	5,000 CF	5,000 CF	10,500 CF	5,000 CF	5,000 CF	35,500	100%
Total Education & General:									191,064		

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)						Total	State Eligible
				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27		
AUXILIARY PROJECTS											
Student Health and Counseling Center	●			25,700 EF 6,550 CF						32,320	
North District Ph 2 – Student Housing	●					420,000 P3				420,000	
Parking Structure 3						35,000 EF				35,000	
Capital Projects \$1M to \$5M (AUX)		●		5,000 AR	5,000 AR	5,000 AR	5,000 AR	5,000 AR	5,000 AR	30,000	
Capital Projects \$5M to \$10M (AUX)		●		6,000 AR	6,000 AR	6,000 AR	6,000 AR	6,000 AR	6,000 AR	36,000	
Total Auxiliary:										553,320	
Total Campus Projects with Funding				171,384	28,500	483,500	24,000	18,500	18,500	744,384	151,064

Display 4. Riverside Campus Capital Need with Funding Not Identified (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)	
				Total	State Eligible
EDUCATION & GENERAL PROJECTS					
Undergraduate Teaching & Learning Facility (Priority #1 for State funding)	●			110,000 SE	100%
Spieth Hall Renovation and Seismic Upgrades (Priority #2 for State funding)		●	●	100,000 SE	100%
Rivera Library Renovation and Seismic Upgrades (Priority #3 for State funding)		●	●	139,500 SE	100%
Webber Hall Renovation and Seismic Upgrades (Priority #4 for State funding)		●	●	75,000 SE	100%
PE & Dance Renovation and Seismic Upgrades (Priority #5 for State funding) (State-Eligible portion)**		●	●	10,574 SE	100%
Agricultural Infrastructure Improvements				20,000 SE	100%
Anderson Hall Improvements		●		25,000 SE	100%
Boyce Hall Improvements		●		25,000 SE	100%
Campus Electrical Infrastructure Upgrades				60,000 SE	100%
Central Plant Multi-Phased Improvements				150,000 SE	100%
Deferred Maintenance (State-Eligible)		●		120,000 SE	100%
Engineering Building Unit 3	●			115,000 SE	100%
Life Sciences Building Seismic Upgrades and Laboratory Renovations		●	●	34,400 SE	100%
Multidisciplinary Research Building 2				200,000 SE	100%
Natural Reserve Projects		●		15,000 SE	100%
OASIS Clean Energy Park*				205,000 SE	100%
Orbach Library Seismic Upgrades			●	44,100 SE	100%
Physics Building Systems Renewal		●		51,000 SE	100%
Plant Research 2				28,000 SE	100%
Professional School – Education and Public Policy	●			72,000 SE	100%
Seismic Projects Group A – State-Eligible			●	183,000 SE	100%

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)	
				Total	State Eligible
Seismic Projects Group B – State-Eligible			●	113,900 SE	100%
Seismic Projects Group C – State-Eligible			●	156,800 SE	100%
Tree of Life Museum				15,000 NSE	
Total Education & General:				2,366,874	
AUXILIARY PROJECTS					
Family Housing Apartment Purchase 1	●			65,000 NSE	
Family Housing Apartment Purchase 2	●			50,000 NSE	
PE & Dance Renovation and Seismic Upgrades (Non-State-Eligible Portion)**		●	●	51,626 NSE	
Seismic Projects Group A – Non-State-Eligible			●	352,200 NSE	
Seismic Projects Group B – Non-State-Eligible			●	156,600 NSE	
Seismic Projects Group C – Non-State-Eligible			●	318,400 NSE	
Transit Center	●			18,000 NSE	
University Village Towers Purchase	●			61,000 NSE	
Total Auxiliary:				1,072,826	
Total Campus Projects with Funding Not Identified				3,439,700	2,348,600

Project Notes: *Portions of funding for this project are from sources that are identified (as shown in Display 3) while other sources are not yet identified (as shown in Display 4). The project will not advance until all sources have been identified.

**Portions of this project support State-Eligible program (shown under the Education & General program category). The remainder supports non-State-Eligible program (shown under the Auxiliary program category).



2021-27 SAN DIEGO CAMPUS CAPITAL NEED

UC San Diego's Strategic Plan, completed in 2014, guides campus efforts to be a student-centered, research-focused, service-oriented public university. As of Fall 2021, the campus enrolled approximately 42,000 students, representing an increase of over 10,000 students over the last ten years. UC San Diego's unprecedented physical expansion is designed to accommodate increasing enrollment, provide space for collaboration and innovation, and create a more connected university. After nearly five years of construction, the UC San Diego Blue Line light rail transit system will be operational in November 2021, with two stations serving the campus to better connect the campus to the San Diego region.

Priorities

Priorities for the capital improvement program will continue to evolve to support the Strategic Plan and the 2018 Long Range Development Plan (LRDP) goals. Projects included in the CFP would provide additional student housing, new and improved instruction and research space, and infrastructure and seismic improvements. The San Diego campus has identified approximately \$6.3 billion of capital need, of which approximately \$4.6 billion has a funding strategy (see Display 1).

Academic Space With the continued growth of UC San Diego and the increasing diversity of the campus's undergraduate population, becoming a truly student-centered institution requires strong coordination among community outreach, student recruitment, academic support services, student success initiatives, faculty recruitment and retention, pedagogical initiatives, campus climate, and physical, technological, and administrative infrastructure.

A high priority for the campus is providing new and improved academic space that addresses the campus' larger student population, addresses academic support needs of a more diverse student body, and also supports the evolution in teaching methodologies. This requires both new construction to accommodate the larger academic enterprise, as well as renovation and repurposing of existing spaces to respond to evolving needs. For example, the demand for interactive, hands-on learning experiences requires rethinking classroom configurations.

The North Torrey Pines Living & Learning Neighborhood (completed 2020) is a prime example of a holistic approach to student success where interconnectivity and collaboration between disciplines and programs, campus partners, and the broader community all thrive in an immersive living and learning ecosystem. The Theatre District Living & Learning Neighborhood, currently in construction, will provide a home for a future college focused on engaged learning and a southern gateway to the campus that anchors the connection to the Scripps Institution of Oceanography. The proposed project to renovate the Data Science Institute building will integrate teaching and research in the emerging discipline of Data Science, one of the campus' fastest-growing new majors. Other future projects included in the CFP, such as the Triton Pavilion, will provide the opportunity to further embrace a student-centered approach by finding a central home for the Transfer Hub and the Teaching and Learning Commons.

Research Space In FY2021, UC San Diego earned \$1.54 billion in sponsored research funding, a 6% increase over the previous year. This is a record number for UC San Diego and marks the 12th consecutive year the campus has earned more than \$1 billion in funding to support its extensive research enterprise.

To meet the University's future research space needs, the campus proposes to develop a new multidisciplinary research facility to encourage multidisciplinary research across campus. The project would also provide replacement space for existing obsolete research facilities at the Hillcrest campus that will be demolished in

future years to create a site for a new replacement hospital as well as replacement space for research buildings on the La Jolla campus that are well beyond their useful life.

Challenges

Post-Pandemic Issues At the start of the coronavirus pandemic, UC San Diego was in the process of executing its 2018 LRDP with multiple capital improvement projects underway to accommodate enrollment growth, address replacement of aging buildings, and transform the university for students, faculty, and staff. UC San Diego responded to the significant financial challenges created by the pandemic with a comprehensive plan to reduce costs and expenses, which included the deferral of several capital improvement projects. While some restarted, others remain deferred as priorities and needs have evolved.

In 2020, the Chancellor appointed a Task Force to develop a plan for campus administrative staff to return to work, including timelines for return, safer campus protocols, and envisioning a new way to work. As departments re-establish their work arrangements, including on-site, remote, and hybrid schedules, a reevaluation of current space utilization will be completed to determine whether campus administrative space can be reassigned for other needs. The long-term impact on campus administrative space is yet to be fully determined; however, the campus will study whether a reduced demand for administrative space could free up resources to serve the campus' teaching and research mission and accommodate campus growth.

Seismic In accordance with UC Seismic Policy requirements, the San Diego campus has surveyed the seismic safety of its building inventory with evaluations of leased buildings underway. While all university-owned buildings were designed and constructed in adherence to the codes in effect at the time of their construction, initial seismic evaluations have identified 297 buildings with a Seismic Performance Rating of V or VI and requiring seismic improvement at an estimated cost of \$1 billion. These buildings have been prioritized using numerous factors, including the UCOP risk model, with 15 campus academic and student support buildings and two student housing buildings identified as Priority A and included in the 2021-27 CFP at a total cost of approximately \$356 million. In addition, 43 academic and support and 21 student housing buildings have been prioritized as Priority B and included in the CFP at a total cost of \$503 million; Priority C structures totaling \$188 million include 86 academic and support and 39 student housing structures. Other structures are slated for demolition or have leases that will be vacated. Seismic improvements for one building are underway with state and campus funds, and two buildings are currently proposed for 2022-23 state funding.

The campus understands the importance of addressing seismic and life-safety improvements and is committed to implementing these capital priorities as resources become available for that purpose. State funding is critical to complete required seismic improvements.

Aging Plant Many of the buildings serving the general campus are 40 to 50 years old; a few at Scripps Institution of Oceanography are 60 to 100 years old. The campus currently has a backlog of more than \$513 million in State-supportable deferred maintenance needs; that level of funding would not provide state-of-the-art facilities nor the technology required for instruction and support of students and faculty. A more comprehensive assessment of what would be required to address this need by completely renewing existing building systems revealed a much higher estimate of \$1.6 billion. State funds are critical to address these needs.

Student Housing Providing affordable housing to students is also a top priority for the campus. The UC San Diego 2018 LRDP includes a goal to provide housing for up to 65% of eligible students (which includes undergraduate, graduate, and professional students) in campus-owned facilities. As of fall 2020, the campus provided housing for 45% of eligible students, leaving a shortage of nearly 10,000 beds to achieve the goal. After completion of the Theatre District Living and Learning Neighborhood project currently in construction, the

campus anticipates it will be able to house approximately 49% of eligible students, a considerable increase towards meeting the LRDP goal. Demand for affordable on-campus housing remains high due to rising housing costs in San Diego, and construction of additional student housing will continue to be necessary. There are two planned housing projects in the CFP that will add at least 2,700 undergraduate student beds.

Funding The San Diego campus has a significant proposed capital program totaling \$6.4 billion. Approximately 26% or \$1.7 billion of the proposed projects do not yet have fund sources identified. For the projects with funding identified, various sources are anticipated, including external financing, campus funds, gift funds, state funds, and private development (see Display 2). The list of projects with funding is shown in Display 3. The list of projects where funding is not identified is shown in Display 4.

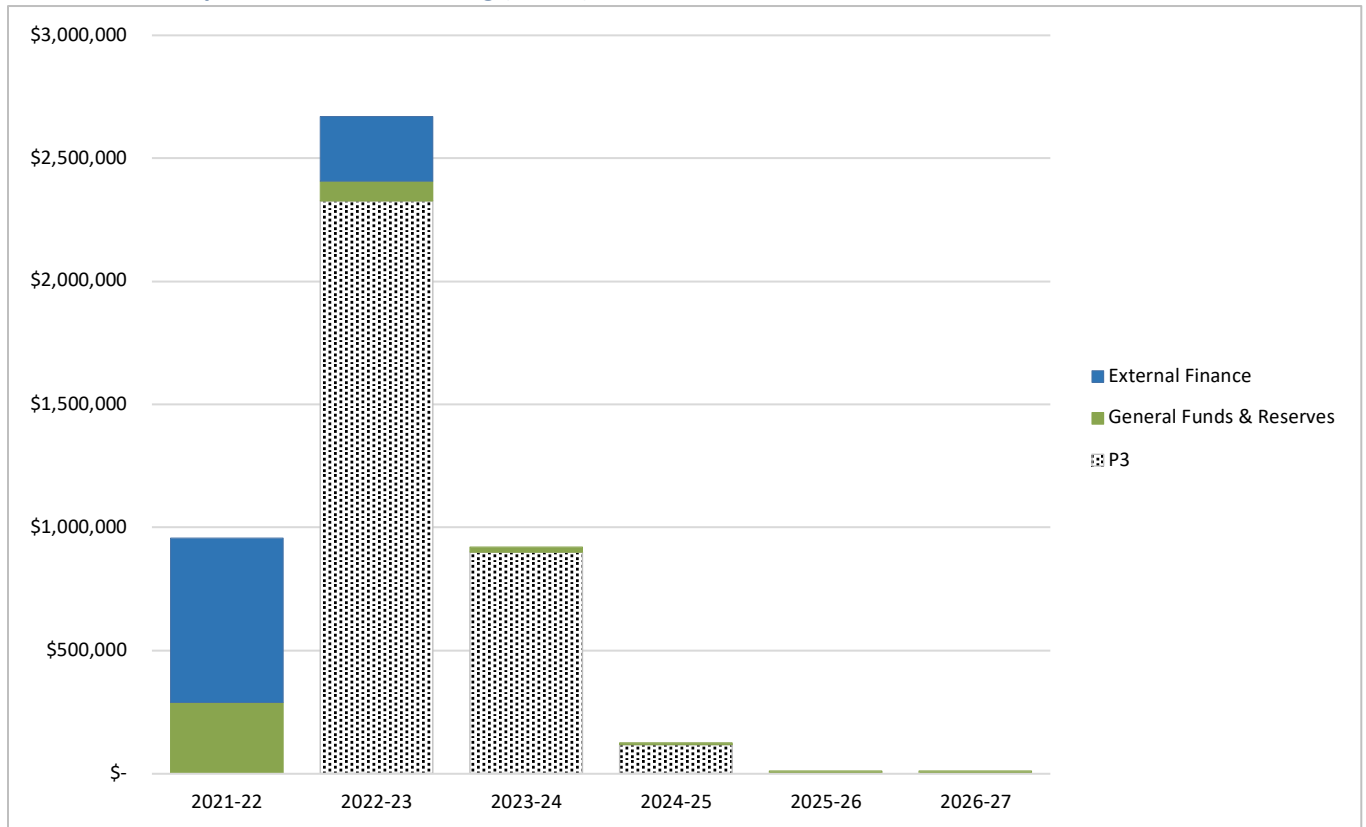
Non-State Resources Funding State-Supportable Scope Of the 26 projects included in the CFP with funding identified, ten are fully state-supportable and four are partially state-supportable. These projects include new academic buildings, renovations to existing buildings to meet research needs, seismic improvements, and deferred maintenance projects in state-supportable buildings. Of the \$1.2 billion in funding needed for these projects, only approximately \$117 million would be from state funding due to limited state resources. As a result, the campus must use a combination of external financing, gifts, and campus funds to implement these projects.

Gift Campaigns The Campaign for UC San Diego, which began July 1, 2012, is a \$2 billion comprehensive fundraising effort to spark research and innovation, enrich our campus and our community including our health care enterprise, and ensure the support and success of our students. As of June 30, 2021, \$2.63 billion has been raised, exceeding the original goal established in 2012. The final year of the ten-year campaign will be completed in fiscal year 2022. Gift funding is a critical component of the overall funding strategy for capital improvements at UC San Diego and is leveraged to address all aspects of a project: construction, furnishing, programming, and operations and maintenance. Gift funds are being pursued for a number of capital projects in the current Capital Financial Plan, including the proposed Triton Pavilion for Student Resources and Community Engagement and the Hillcrest Outpatient Pavilion. Gift funds would ultimately be allocated to a project based on their timing and any relevant restrictions.

Display 1. Summary of Current Term (2021-22 to 2026-27) Capital Need (\$000s)

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total	State Eligible
Capital Need with Funding	956,355	2,670,500	920,000	125,500	10,000	10,000	4,692,355	681,825
Capital Need with Funding Not Identified							1,659,450	1,193,100
Total							6,351,805	1,874,925

Display 2. \$4.7B Capital Need with Funding (\$000s)



Display 3. San Diego Campus Capital Need with Funding (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)						Total	State Eligible
				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27		
EDUCATION & GENERAL PROJECTS											
Central Utility Plant Expansion - Chiller Addition	●			6,500 EF						6,500	100%
Deferred Maintenance Projects – One-Time State Funding		●		61,063 SCO						61,063	100%
Halicoglu Data Science Institute Renovation		●		14,500 CF						14,500	100%
J. Craig Venter Institute - Building Acquisition				26,500 CF						26,500	
Muir Biology Building 4th and/or 5th Floor Renovations	●	●	●	25,000 CF						25,000	100%
York Hall Seismic Improvements (formerly Revelle College Seismic Improvements (Mayer Hall and York Hall))			●	34,037 SG 1,125 CF						35,162	100%

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)						Total	State Eligible
				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27		
Central Utility Plant and Mandell Weiss Theatre and Shop Seismic Improvements (formerly Central Utility Plant Seismic Improvements)			●		21,900 SG 600 CF					22,500	100%
SIO Biomedical Automation Facility					8,000 FG 2,000 CF					10,000	100%
Various Deferred Maintenance Projects – 2022-23 to 2026-27		●			10,000 CF	10,000 CF	10,000 CF	10,000 CF	10,000 CF	50,000	100%
Total Education & General:										251,225	
EDUCATION & GENERAL – HEALTH PROJECTS											
East Campus Cyclotron Facility (formerly Cyclotron Radiology)					21,000 CF					21,000	50%
Viterbi Family Vision Research Center (formerly Viterbi Vision Research Center)					83,000 EF					83,000	100%
Campus Multidisciplinary Research Building & Parking Structure		●	●		500,000 P3					500,000	60%
Hillcrest Multi-Use Building					176,000 P3					176,000	25%
Medical Office Building at Bernardo Center (formerly MOBs Del Sur Corporate Center at 4S Ranch and Bernardo Center)					135,000 P3					135,000	
Science Research Park Master Development					1,000,000 P3					1,000,000	
School of Medicine Emergency Power Upgrades						10,000 CF				10,000	100%
Total Education & General – Health:										1,925,000	
AUXILIARY PROJECTS											
Hillcrest Outpatient Pavilion and Parking (Campus portion only)		●	●		104,160 CF 94,470 EF					198,630	
Pepper Canyon West Undergraduate Housing	●				365,000 EF					365,000	
Property Acquisition 1					50,000 EF					50,000	
Property Acquisition 2					70,000 EF					70,000	
East Campus Loop Road					40,000 CF					40,000	
Hillcrest Mixed-Use Residential and Wellbeing Center					515,000 P3					515,000	
Marshall College Undergraduate Student Housing (formerly West Campus Undergraduate Housing 1)	●	●	●		262,000 EF					262,000	10%
Regents Road Faculty/Staff Housing and Mixed-Use						900,000 P3				900,000	
Hotel and Conference Center, East Campus							115,500 P3			115,500	
Total Auxiliary:										2,516,130	
Total Campus Projects with Funding Identified				956,355	2,670,500	920,000	125,500	10,000	10,000	4,692,355	681,825

Display 4. San Diego Campus Capital Need with Funding Not Identified (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)	
				Total	State Eligible
EDUCATION & GENERAL PROJECTS					
Biomedical Sciences Building Seismic Improvements (Seismic Only)			●	55,000 SE	100%
Center for Neural Circuits and Behavior (CNCB) Seismic Improvements (Seismic Only)			●	17,800 SE	100%
Center Hall Seismic Improvements (Seismic Only)			●	18,100 SE	100%
Central Utility Plant Seismic Improvements (Seismic Only)		●	●	5,500 SE	100%
Galbraith Hall Seismic Improvements (Seismic Only)			●	27,600 SE	100%
Geisel Library Seismic Improvements (Seismic Only)			●	24,600 SE	100%
Gilman Drive Circulation Improvements				15,000 NSE	
Jacobs Hall (EBU-1) Seismic Improvements (Seismic Only)			●	56,200 SE	100%
Mayer Hall Seismic Improvements (Seismic Only)			●	48,000 SE	100%
Pacific Hall Seismic Improvements (Seismic Only)			●	14,500 SE	100%
Ridge Walk North Campus Improvements				30,000 NSE	
Scripps Oceanography Human Health Research Building				100,000 SE	100%
Seismic-Only Improvements – Group B, State Eligible (Phase 1)			●	100,000 SE	100%
Seismic-Only Improvements – Group B, State Eligible (Phase 2)			●	100,000 SE	100%
Seismic-Only Improvements – Group B, State Eligible (Phase 3) (after FY 2027/28)			●	109,000 SE	100%
Seismic-Only Improvements – Group C, State Eligible (after FY 2027/28)			●	109,000 NSE	
SIO Hubbs Hall Seismic Improvements, Deferred Maintenance, & Renovation		●	●	44,000 SE	100%
SIO Nimitz Marine Facility Receiving and Marine Physical Laboratory Building		●	●	70,000 SE	100%
Triton Pavilion for Student Resources and Community Engagement	●	●	●	284,550 NSE	50%
Urey Hall Seismic Improvements (Seismic Only)			●	43,500 SE	100%
Villa La Jolla Road Widening, Improvements and Pedestrian Bridge Replacement				15,000 NSE	
Total Education & General:				1,283,650	
EDUCATION & GENERAL – HEALTH PROJECTS					
Wertheim School of Public Health and Human Longevity Science Facility	●			104,000 SE	100%
Total Education & General – Health:				104,000	
AUXILIARY PROJECTS					
Canyonview Recreation Center and Expansion	●			41,500 NSE	
Main Gym and Natatorium Seismic Improvements (Seismic Only) (formerly Main Gym and Natatorium Renovation and Seismic Improvements)			●	16,000 NSE	
RIMAC Seismic Improvements (Seismic Only)			●	16,300 NSE	
Seismic-Only Improvements – Group B, Non-State Eligible (after FY 2027/28)			●	91,000 NSE	
Seismic-Only Improvements – Group C, Non-State Eligible (after FY 2027/28)			●	40,000 NSE	
Voigt Transit Operations Center				67,000 NSE	
Total Auxiliary:				271,800	
Total Campus Projects with Funding Not Identified				1,659,450	1,193,100



2021-27 UC SAN DIEGO HEALTH CAPITAL NEED

UC San Diego Health, the region's only academic health system, is ranked as the best hospital in the region according to U.S. News and World Report and as one of the top ten academic medical centers in the nation for quality patient care by Vizient, a national healthcare performance organization. It has achieved these goals while significantly growing both inpatient and ambulatory infrastructure over the past several years, allowing UC San Diego to care for more of the community and better support the educational and research mission of the organization. UC San Diego Health has significant plans to expand its ambulatory network and modernize campus infrastructure to continue advancing its tripartite mission of clinical care, research, and education.

Priorities

In FY2020-21 significant adjustments to UC San Diego Health's Capital Financial Plan were made due to the pandemic. Some projects were delayed or held temporarily, while others were put on hold indefinitely to appropriately prepare for potential financial impacts. With those impacts now generally understood, UC San Diego Health can move forward with select capital projects that are critical to support the mission and financial health of the organization. These projects include a new Outpatient Pavilion for Hillcrest Campus as part of the first phase of redevelopment and additional regional medical office building sites to improve access to needed ambulatory services. Renovation to the Shiley Eye Institute on the La Jolla Campus will extend the life of this facility and enable it to be a highly functional clinical counterpart to future companion research facilities on campus. Planning for the Hillcrest Hospital replacement project is scheduled to start over the next 12 to 18 months. The recent approval of state funds facilitates this process for such purposes. Further refinement of costs and timing will be available as that planning proceeds.

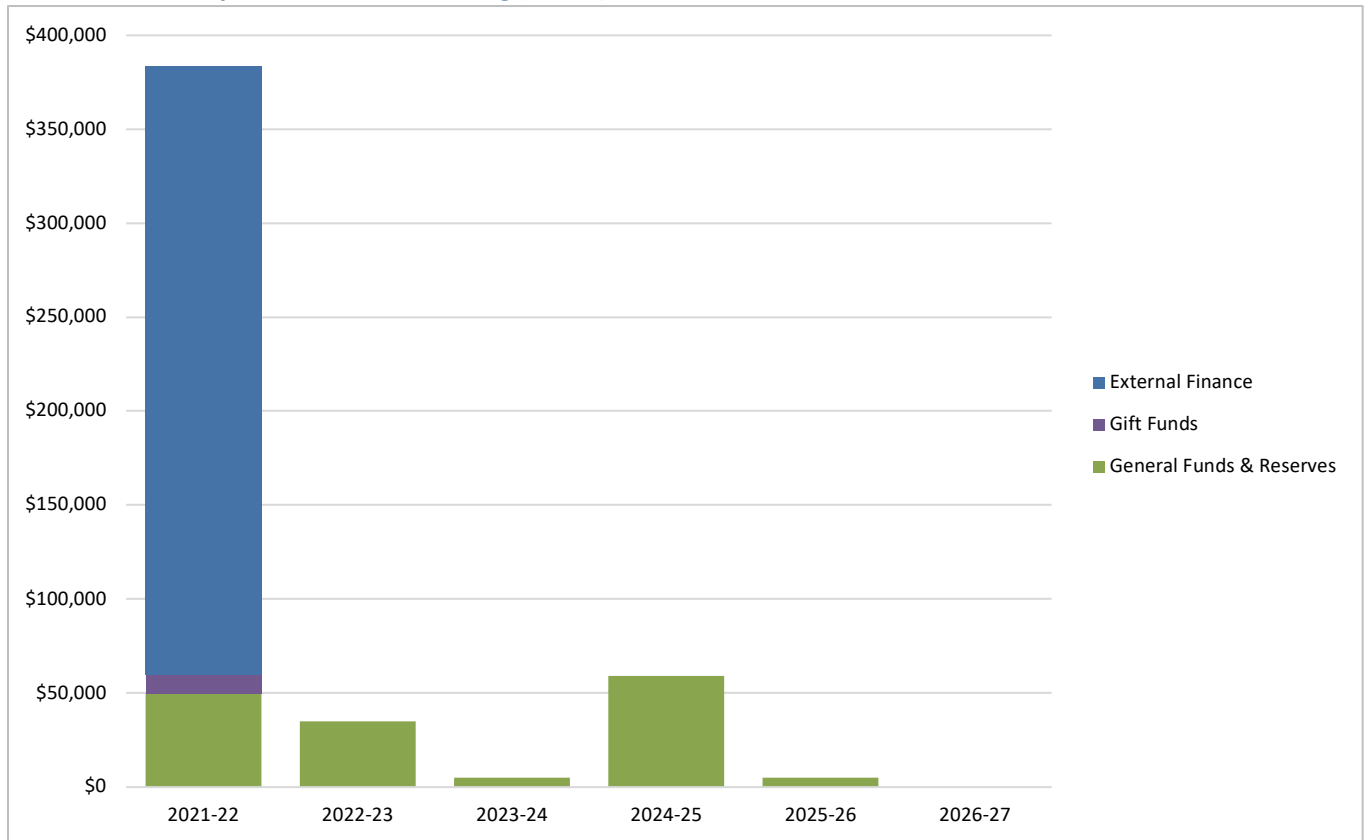
Funding

UC San Diego Health has a significant proposed capital program totaling \$2 billion. Approximately 75% or \$1.5 billion of the proposed projects do not yet have fund sources identified (the Hillcrest Replacement Hospital and the Central Utility Plant that would support the new Hospital). Various sources are anticipated for the projects with funding identified, including hospital reserves, external financing, gift funds, State funds, and grants (see Display 2). The list of projects with funding is shown in Display 3. The list of projects where funding is not identified is shown in Display 4.

Display 1. Summary of Current Term (2021-22 to 2026-27) Capital Need (\$000s)

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Capital Need with Funding	383,645	35,000	5,000	59,000	5,000		487,645
Capital Need with Funding Not Identified							1,464,000
Total							1,951,645

Display 2. \$488M Capital Need with Funding (\$000s)



Display 3. UC San Diego Health Capital Need with Funding (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)						Total
				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	
Hillcrest Campus Outpatient Pavilion and Parking (Med Ctr portion only)		•		28,038 HR 323,607 EF						351,645
Shiley Eye Institute Renovation		•	•	10,000 GF 17,000 HR						27,000
Hillcrest Replacement Hospital*		•	•		30,000 SCO		54,000 OG			84,000
Capital Projects \$1M to \$10M				5,000 HR	5,000 HR	5,000 HR	5,000 HR	5,000 HR		25,000
Total Health Projects with Funding Identified				383,645	35,000	5,000	59,000	5,000		487,645

Display 4. UC San Diego Health Capital Need with Funding Not Identified (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)
				Total
Hillcrest Central Utility Plant				48,000 NSE
Hillcrest Replacement Hospital*		●	●	1,416,000 NSE
Total Health Projects with Funding Not Identified				1,464,000

Project Notes: *Portions of funding for this project are from sources that are identified (as shown in Display 3) while other sources are not yet identified (as shown in Display 4). The project will not advance until all sources have been identified.



2021-27 SAN FRANCISCO CAMPUS CAPITAL NEED

Founded in 1873, the University of California, San Francisco (UCSF) campus is a leading institution dedicated to advancing health worldwide through biomedical, clinical, and translational research; graduate-level education in the life sciences and health professions; and excellence in patient care.

Priorities

The capital plan remains consistent with previous years' priorities; however, financial challenges and physical constraints resulting from the COVID-19 pandemic have caused deferral of some projects to later years. UCSF's primary capital priorities support seismic safety, sustainability, expanding programs, modernization of space, and cost management. New investments are driven by the need to reinvigorate the Parnassus Heights campus, as reflected in the Comprehensive Parnassus Heights Plan (CPHP). Providing facilities that support the alignment of research and clinical activities is fundamental to planning for a revitalized Parnassus Heights campus where clinicians and scientists are consistently pioneering ways to apply scientific discoveries to real-world diagnostics and treatments. The proposed new Parnassus Research and Academic Building, Irving Street Arrival, and Aldea Housing improvements are major components of the first phase of this effort.

UCSF is committed to addressing seismic safety, improving aging facilities and infrastructure at its campus sites, and fulfilling environmental responsibilities by demonstrating leadership in sustainable business practices. The San Francisco campus has identified approximately \$6.7 billion of capital need, of which approximately \$2.0 billion has a funding strategy (see Display 1).

Challenges

Post-Pandemic Issues At the beginning of the COVID-19 pandemic, multiple task forces began work to develop guidance for education, research, clinical, and administrative activities that shifted to remote work and/or modified onsite protocols. As the campus prepares to ramp up onsite activities, UCSF is leveraging lessons learned from the pandemic to guide a future with sustainable and engaging work models. This venture is being approached in the spirit of continuous improvement, adapting as more is learned through the experience. As a leader in education, research, and health care, and a powerful contributor to the California economy, UCSF is well-positioned to exhibit leadership and vision in the area of effective workplace models.

UCSF is incorporating a combination of telework and onsite work in its ongoing and post-pandemic staffing plans for those job duties that can be performed remotely without compromising UCSF's mission. Principles to guide decisions about telework have been developed, including prioritizing equity, engagement, and optimization to ensure that campus and UCSF Health leaders make decisions based on staff and business needs. To support this goal, a standard tool to evaluate and identify positions for telework has been developed. Long-term staffing plans are being developed that offer flexibility and ways to optimize the use of space, such as creating shared workspaces. For those who have positions that require onsite work, UCSF is enhancing the campus environment by improving and adding new areas to take breaks, gather socially, and work in shared spaces.

UCSF continues to learn from and adapt good practices to optimize the teaching experience across different platforms. The value of onsite study space has been highlighted during the pandemic, as not all learners have access to reliable networks off campus or safe/quiet spaces for their focused learning. The nature of the health sciences studies also requires learners to have access to hands-on clinical training that, while modified to address safety protocols, remains a critical feature of the education experience at UCSF.

The changes in use of onsite space will also allow UCSF to reduce its footprint and generate cost savings through the release of costly leased space. Also, as more onsite space is repurposed as flexible, shared spaces – in combination with telework – more opportunities would be available for swing space for some renovations and repair projects and for the UCSF community who need to be on site for their work and training.

Seismic In accordance with UC Seismic Policy requirements, UCSF has surveyed the seismic safety of buildings across the campus and clinical enterprise inventory, with evaluations of leased buildings underway. While all university-owned buildings were designed and constructed in adherence to the codes in effect at the time of their construction, initial seismic evaluations have identified 47 buildings with a Seismic Performance Rating of V or VI, involving academic, research, housing, and non-OSHPD-regulated buildings. Seismic compliance projects for two projects are underway and not included in this capital plan. The remaining 45 buildings that require seismic improvements have been prioritized using numerous factors, including the UCOP risk model. Seven buildings are identified as Priority A (per the UCOP risk model) and included in the 2021-27 CFP at a total cost of approximately \$1 billion to address seismic compliance, non-structural code-compliance, and critical deferred maintenance (and excluding any programmatic improvements to address obsolescence or growth in research or non-OSHPD-regulated clinical enterprises). An additional nine buildings have been prioritized as Priority B and 29 as Priority C.

Through a combination of new construction, seismic retrofit, and divestment and demolition of buildings that do not meet seismic policy, UCSF continues to increase its percentage of seismically-compliant space. With few exceptions, each major investment in capital improvements has in some way addressed seismic improvements and advanced the campus forward in meeting the University of California Seismic Policy. The few projects that did not directly contribute to seismic improvements (i.e., growth in housing or net new research space) increased UCSF's seismically compliant space inventory.

Challenges to implementing seismic improvements for the remaining UCSF-owned buildings are primarily related to limited funding, lack of swing space during retrofit, and an active construction plan supporting the current capital program. These challenges eliminate the ability to implement additional improvements on the Parnassus Heights campus site until Parnassus Heights projects' current capital plan portfolio is completed. UCSF will develop implementation plans to address remaining seismic compliance needs, which could involve a combination of retrofit, replacement, and demolition. Project development and prioritization will consider seismic improvements, non-structural code/life safety improvements, deferred maintenance, obsolescence of intended space use, and programmatic needs – as well as funding, swing space, and logistical constraints.

Aging Plant The campus currently has a backlog of nearly \$700 million in State-supportable “mission-critical” deferred maintenance and deferred system renewal needs. With increased constraints on operating budgets, as well as stewardship and sustainability demands, UCSF continues to redirect limited non-State resources to address facilities investment needs and applying a multipronged strategy to balance its investment in deferred maintenance, scheduled maintenance, and renewal.

Student Housing Providing campus housing for graduate students and trainees is critical to UCSF's recruitment and retention success. Students and trainees have fluctuating schedules, overnight shifts, and are involved in laboratory research and patient care. The need for proximity to campus hospitals, clinics, and laboratories limits the ability of students and trainees to live outside of San Francisco, where housing prices have traditionally been lower. In order to live near campus and keep housing costs reasonable, many students and trainees often live in less-than-desirable conditions and tight quarters. Prior to the COVID-19 pandemic, the cost of housing in San Francisco was unaffordable to most students and trainees, and this trend is expected to rebound over the next

few years. For example, densification of the Aldea Housing site would be possible with a combination of renovation and demolition of existing housing structures and construction of new housing structures with larger capacity.

Funding

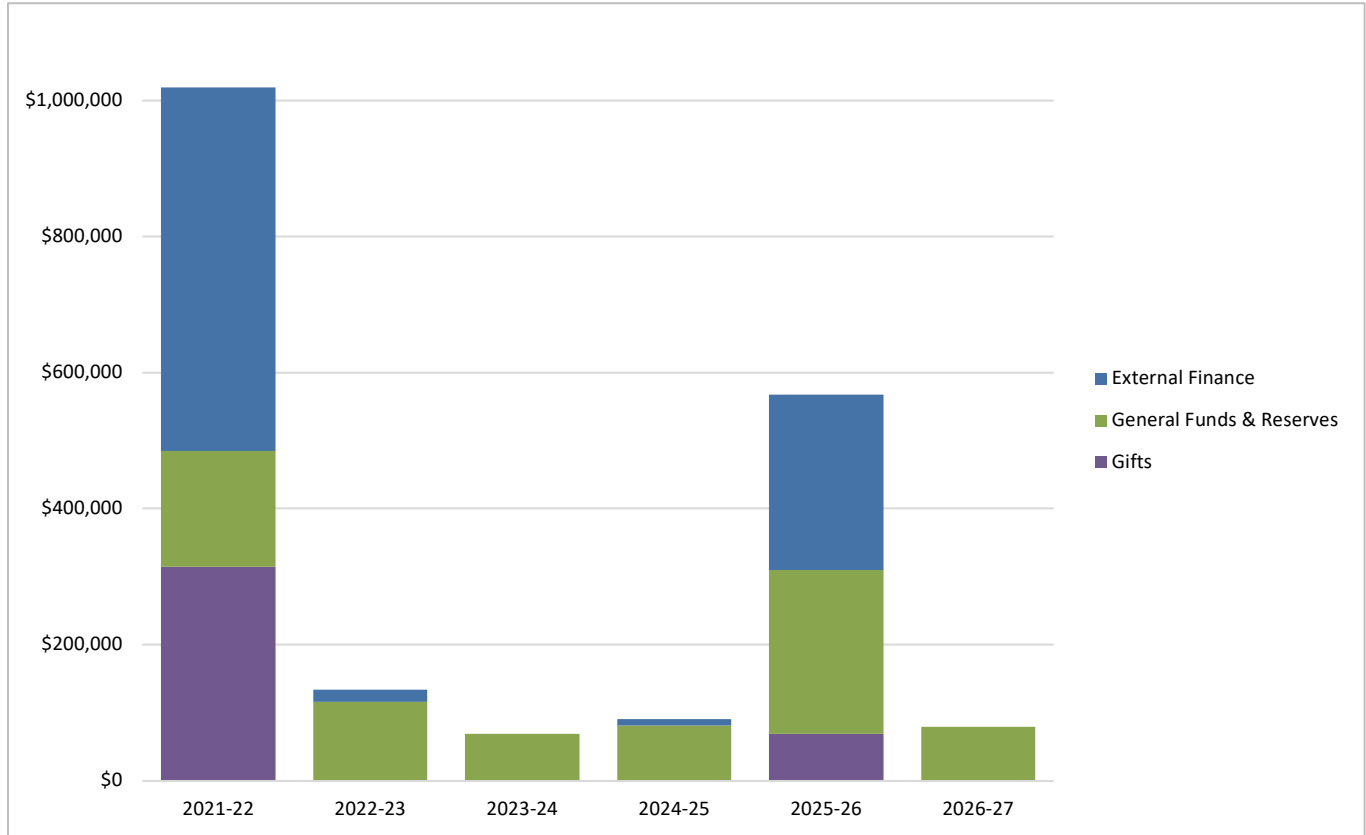
To execute this plan, expectations for fundraising and servicing debt will need to be realized. UCSF has a significant proposed capital program totaling \$6.7 billion. Approximately 71% or \$4.8 billion of the proposed projects do not yet have fund sources identified. For the projects with funding identified, various sources are anticipated, including campus funds and reserves, external financing, gift funds, and State Capital Outlay (one-time deferred maintenance) (see Display 2). The list of projects with funding is shown in Display 3. The list of projects where funding is not identified is shown in Display 4.

Non-State Resources Funding State-Supportable Scope Of the 25 projects included in the CFP with funding identified, seven are fully State-supportable and twelve are partially State-supportable. These projects include new construction and renovation of research and academic buildings, infrastructure improvements, and deferred maintenance and renewal projects in State-supportable buildings. Of the \$1.3 billion in funding needed for these projects, approximately \$11 million would be from State funding. As a result, the campus is choosing to implement these projects using a combination of external financing, gifts, and campus funds.

Display 1. Summary of Current Term (2021-22 to 2026-27) Capital Need (\$000s)

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total	State Eligible
Capital Need with Funding	1,019,251	134,200	69,500	91,000	568,300	79,500	1,961,751	1,431,362
Capital Need with Funding Not Identified							4,762,353	3,622,214
Total							6,724,104	5,053,576

Display 2. \$2.0B Capital Need with Funding (\$000s)



Display 3. San Francisco Campus Capital Need with Funding (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)					Total	State Eligible	
				2021-22	2022-23	2023-24	2024-25	2025-26			2026-27
EDUCATION & GENERAL PROJECTS											
Central Utility Plant Fuel Tanks Replacement				14,133 HR 28,767 EF						42,900	67%
Deferred Maintenance Projects – One-Time State Funding		●		10,562 SCO						10,562	100%
HSIR Exterior Repairs				8,000 CF 20,500 EF						28,500	100%
Parnassus Water Mains Replacement Program		●		5,300 HR 11,200 EF						16,500	68%
Real Estate Transactions D			●	60,000 EF						60,000	50%
EH&S Replacement Facility					8,860 HR 17,640 EF					26,500	100%

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)							Total	State Eligible
				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27			
Traffic and Safety Improvements on Irving Street							5,350 HR 5,350 CF			10,700	54%	
Irving Street Arrival								69,000 GF 73,500 HR 79,500 EF		222,000	15%	
Parnassus Streetscape Improvements Segments 2.1 and 2.2								21,800 EF		21,800		
Parnassus Streetscape Improvements Segments 3.1 and 3.3								15,100 HR		15,100		
Parnassus Library Renewal				10,000 CF	7,000 CF	1,700 CF	1,000 CF			19,700	98%	
Capital Projects \$1M to \$10M – Facility Investment Needs		●		1,400 AR 3,100 HR 25,000 CF	1,000 AR 3,200 HR 28,400 CF	1,000 AR 3,300 HR 23,200 CF	1,000 AR 3,500 HR 24,300 CF	1,000 AR 3,600 HR 24,000 CF	1,000 AR 3,700 HR 27,400 CF	179,100	85%	
Capital Projects \$1M to \$10M – Infrastructure				3,695 HR 10,164 CF	750 HR 7,250 CF		9,100 EF	3,300 HR 4,700 CF	1,050 CF 1,050 HR	41,059	75%	
Capital Projects \$1M to \$10M – Renovation		●	●	52,610 CF	34,400 CF	36,100 CF	38,000 CF	39,800 CF	41,800 CF	242,710	100%	
Total Education & General:										937,131		
EDUCATION & GENERAL – HEALTH PROJECTS												
Child, Teen and Family Center / Department of Psychiatry at 2130 Third Street – Augmentation				7,500 CF 7,500 HR						15,000		
Parnassus Research and Academic Building and West Campus Site Improvements		●	●	315,000 GF 396,800 EF						711,800	86%	
ZSFG Wet Laboratory and Dry Desktop Space Tenant Improvements / Relocations			●	17,020 EF						17,020	100%	
Swing Space for Renovation of Research Space					14,900 CF					14,900	100%	
School of Nursing Building Demolition			●					74,000 CF		74,000	94%	
Parnassus Dental Clinics Building Renewal		●		2,000 CF	800 CF					2,800	100%	
Mount Zion Cancer Research Building Renewal				9,000 CF	7,000 CF	1,800 CF	900 CF			18,700	98%	
HSIR Renewal (2021-2027)		●			500 CF	1,000 CF	2,500 CF	2,500 CF	3,500 CF	10,000	100%	
Total Education & General – Health:										864,220		
AUXILIARY PROJECTS												
Aldea Housing Densification Phase 1								128,200 EF		128,200		
Millberry Union / Ambulatory Care Center Garages Spall Repair								28,300 EF		28,300		
Capital Projects \$1M to \$10M – Parking & Housing					2,500 AR	1,400 AR				3,900		
Total Auxiliary:										160,400		
Total Campus Projects With Funding Identified				1,019,251	134,200	69,500	91,000	568,300	79,500	1,961,751	1,431,362	

Display 4. San Francisco Campus Capital Need with Funding Not Identified (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)	
				Total	State Eligible
EDUCATION & GENERAL PROJECTS					
Facilities Investment Needs (without a funding plan)		•		68,260 NSE 614,400 SE	90%
Koret Quad Improvements				14,100 NSE	
Mission Bay Utility Infrastructure Improvements		•		46,250 NSE 53,750 SE	54%
Strategic Energy Partnership Program		•		25,000 SE	100%
Total Education & General:				821,760	
EDUCATION & GENERAL – HEALTH PROJECTS					
HSIR Building Renewal and Lab Modernization (15 Floors)				375,000 SE	100%
Seismic Compliance Projects – Group A		•	•	53,190 NSE 1,735,600 SE	97%
Seismic Compliance Projects – Group B		•	•	493,299 NSE 763,236 SE	61%
Seismic Compliance Projects – Group C		•	•	50,228 SE 170,040 NSE	23%
Total Education & General – Health:				3,640,593	
AUXILIARY PROJECTS					
Aldea Housing Densification Phase 2		•		300,000 NSE	
Total Auxiliary:				300,000	
Total Campus Projects with Funding Not Identified				4,762,353	3,622,214



2021-27 UC SAN FRANCISCO HEALTH CAPITAL NEED

UCSF consistently ranks among the top ten hospitals in the nation and in 2021 was ranked number 9 in US News and World Report. As the number one premier academic medical center in Northern California and an innovator in the development of new care protocols and disease management strategies, it is imperative that UCSF Health maintain state of the art facilities to support its mission.

Priorities

The plan over the next six years is built around the investment of \$4.2 billion in the New Hospital at Helen Diller Medical Center at Parnassus Heights (including select renovations at Moffitt and Long Hospitals) and \$1.1 billion for UCSF Benioff Children's Hospital Oakland Master Facilities Plan Phase 2 (including New Hospital Pavilion).

Mount Zion was reactivated to a full inpatient facility as part of resiliency planning for COVID-19 surges, allowing UCSF Health to maintain a lower occupancy at Parnassus Heights and Mission Bay and to accommodate any possible loss of beds related to construction. Capital upgrades have been prioritized to support the newly activated inpatient program and the seventh floor will house the relocation of adult inpatient psychiatric nursing unit and related programs located currently in the Langley Porter Psychiatric Institute, which will be demolished for the New Hospital at Parnassus Heights.

UCSF Health is evaluating the feasibility of transferring lower acuity adult inpatient populations to its strategic affiliates to create additional capacity for patients in need of the tertiary and quaternary care that UCSF provides. Outpatient service access is being addressed with two ambulatory surgery centers – at Parnassus and Mission Bay.

Challenges

The financial issues and physical constraints resulting from the COVID-19 pandemic have led to some readjustment of capital priorities; however, UCSF remains committed to addressing seismic safety, improving aging facilities and infrastructure, being environmentally responsible and demonstrating leadership in sustainable business practices.

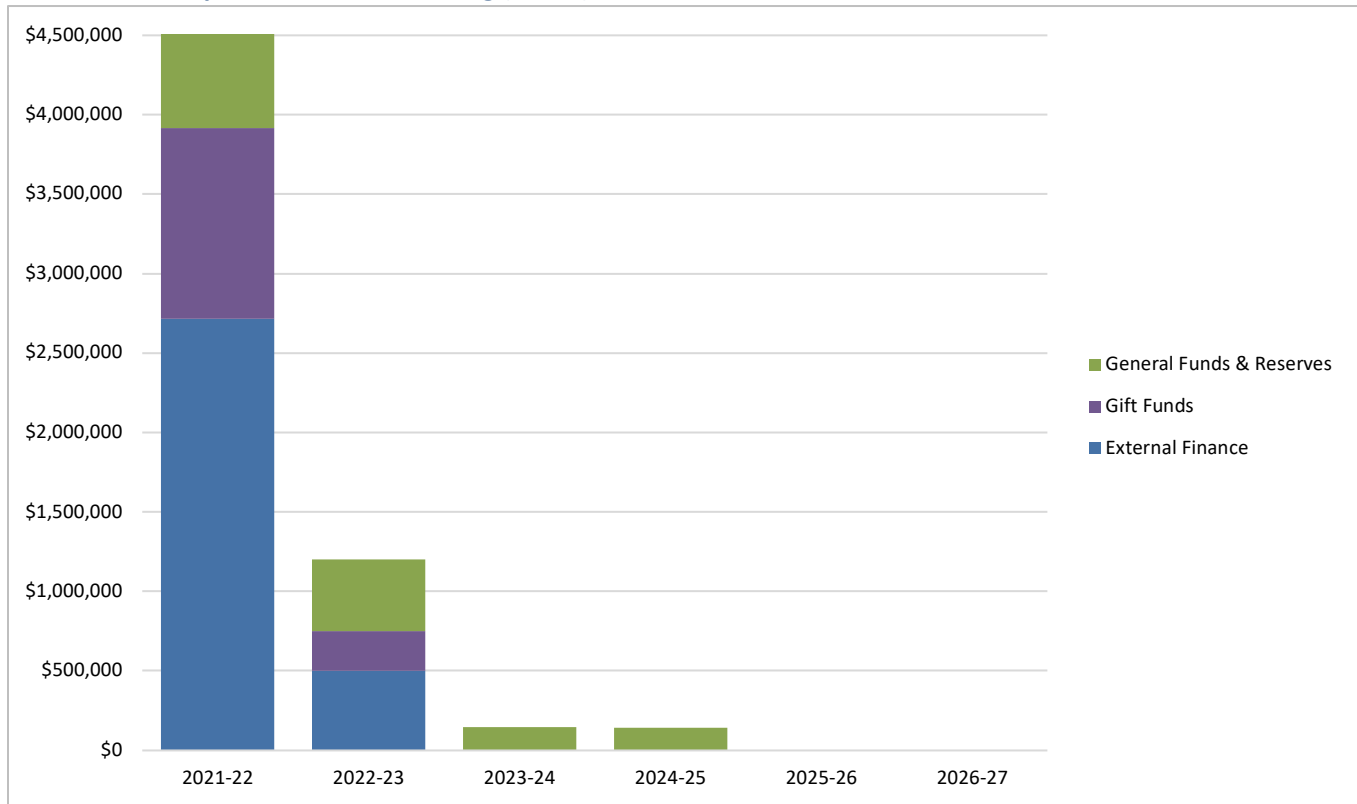
Funding

UCSF Health has a significant proposed capital program, totaling \$6.1 billion. A variety of funding sources are anticipated, including external financing, gift funds, hospital reserves, and State Capital Outlay (Children's Hospital Bonds) (see Display 2). The list of projects is shown in Display 3.

Display 1. Summary of Current Term (2021-22 to 2026-27) Capital Need (\$000s)

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Capital Need with Funding	4,582,873	1,200,886	147,354	143,991			6,075,104
Capital Need with Funding Not Identified							
Total	4,582,873	1,200,886	147,354	143,991			6,075,104

Display 2. \$6.1B Capital Need with Funding (\$000s)



Display 3. UC San Francisco Health Capital Need with Funding (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)					Total
				2021-22	2022-23	2023-24	2024-25	2025-26	
ACC 2 Spine Center Relocation – Augmentation				1,301 HR					1,301
Benioff Children's Hospital – San Francisco Bed Expansion		•	•	29,000 SCO					29,000
M/L Ground Floor Sterile Processing Department Renovation and Equipment Replacement		•	•	11,350 HR					11,350
Medical Office Building – Renovation of Leased Space				68,000 HR					68,000
Mission Bay East Campus Phase 2 Clinical Building – Augmentation			•	15,000 EF					15,000
Moffitt Seismic Improvements			•	50,500 HR					50,500
MZ Main Hospital Bldgs A&B 7th Fl Reno for Inpatient Psych Svcs – Augmentation			•	14,000 HR					14,000

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)					Total	
				2021-22	2022-23	2023-24	2024-25	2025-26		2026-27
MZ Main Hospital Building B Endoscopy Expansion		●	●	15,000 HR						15,000
New Hospital at Helen Diller Medical Center at Parnassus Heights			●	281,600 HR 1,200,000 GF 2,700,000 EF						4,181,600
Benioff Children's Hospital Oakland Master Facilities Plan Phase 2 including New Hospital Pavilion		●	●	90,000 HR	100,000 SCO 160,000 HR 250,000 GF 500,000 EF					1,100,000
Capital Projects \$5M to \$10M – Medical Center		●	●	50,883 HR	8,000 HR					58,883
Capital Projects \$1M to \$5M – Infrastructure		●	●	11,970 HR	3,126 HR	724 HR				15,820
Capital Projects \$1M to \$5M – Renovation		●	●	5,985 HR	1,563 HR	362 HR				7,910
Clinical Space Renovation and Expansion Program		●	●	38,284 HR	178,197 HR	146,268 HR	143,991 HR			506,740
Total Health Projects with Funding Identified				4,582,873	1,200,886	147,354	143,991			6,075,104



2021-27 SANTA BARBARA CAMPUS CAPITAL NEED

UC Santa Barbara is a leading research institution that also provides a comprehensive liberal arts learning experience. Teaching and research go hand in hand, ensuring that UCSB students are full participants in an educational journey of discovery that stimulates independent thought, critical reasoning, and creativity. The campus community is characterized by a culture of interdisciplinary collaboration responsive to the needs of a multicultural and global society. Its commitment to public service is manifested through the creation and distribution of art, culture, and knowledge that advance the well-being of California, the nation, and the world. All of this takes place within a unique living and learning environment. Students, faculty, staff, and the public seek opportunities – and draw inspiration from – the beauty and resources of UC Santa Barbara’s extraordinary location next to the Pacific Ocean.

Priorities

The capital needs in the CFP reflect three overarching themes: accommodating enrollment growth, investing in existing facilities, and meeting the demand for campus housing. With limited resources to address these significant capital needs, the CFP prioritizes projects with known funding sources, including state-funded seismic and deferred maintenance, and housing projects funded by donors and public-private partnerships. The Santa Barbara campus has identified approximately \$3.6 billion of capital need, of which approximately \$169 million has a funding strategy (see Display 1).

Challenges

Post-Pandemic Issues In alignment with the University’s commitment to an in-person academic experience, the campus is planning for a welcome return to on-campus operation in fall 2021 as pandemic risks recede. While eager to return to the “default mode” of on-campus instruction and activities, UCSB has also established a framework to assess how the recent experiences of learning and working remotely may present opportunities to refine and enhance how the campus operates in the future. This framework includes input from students, faculty, and staff, with formal working groups focused on immediate needs such as returning to campus and providing students services for two cohorts that are new to campus, as well as more long-range opportunities such as flexible working arrangements, the potential for hybrid instruction, and use of remote technologies to support surge planning. As the campus assesses these opportunities and the needs of campus stakeholders, the capital planning program can incorporate strategies to achieve efficiencies, increase sustainability, and enhance access to quality educational experiences.

Seismic In accordance with UC Seismic Policy requirements, the Santa Barbara campus has surveyed the seismic safety of its entire building inventory. Although all University-owned buildings were designed and constructed in adherence to the codes in effect at the time of their construction, the current Policy sets seismic safety standards that are higher than those associated with state and local codes. Initial seismic evaluations have identified 231 building sections (totaling 3.2 million gsf) with a Seismic Performance Rating of V or VI and requiring seismic improvements in 102 projects at an estimated cost of \$1.3 billion. Using numerous factors, including the UCOP risk model, these buildings have been prioritized, with nine campus academic and student support buildings and three student housing structures identified as Priority A and included in the 2021-27 CFP at a total cost of approximately \$461 million. A further 21 academic and support buildings and one student housing structure have been prioritized as Priority B; Priority C structures include 62 academic and support buildings and six student housing structures.

Aging Plant The campus has cataloged deferred maintenance needs through the I-CAMP program, with state-supportable costs estimated at \$1.126 billion. Of this amount, \$183 million are needed infrastructure investments in campus utilities, communications, and circulation infrastructure.

Shortage of Academic and Support Space Sustained enrollment growth on campus over the last decade continues to drive the need for more academic and research space. As of 2020, enrollment increased to 24,833 students (3-quarter average, on-campus headcount), nearing the campus's Long Range Development Plan (LRDP) cap of 25,000 on-campus students five years earlier than planned. Although on-campus headcount dipped in 2020-21 due to the pandemic closure, enrollment in the current academic year is expected to remain near 25,000. Investment in new facilities has not kept pace with enrollment growth. The resulting scarcity of campus space presents ongoing obstacles to supporting current enrollment, recruiting and retaining faculty, and sustaining the campus's academic distinction.

Student Housing Finally, the LRDP requires that the campus provide additional housing. For each student enrolled above 20,000, the campus has agreed to furnish a new bed, representing a total need of 5,000 beds by 2025. Approximately 1,000 of those beds have been added to date, and another 4,000-plus beds are currently being planned in the Munger Residence Hall Student Housing project. The campus also addresses the need for new housing for faculty and staff, as described in the LRDP. For faculty, 160 housing units have been completed or are in process. The campus is also pursuing a public-private partnership (P3) mixed-use project to construct 540 new faculty and staff housing units on Ocean Road. It is imperative that the campus invest in and maintain affordable housing opportunities near campus. Santa Barbara is one of the most expensive real estate markets in the country, which makes it a challenge to recruit and retain faculty and staff.

Funding

The Santa Barbara campus has a significant proposed capital program, totaling \$3.6 billion. Approximately 95%, or \$3.4 billion of the proposed projects do not yet have fund sources identified. Various sources are anticipated for the projects with funding identified, including state funds, campus funds, external financing, gift funds, and public-private partnerships. (see Display 2). The list of projects with funding is shown in Display 3. The list of projects where funding is not identified is shown in Display 4.

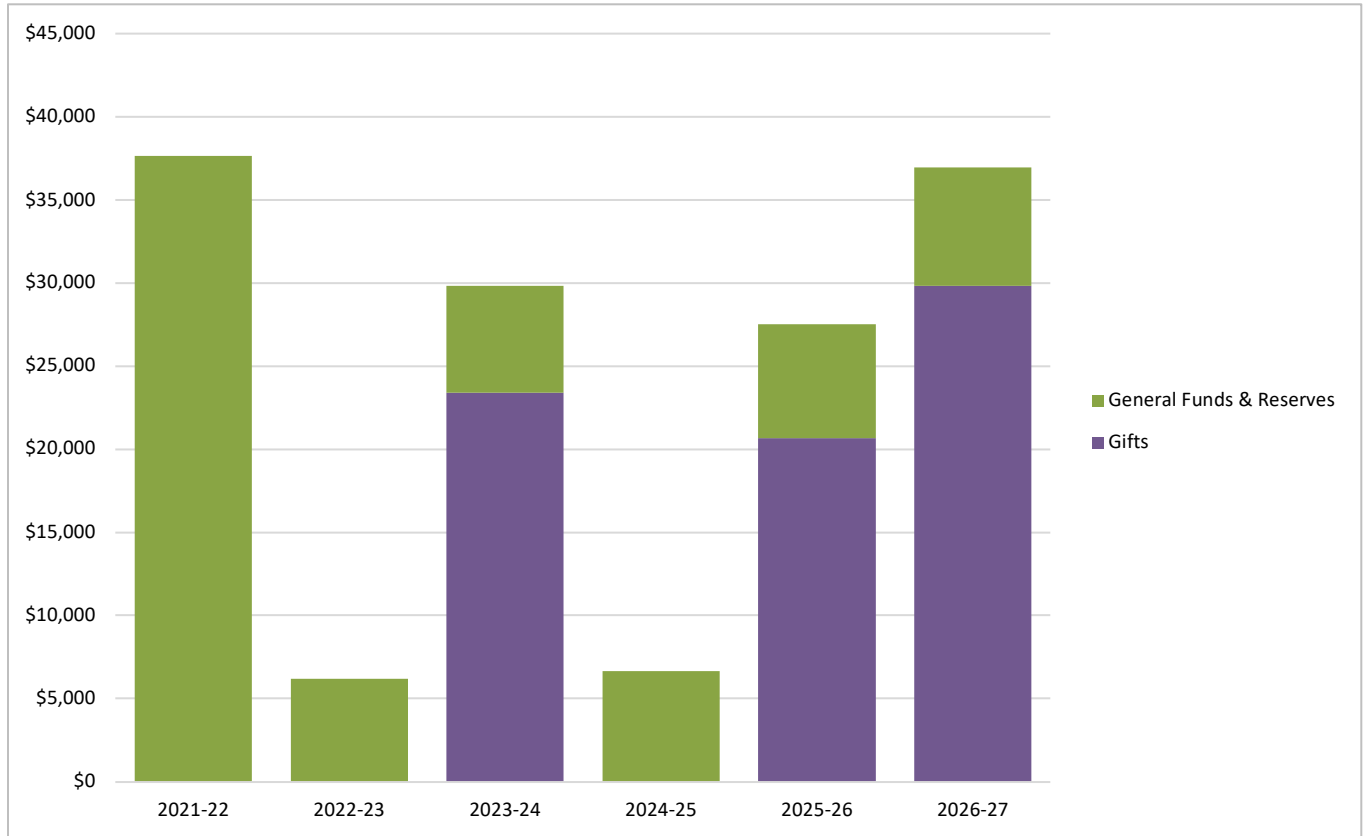
The capital program relies heavily on state funding, a lack of which pushes many projects eligible for state funding to the outer years of the plan. Priority projects for state funding include seismic improvements for the Chemistry Building and Phelps and Ellison Halls and new facilities in STEM disciplines, including the New Physics Building and Engineering III. Priority auxiliary projects include seismic improvements and refurbishment of major residence halls, including Santa Catalina, San Miguel, San Nicolas, and the University Center.

Non-State Resources Funding State-Supportable Scope Of the eight projects included in the CFP with funding identified, three are fully state-supportable. These projects include an academic building and deferred maintenance projects in state-supportable buildings. Of the \$94 million in funding needed for these projects, approximately \$31.7 million would be from state funding. As a result, the campus is choosing to implement these projects using gift funds and campus funds.

Display 1. Summary of Current Term (2021-22 to 2026-27) Capital Need (\$000s)

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total	State Eligible
Capital Need with Funding	37,664	6,210	29,821	6,652	27,543	36,965	144,855	94,358
Capital Need with Funding Not Identified							3,315,767	2,716,228
Total							3,460,622	2,810,586

Display 2. \$145M Capital Need with Funding (\$000s)



Display 3. Santa Barbara Campus Capital Need with Funding (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)							Total	State Eligible
				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27			
EDUCATION & GENERAL PROJECTS												
Deferred Maintenance Projects – One-Time State Funding		●		31,664 SCO							31,664	100%
Ocean Science Education Bldg (OSEB) Ph 2						23,394 GF					23,394	100%
West Campus Ranch House									29,839 GF		29,839	
Capital Projects \$1M to \$10M (E&G)		●		6,000 CF	6,210 CF	6,427 CF	6,652 CF	6,885 CF	7,126 CF		39,300	100%
Total Education & General:											124,197	

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)						Total	State Eligible
				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27		
AUXILIARY PROJECTS											
Munger Hall Student Housing	•			TBD AR TBD CF TBD EF TBD GF TBD P3						TBD	
Ocean Road Faculty and Staff Housing				TBD P3						TBD	
Student Health Services Relocation				TBD P3						TBD	
Aquatics Center								20,658 GF		20,658	
Total Auxiliary:										20,658	
Total Campus Projects with Funding				37,664	6,210	29,821	6,652	27,543	36,965	144,855	94,358

Display 4. Santa Barbara Campus Capital Need with Funding Not Identified (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)	
				Total	State Eligible
EDUCATION & GENERAL PROJECTS					
Academic Building I	•			95,036 SE	100%
Academic Building II	•			118,796 SE	100%
Academic Building III	•			118,796 SE	100%
Academic Building IV	•			118,796 SE	100%
Academic Building Renewal I		•		59,398 SE	100%
Academic Building Renewal II		•		47,518 SE	100%
Broida Renovation		•		81,945 SE	100%
Chemistry Building Seismic Improvements (W,C)		•	•	78,111 SE	100%
College of Creative Studies				41,578 SE	100%
Deferred Maintenance (Buildings)		•		411,280 SE	100%
Deferred Maintenance (Infrastructure)		•		153,747 SE	100%
Ellison Hall Seismic Improvements		•	•	72,082 SE	100%
Engineering Buildings Renovation		•		71,278 SE	100%
Engineering III Building	•			186,510 SE	100%
Facilities Management Relocation				TBD SE	
Infrastructure Renewal Phase 2		•		23,760 SE	100%
Marine Bio Technology Building Seismic Improvements		•	•	57,428 SE	100%
Music Building Unit II Seismic Improvements		•	•	9,782 SE	100%
Music Renewal		•		47,716 SE	100%
New Physics Building	•			186,510 SE	100%

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)	
				Total	State Eligible
Phelps Hall Seismic Improvements		●	●	89,806 SE	100%
Public Safety Building Expansion				23,760 SE	100%
Public Safety Seismic Improvements		●	●	5,827 SE	100%
Robertson Gym Seismic Improvements		●	●	21,034 SE	100%
Seawater System Renewal		●		6,000 SE	100%
Seismic Group B Projects		●	●	426,167 SE	100%
Seismic Group C Projects		●	●	130,737 SE	100%
Storke Tower Seismic Improvements		●	●	12,326 SE	100%
Theater and Dance East Seismic Improvements		●	●	20,504 SE	100%
Total Education & General:				2,716,228	
AUXILIARY PROJECTS					
Capital Projects \$1M to \$10M (Auxil)				55,796 NSE	
El Dorado Apartments Seismic Safety Renewal		●	●	42,613 NSE	
Recreation Center Seismic Improvements		●	●	13,928 NSE	
San Miguel Seismic Retrofit and Renewal		●	●	57,147 NSE	
San Nicolas Seismic Residence Hall Seismic and Renewal		●	●	57,744 NSE	
San Rafael Residence Hall Seismic and Renewal		●	●	70,334 NSE	
Santa Catalina Residence Hall Commons Seismic Improvements		●	●	41,112 NSE	
Seismic Group B Projects NSE		●	●	1,113 NSE	
Seismic Group C Projects NSE		●	●	174,986 NSE	
Storke Family Housing Turnover Renewal		●		13,525 NSE	
Ucen Seismic Improvements		●	●	58,661 NSE	
West Campus Family Student Housing Infrastructure and Seismic Renewal		●	●	12,580 NSE	
Total Auxiliary:				599,539	
Total Campus Projects with Funding Not Identified				3,315,767	2,716,228



2021-27 SANTA CRUZ CAMPUS CAPITAL NEED

UC Santa Cruz is a distinctive public research university that combines the intimacy of a small liberal arts college with the depth and rigor of a major research university, offering a unique educational experience for its undergraduate and graduate students. The campus's ground-breaking research is the foundation for diverse interdisciplinary scholarship that spans scientific, engineering, artistic, social science, and humanistic disciplines – accommodating its continued growth will be a focus of capital plans into the future.

While the accomplishments are considerable, realizing the campus's future requires that we address our unmet capital needs, most notably, for classroom and teaching labs/studios and student services spaces that will better enable academic programs to implement hybrid instructional modalities and support experiential and hands-on learning activities – and student services units to meet the needs of our undergraduates and graduate students.

Priorities

The Santa Cruz campus has identified approximately \$3.7 billion of capital need, of which approximately \$88 million has a funding strategy (see Display 1). The most critical issues to address are seismic retrofits; the shortage of classrooms, teaching laboratories, research space; and affordable on-campus housing.

Challenges

Post-Pandemic Issues The campus has adopted new teaching and work modalities designed to expand access and promote student success in recent years. The pandemic accelerated this effort by forcing a rapid pivot to remote and hybrid instruction. Over the past year, the campus has explored how such alternative modalities might influence post-pandemic conditions, including potential changes to space needs, transportation, and sustainability. The planning principles, guidelines, and goals that inform the CFP assume a range of future approaches, including increased remote work and instruction, and prioritize capital projects that modify existing space to make the highest and best use of limited resources.

Seismic In accordance with UC Seismic Policy requirements, the Santa Cruz campus has surveyed the seismic safety of its building inventory and leased buildings. While all university-owned buildings were designed and constructed in adherence to the codes in effect at the time of their construction, initial seismic evaluations have identified 220 buildings with a Seismic Performance Rating of V or VI and requiring seismic improvement at an estimated seismic cost over \$630 million. Using numerous factors, including the UCOP risk model, these buildings have been prioritized, with 12 campus academic, research, and student support buildings identified as top Priority Group A projects. These projects include campus structures that have a Seismic Performance Rating of V or VI and are most critical to serving students and the campus mission. Top Priority A projects are included in the 2021-27 CFP at approximately \$245 million seismic cost. The additional 58 structures, prioritized as Group A, are currently slated for demolition or improved under ongoing projects. Prioritized as Priority B are 47 academic and support buildings and 17 student housing structures. Priority C structures include 36 academic and support buildings and 14 housing structures. Additionally, 36 structures have been prioritized as Groups D, E, and F.

The two highest priority seismic projects, Thimann Laboratories and Jack Baskin Engineering Building Retrofit projects, will strengthen the campus's most heavily used and largest instruction/research facilities, respectively. The challenge associated with performing these seismic projects is the lack of decanting space on the UC Santa Cruz campus. The planning efforts for these projects include predecessor projects to accommodate decanting needs.

Aging Plant The campus currently has a backlog of more than \$416 million in state-supportable deferred maintenance, and deferred system renewal is an additional \$394 million.

New Modalities In general, classroom space is not designed for active learning and needs to be renovated for current and emerging pedagogies. Although funds have not yet been identified for these projects, the Capital Financial Plan includes multiple projects that facilitate this new pedagogy and modality: Campus-wide Office to Classroom Renovations, Academic Resource Center Renovations, and Instructional Facilities Upgrades. The campus is also addressing these needs through smaller under-\$5 million projects that are not detailed in the CFP.

Shortage of Academic and Support Space The CFP seismic and instructional projects help address severe classroom and laboratory shortages associated with significant growth in STEM-related fields and with faculty recruitments in these disciplines. Projects such as Integrated Teaching and Learning Complex, Engineering 3, and the Ocean Health Building Expansion help address that need. They make possible planned near-term growth and programmatic improvements that support systemwide goals to increase the number of degrees awarded and sustain the UC Santa Cruz transformative educational experience associated with key Strategic Academic Plan research and learning goals.

To support faculty recruitment, expanded research opportunities, and changing pedagogies, the CFP includes projects such as Westside Research Park Renovations and Ocean Health Building Expansion. Projects such as CITL (Center for Innovations in Teaching and Learning) Relocation build on the UC-wide Innovative Learning Technology Initiative (ILTI) investments to support our faculty and continue the campus's noteworthy year-over-year growth in online enrollments.

Other efforts, such as division-focused Planning and Visioning Studies that were recently completed, provide an in-depth analysis of campus needs and matched them with existing space that could be renovated/repurposed. The effort identified opportunities such as the Student Health Services Renovation project, a design that enables campus health providers to treat an increased number of student patients within the existing footprint, and the Bay Tree Bookstore Renovation project, which proposes transforming underutilized retail space into student support services space and allows the resultant released space to be used for other campus needs. Visioning studies for other campus services are slated to begin this fall after students and faculty return to campus. The results of those studies will inform the 2022-28 CFP.

Infrastructure The original infrastructure for the main residential campus is 40 years old or older and was sized to serve a much smaller community. UC Santa Cruz has grown to the point where the current system configuration does not provide the capacity, redundancy, or reliability necessary to support the campus. Capacity requirements are also expected to increase significantly in future years as the campus works to comply with the UC Sustainability Policy, which requires all-electric solutions for energy systems and incorporates greater use of local solar voltaic systems. Multiple projects in the CFP address these issues: for example, the Electrical Growth + Resiliency projects eliminate single-point-of-failure issues, provide increased electrical service to support enrollment growth, reduce campus electrical outages, and provide resiliency during a catastrophic event. Other infrastructure projects such as the Non-Potable Water Treatment/Distribution projects propose improvements to the sustainable use of campus resources.

Student and Employee Housing The 2021 LRDP anticipates the need for approximately 8,500 additional beds (for a total of approximately 18,625 student beds). Two large-scale housing initiatives, Kresge and Student Housing West, are currently under development, but even with these projects, the campus will need to continue focusing on building affordable student housing. Kresge College Housing Expansion may be a candidate for the

new state-funded housing capacity grant opportunity. Oakes College Major Maintenance & Housing Expansion could also be a candidate for state-funded opportunities, although it is currently slated for later years of the CFP. Due to the effect of the pandemic debt capacity, other funding sources for these projects have not yet been identified. The housing pressures of our local market also impact UCSC faculty and staff. Plans for additional on-campus employee housing are also detailed in the CFP by projects such as Ranch View Terrace Phase 2 (P3).

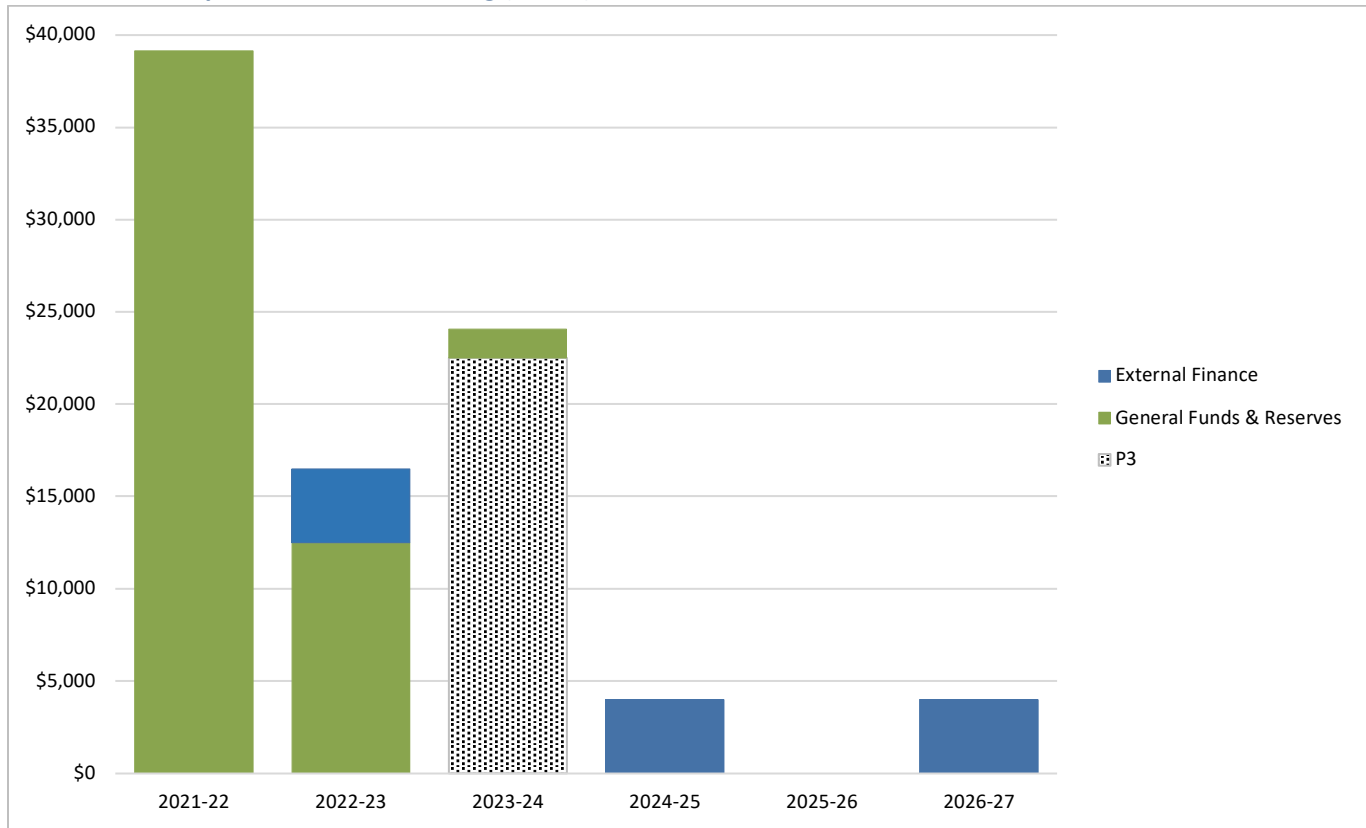
Funding

Non-State Resources Funding State-Supportable Scope Santa Cruz campus has a significant proposed capital program, totaling \$3.7 billion. Approximately 98% or \$3.6 billion of the proposed projects do not yet have fund sources identified. Approximately 74% of funding for all projects with funding plans is state supportable; they include instructional, research, academic support, energy, and infrastructure projects. The campus is choosing to fund these projects using a combination of campus funds, state funds, external financing, and private development (see Display 2). The list of projects with funding is shown in Display 3. The list of projects where funding is not identified is shown in Display 4.

Display 1. Summary of Current Term (2021-22 to 2026-27) Capital Need (\$000s)

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total	State Eligible
Capital Need with Funding	39,155	16,500	24,062	4,000		4,000	87,717	65,201
Capital Need with Funding Not Identified							3,570,522	2,721,280
Total							3,658,239	2,786,481

Display 2. \$88M Capital Need with Funding (\$000s)



Display 3. Santa Cruz Campus Capital Need with Funding (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)						Total	State Eligible
				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27		
EDUCATION & GENERAL PROJECTS											
Deferred Maintenance Projects – One-Time State Funding		●		29,340 SCO						29,340	100%
Renovations Under \$10M to Support Faculty Hires*	●			9,050 CF						9,050	100%
Thimann Laboratories Seismic Retrofit*		●		765 CF						765	100%
Thimann Laboratories Seismic Replacement (Interdisciplinary Instruction & Research Building I)*	●				12,500 SG					12,500	100%
Jack Baskin Engineering Building Seismic Retrofit*			●			1,546 CF				1,546	100%

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)						Total	State Eligible
				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27		
Statewide Energy Partnership (SEP) Program				4,000 EF			4,000 EF		4,000 EF	12,000	100%
Total Education & General:										65,201	
AUXILIARY PROJECTS											
Ranch View Terrace Phase 2 (P3)						22,516 P3				22,516	
Total Auxiliary:										22,516	
Total Campus Projects with Funding Identified				39,155	16,500	24,062	4,000		4,000	87,717	65,201

Display 4. Santa Cruz Campus Capital Need with Funding Not Identified (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)	
				Total	State Eligible
EDUCATION & GENERAL PROJECTS					
Campus Welcome Center	●			9,600 SE	100%
Deferred Maintenance and Capital Renewal Program – State Eligible		●		341,604 SE	100%
Deferred System Renewal (State)		●		394,440 SE	100%
Electrical Growth + Resiliency – Campus Core Electrical Ring Completion				11,752 SE	100%
Electrical Growth + Resiliency – East 21kV Service Entrance				10,490 SE	100%
Electrical Growth + Resiliency – West 21kV Service Entrance				164,339 SE	100%
Engineering 3	●			157,226 SE	100%
Instructional Facilities Upgrades		●		25,459 SE	100%
Integrated Teaching and Learning Complex	●			47,029 SE	100%
Interdisciplinary Instruction & Research Building 2	●			140,000 SE	100%
Jack Baskin Engineering Building Seismic Retrofit*		●	●	206,454 SE	100%
Kerr Hall Seismic Retrofit		●	●	91,285 SE	100%
Meyer Drive Extension + Bridge				20,000 SE	100%
Mt. Hamilton Observatory Seismic Retrofit		●	●	23,715 SE	100%
Non-Potable Water Treatment & Distribution – Eastside				16,653 SE	100%
Ocean Health Building Expansion	●			28,702 SE	100%
Projects Under \$10M – State Eligible	●	●	●	122,875 SE	100%
Renovations Under \$10M to Support Faculty Hires*	●			42,250 SE	100%
Resource Recovery Facility (Part 2)				15,760 SE	100%
Sanitary Sewer Capital Renewal – Sewer Main Pipe and Manhole Lining				14,200 SE	100%
Seismic Group B (State-Eligible)			●	249,937 SE	100%
Seismic Group C (State-Eligible)			●	66,309 SE	100%
Social Sciences 3A	●			79,654 SE	100%
Thimann Laboratories Seismic Replacement (Interdisciplinary Instruction & Research Building I)*	●			113,500 SE	100%

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)	
				Total	State Eligible
Thimann Laboratories Seismic Retrofit*	●	●	●	235,445 SE	100%
UCO Instrumentation Facility				10,930 SE	100%
Westside Research Park – Alterations for Academic Programs, Building A/B	●			20,000 SE	100%
Westside Research Park – Alterations for Academic Programs, Building C	●			55,000 SE	100%
Total Education & General:				2,716,608	
AUXILIARY PROJECTS					
Bay Tree Bookstore Renovation	●	●		17,000 NSE	
Deferred Maintenance and Capital Renewal Program – Non-State-Eligible		●		200,208 NSE	
Kresge College Housing Expansion	●			124,000 NSE	
Oakes College Major Maintenance and Housing Expansion	●			100,000 NSE	
Projects Under \$10M – Non-State Eligible		●	●	69,636 NSE	
Seismic Group B (Non-State-Eligible)			●	74,332 NSE	
Seismic Group C (Non-State-Eligible)			●	4,172 NSE	
Student Center	●			112,000 NSE	
Student Health Services Expansion	●			151,566 NSE	
Total Auxiliary:				852,914	
Total Campus Projects with Funding Not Identified				3,570,522	2,721,280

Project Notes: *Portions of funding for this project are from sources that are identified (as shown in Display 3) while other sources are not yet identified (as shown in Display 4). The project will not advance until all sources have been identified.



2021-27 DIVISION OF AGRICULTURE AND NATURAL RESOURCES CAPITAL NEED

For over 100 years, UC Agriculture and Natural Resources (UC ANR) has been the local UC connection, delivering the power of UC research in agriculture, natural resources, nutrition, and youth development to Californians in all 58 counties to improve lives and livelihoods. Its mission is to engage the University with the people of California to achieve innovation in fundamental and applied research and education.

Priorities

The breadth and depth of UC ANR's people and facilities best positions it to respond to California's most pressing agricultural and natural resource issues. Eleven sites encompassing 13,000 acres across the state comprise the Research and Extension Center (REC) facilities, where its work is realized. Their rate of utilization, industry impact, and community outreach have significantly increased over the last decade. However, due to the previous lack of available funding, the facilities and infrastructure remain outdated and require upgrades to address deferred maintenance and improve seismic safety. Without the traditional revenue streams of a campus, UC ANR relies heavily on state support. To enhance conditions across UC ANR's facilities, the following capital needs are priority: seismic upgrade, deferred maintenance, and other safety improvements in facilities that support post-pandemic research, education, and public engagement, as well as energy efficiency to combat climate change.

Challenges

Post-Pandemic Issues UC ANR remains committed to serving its mission in the face of the prolonged COVID-19 pandemic and continues to develop new modes and routines to ensure continuity of research and public outreach. These efforts inform and illuminate future capital needs. Traditionally, the majority of the programs and educational opportunities offered took place through in-person contact. Therefore, the pandemic required researchers and staff to pioneer new ways to engage clientele, deliver our programs and also help distribute information and education, including science-based information about the pandemic. Techniques to improve distance-learning offerings, increased web-enabled delivery, and streaming services were expanded to reach communities and stakeholders and help meet the needs of our clients. This work, done by UC ANR's network of scientists, highlighted the importance of UC ANR's role in the facilitation to bring broadband into underserved rural communities, whom would otherwise lack adequate access to these services.

Academic Plan In many of these areas of California, UC ANR Research and Extension Centers serve as an educational and service facility providing access to the high-speed internet needed for much of this online material and engagement. As research and public service continues to intensify at various locations in spite of the pandemic, so does the utilization of the Research and Extension Centers by researchers and clientele. Therefore, in order to continue to engage the community to inform and disseminate research, the need to modernize the facilities at UC ANR's Research and Extension Centers is ever more important.

Deferred Maintenance and Aging Plant UC ANR received a historic restoration of its State funding in the 2021-22 Budget. This restoration is to assist in rebuilding UC ANR's academic footprint to address urgent needs across California. These additional academics will magnify the existing strain on UC ANR's outdated infrastructure and facilities. The recent facility condition assessments completed as part of the I-CAMP program revealed approximately \$90 million dollars in deferred maintenance needs.

Seismic The seismic reviews to date have identified over 50 structures that do not meet the minimum Level IV University seismic safety standard. To keep these facilities available for use, funding is needed for structural improvements. UC ANR's facilities remain essential for UC academics across UC campuses and statewide who need to conduct their critical research on UC ANR facilities which offer controlled environments and comprehensive research management.

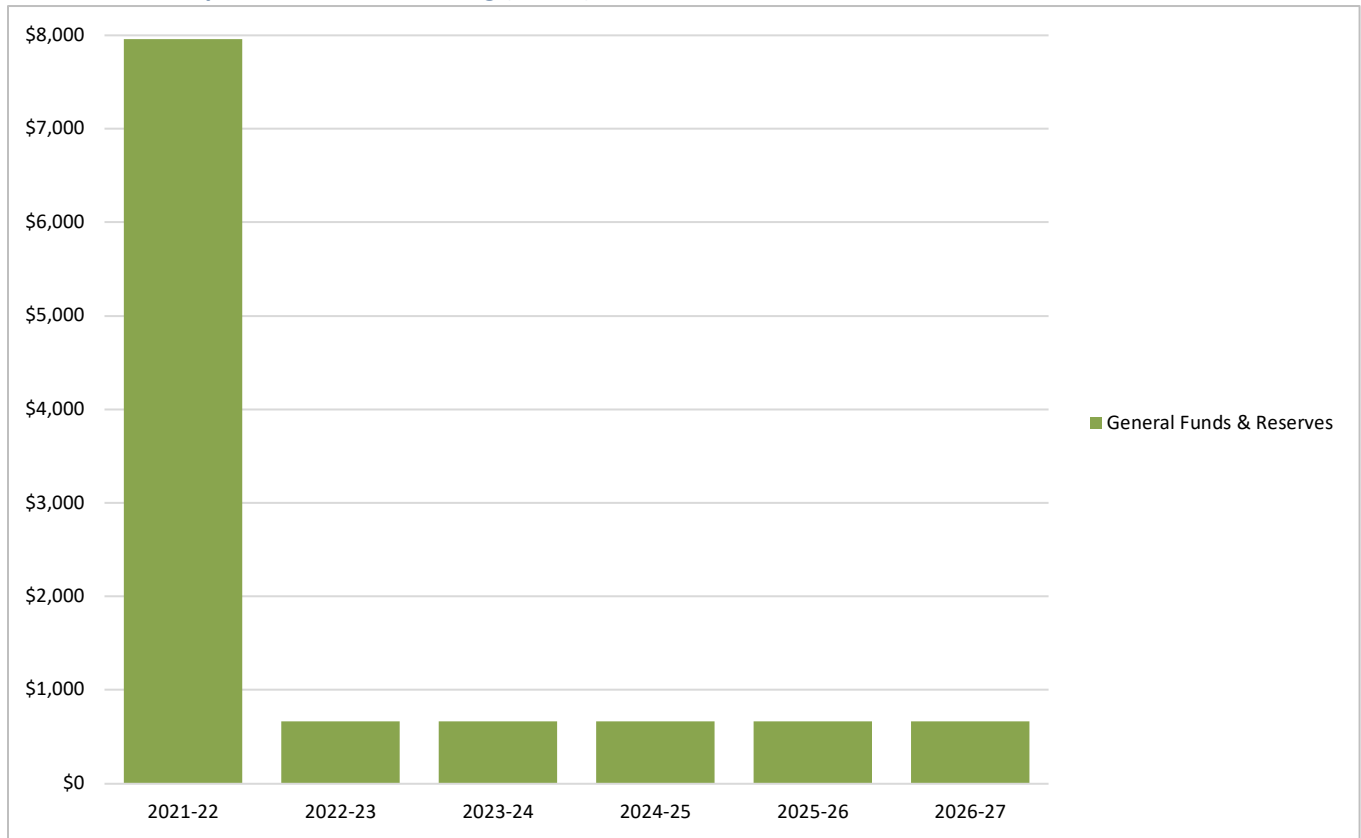
Funding

Going forward, UC ANR is pursuing state funding for mission-critical upgrades to capital projects to support our increased programming and research across the state. Priorities include deferred maintenance, seismic improvements, energy efficiency, and capital renewal projects that highlight the impact of the pandemic on these facilities. With the long-term planning and updated facilities identified in the Capital Financial Plan, improvements in space planning and utilization and environmental systems will be required to operate the portfolio of research labs, greenhouses, offices, seismic retrofit and support infrastructure.

Display 1. Summary of Current Term (2021-22 to 2026-27) Capital Need (\$000s)

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total	State Eligible
Capital Need with Funding	7,959	667	667	667	667	667	11,294	11,294
Capital Need with Funding Not Identified							114,247	114,247
Total							125,541	125,541

Display 2. \$11M Capital Need with Funding (\$000s)



Display 3. ANR Campus Capital Need with Funding (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)						Total	State Eligible
				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27		
EDUCATION & GENERAL PROJECTS											
Deferred Maintenance Projects – One-Time State Funding		●		5,092 SCO						5,092	100%
HREC Perimeter Fencing				1,200 CF						1,200	100%
LREC Screen House				200 CF						200	100%
SFREC Fire Suppression				800 SPG						800	100%
Capital Improvement Program		●		667 CF	667 CF	667 CF	667 CF	667 CF	667 CF	4,002	100%
Total Education & General:										11,294	
Total Campus Projects with Funding Identified				7,959	667	667	667	667	667	11,294	11,294

Display 4. ANR Capital Need with Funding Not Identified (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)	
				Total	State Eligible
EDUCATION & GENERAL PROJECTS					
DM and Capital Renewal Program		●		2,970 SE	100%
DM Program – State Eligible – No Funding Identified		●		84,883 SE	100%
Elkus REC Program Improvements		●		3,000 SE	100%
Energy Efficiency Program		●		900 SE	100%
Lindcove REC Asphalt & Access Renewal		●		1,000 SE	100%
Seismic Assessment and Retrofit Program – Group A			●	3,100 SE	100%
Seismic Assessment and Retrofit Program – Group B			●	6,164 SE	100%
Seismic Assessment and Retrofit Program – Group C			●	12,230 SE	100%
Total Education & General:				114,247	
Total Campus Projects with Funding Not Identified				114,247	114,247



2021-27 LAWRENCE BERKELEY NATIONAL LABORATORY CAPITAL NEED

Lawrence Berkeley National Laboratory (Berkeley Lab or Lab) is a world leading federal research institution managed exclusively by the University of California for the U.S. Department of Energy (DOE). Berkeley Lab is an open, unclassified, research institution that advances the frontiers of science and technology through large multidisciplinary team science, core research programs, and advanced instruments and user facilities. Among its specialized capabilities are high performance computing and data science, materials synthesis and characterization, and genomic science. Berkeley Lab is located on 202 acres of Regents-owned land in the hills above the UC Berkeley campus and has been a part of the UC system since 1931; it has been affiliated with DOE or DOE's federal predecessors since the 1940s.

Approximately 3,400 full-time University employees work at the Lab. Representing more than \$1 billion per year in federal investment, Berkeley Lab's scientific user facilities annually support more than 1,800 researchers from the ten UC campuses in addition to researchers from the California State University system. More than 1,000 students and young scientists, most of them from UC campuses, gain critical, on-the-job experience working alongside world-class researchers at Berkeley Lab's unique scientific facilities.

Priorities

Although the DOE supports the substantial majority of Berkeley Lab's capital investment, selective, strategic State investments are at times necessary to enable UC and the State to fully leverage the Lab's capabilities, successfully compete for large federal grants, and assert leadership in key fields. For example, a \$40 million state investment in Regents-owned Chu Hall helped to win national leadership of a \$195 million federal investment (shared with Caltech) in research to convert sunlight to clean fuels and hydrogen. The \$143 million Regents-owned Wang Hall houses the National Energy Research Scientific Computing Center (NERSC) and its world-class supercomputer, used annually by approximately 800-900 UC users. NERSC's supercomputer is typically ranked as one of the top ten most powerful computers in the world and is often considered one of the most productive supercomputers, with 2,400 peer reviewed published papers annually. The Capital Financial Plan (CFP) presents the Lab's capital needs for six years. The Berkeley Lab's CFP totals \$1.1 billion for UC projects for which funding has not been identified and \$230 million for funded projects (see Display 1).

Challenges

Post-Pandemic Issues In May 2020, the Lab implemented a robust COVID -19 safety plan that resulted in a highly compliant COVID-19 safety culture. Berkeley Lab chartered a working group to review current policies and programs to make recommendations about telework and other flexible work options to Lab leadership. As part of this effort, the working group is soliciting input from employees through formal listening sessions and surveys. Updates to policies and processes related to the future of work are targeted for early 2022. Future facilities and infrastructure capital investments will be informed by renewed approaches to onsite and remote work options.

Seismic All Regents owned facilities meet the standards identified in the UC Seismic Safety Policy. Berkeley Lab has made significant progress over the past decade reducing the number of federally owned facilities with potential seismic performance issues. However, more recent seismic evaluations have identified additional seismic improvements that Berkeley Lab is planning to implement with support from DOE. For example, in the latest Annual Lab Plan prepared for the DOE, Berkeley Lab has proposed a major project to perform seismic

retrofits of several enduring facilities. Seismic risk mitigation projects are being planned and proposed to federal sponsors on an ongoing basis.

Aging Plant Berkeley Lab is the oldest of the DOE national laboratories. Based on the DOE's condition assessment standards, over 60% of facilities and 28% of utilities are either inadequate or substandard, as measured against replacement plant value. Berkeley Lab's \$233 million deferred maintenance backlog for federally funded facilities in 2020 represented 13% of its replacement plant value. Nearly half of this backlog is related to site mechanical utilities (e.g., supply water, storm drain). Berkeley Lab has started planning a Linear Asset Modernization Project (LAMP) through the DOE to address a significant portion of the deferred maintenance backlog.

Funding

State Funds The Lab's capital plan includes an additional \$34 million of one-time State funding for the Biosciences Genome Engineering and Manufacturing (BioGEM) Facility. The project will be supported by \$350 million of funds as part of \$750 million of federal investment in new infrastructure supporting Berkeley Lab's biological research capabilities. The additional State funds will make LBNL's bioscience facilities more accessible to all UC campuses, enabling California to expand its lead in the development of bio-based low-carbon products. Specifically, this investment will support the expansion of Bioprocess Engineering programs to five cohorts per year receiving eight weeks of hands-on experience in the new facility. Funding will support the purchase and safe usage of equipment used to convert carbon dioxide and methane into valuable products using microorganisms, advancing California climate goals. Further, this one-time funding will support the purchase of equipment and instrumentation needed to develop "smart" bioreactors, providing undergraduate and graduate students studying biology, computer science, and engineering the opportunity to develop a first-of-a-kind autonomously-controlled fermenters.

Other projects include the replacement of emergency/standby generators supporting UC operations that are at the end of useful life and improvements to the primary entry and egress point for Berkeley Lab is located near the terminus of Hearst Avenue, just east of the UC Berkeley campus. The Hearst Avenue/Cyclotron Road is used by UC students and employees travel daily between the Lab and UC Berkeley to teach and conduct joint research.

Federal Funds Berkeley Lab is seeking and/or undertaking significant federally-funded upgrades, totaling over \$1 billion dollars, related to four strategic areas:

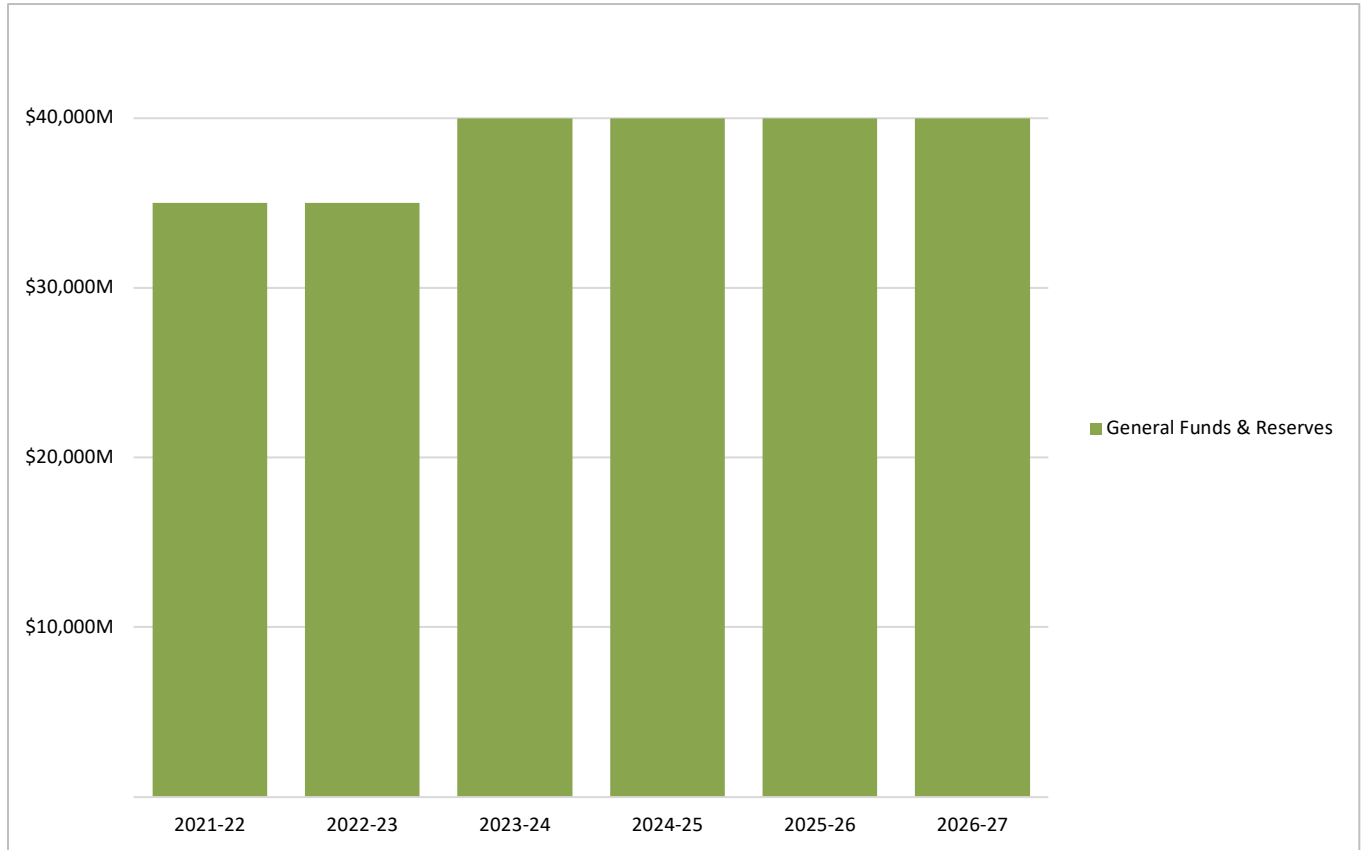
- Chemistry and Materials Science with an upgrade to the Advanced Light Source (ALS),
- Replacement of its current supercomputer to support breakthrough Science at the Exascale,
- Discovery Science in Fundamental Physics, and
- New capabilities in Biological and Environmental Science housed in new laboratory buildings within the envisioned biosciences cluster.

Pursuit of these strategic priorities will transform Berkeley Lab's aging facilities and infrastructure into a modern, integrated, interactive, sustainable, and fully mission-aligned environment for ground-breaking science.

Display 1. Summary of Current Term (2021-22 to 2026-27) Capital Need (\$000s)

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total	State Eligible
Capital Need with Funding	35,000	35,000	40,000	40,000	40,000	40,000	230,000	
Capital Need with Funding Not Identified							1,121,000	56,000
Total							1,351,000	56,000

Display 2. \$230M Capital Need With Funding



Display 3. Berkeley Lab UC Capital Need with Funding (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)						Total	State Eligible
				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27		
EDUCATION & GENERAL PROJECTS											
General Plant Projects		●	●	35,000 FG	35,000 FG	40,000 FG	40,000 FG	40,000 FG	40,000 FG	230,000	
Total Education & General Projects:										230,000	
Total Projects with Funding Identified				35,000	35,000	40,000	40,000	40,000	40,000	230,000	

Display 4. Berkeley Lab UC Capital Need with Funding Not Identified (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)	
				Total	State Eligible
EDUCATION & GENERAL PROJECTS					
Advanced Materials Discovery Building		●	●	250,000 FE	
Biological Building #3 (BioGEM)		●		34,000 SE 330,000 FE	9%
Chemical Observatory (and B7 Replacement)		●	●	95,000 FE	
Chemical Sciences Building		●	●	230,000 FE	
Emergency/Standby Power Replacements		●		15,000 SE	100%
Hearst Ave./ Cyclotron Rd. Horseshoe Curve Improvement				7,000 SE	100%
Seismic and Safety Modernization Phase II		●	●	160,000 FE	
Total Education & General:				1,121,000	
Total Projects with Funding Not Identified				1,121,000	56,000

UNIVERSITY OF CALIFORNIA



2021-27 SYSTEMWIDE AND OFFICE OF THE PRESIDENT CAPITAL NEED

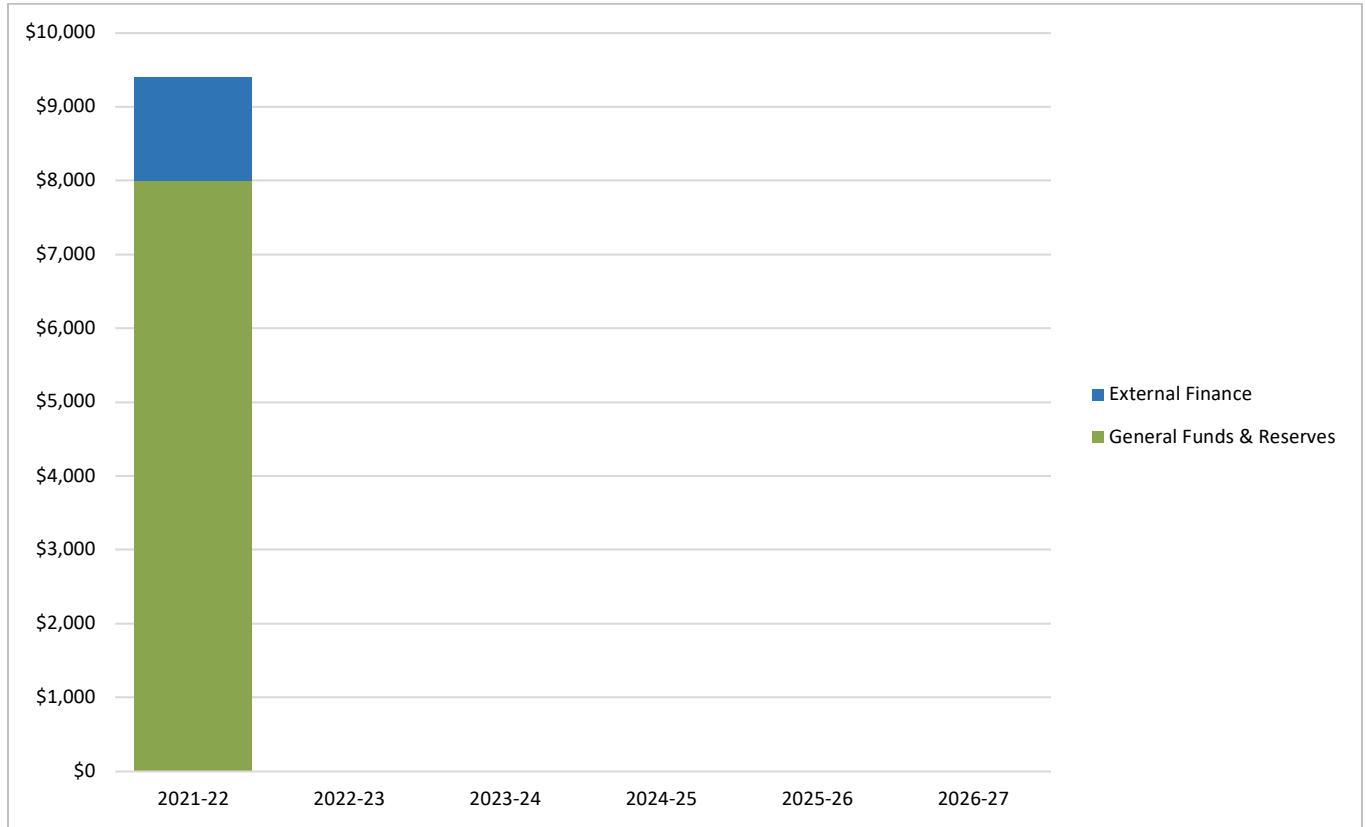
The Systemwide and Office of the President (OP) Capital Program includes projects which directly support campuses and indirectly support the entire UC system via the Office of the President location. The Office of the President is the systemwide headquarters of the University of California, managing its fiscal and business operations and supporting the academic and research missions across all its campuses, labs, and medical centers.

Systemwide projects are primarily focused on addressing deferred maintenance, seismic corrections, and the planning for near-term needs. OP related deferred maintenance, tenant improvements, and Blake house projects will not use any direct state appropriation, tuition, or fees. These projects will use deferred maintenance reserve funds, reallocated debt from 415 20th Street, or funding sources yet to be identified. The combination of UC owned space, giving up a comparable amount of leased space in other Oakland locations, and a favorable long-term market rate lease at 1100 Broadway, directly adjacent to the Franklin Street building, provides a lowest cost alternative to the University.

Display 1. Summary of Current Term (2021-22 to 2026-27) Capital Need (\$000s)

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total	State Eligible
Capital Need with Funding	9,407						9,407	8,000
Capital Need with Funding Not Identified							7,000	
Total	9,407						16,407	8,000

Display 2. \$9M Capital Need with Funding (\$000s)



Display 3. Systemwide Capital Need with Funding (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)						Total	State Eligible
				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27		
EDUCATION & GENERAL PROJECTS											
UC Sacramento Learning Complex	●			7,900 GF						7,900	100%
Total Education & General:										7,900	
OFFICE OF THE PRESIDENT PROJECTS											
14350 Meridian Parkway – Roof Replacement		●		1,200 EF						1,200	
Deferred Maintenance Projects – One-Time State Funding		●		100 SCO						100	100%
Facilities Modernization & Deferred Maintenance, 1111 Franklin		●		207 EF						207	
Total UCOP:										1,507	
Total Projects with Funding Identified				9,407						9,407	8,000

Display 4. Systemwide Capital Need with Funding Not Identified (\$000s)

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)	
				Total	State Eligible
OFFICE OF THE PRESIDENT PROJECTS					
Blake House			•	7,000 NSE	
Total UCOP:				7,000	
Total Projects with Funding Not Identified				7,000	





**Capital
Financial
Plan**

2021-27

Appendix

APPENDIX - PROJECTS OF INTEREST TO UNIVERSITY OF CALIFORNIA HEALTH

University of California Health provides leadership and strategic direction for UC’s six academic health centers and 20 health professional schools. University of California Health’s central office at the Office of the President supports operational initiatives at individual campuses and development of systemwide initiatives, promoting collaboration among the university’s health professional schools and providing oversight on the business and financial activities of the clinical enterprise. Campus and medical center projects from the CFP that could be of interest to the efforts of University of California Health are summarized below for reference.

University of California Health Related Campus Capital Need with Funding (\$000s)

	Current Term (2021-22 to 2026-27)						Total
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	
BERKELEY							
Intersection Emeryville – Optometry Center	35,000						35,000
Innovative Genomics Institute Building Expansion		80,000					80,000
DAVIS							
Animal Sciences Teaching Facility	10,000						10,000
Veterinary Medical Center	93,535		95,000	200,000		100,000	488,535
IRVINE							
Falling Leaves Foundation Medical Innovation Building	231,000						231,000
Medical Education Building Renovations	20,000						20,000
Student Success Building	70,000						70,000
LOS ANGELES							
CHS B-Level cGMP Facility	30,000						30,000
CHS Emergency Power System Replacement	23,395						23,395
MERCED							
Health & Behavioral Sciences Building	198,400						198,400
RIVERSIDE							
Student Health and Counseling Center	32,320						32,320
SANTA BARBARA							
Student Health Services Relocation	P3						
SAN DIEGO							
East Campus Cyclotron Facility (formerly Cyclotron Radiology)	21,000						21,000
SIO Biomedical Automation Facility		10,000					10,000
Viterbi Family Vision Research Center (formerly Viterbi Vision Research Center)	83,000						83,000
Campus Multidisciplinary Research Building & Parking Structure		500,000					500,000
Hillcrest Multi-Use Building		176,000					176,000
Hillcrest Mixed-Use Residential and Wellbeing Center		515,000					515,000

	Current Term (2021-22 to 2026-27)						Total
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	
Medical Office Building at Bernardo Center (formerly MOBs Del Sur Corporate Center at 4S Ranch and Bernardo Center)		135,000					135,000
Science Research Park Master Development		1,000,000					1,000,000
School of Medicine Emergency Power Upgrades			10,000				10,000
SAN FRANCISCO							
Child, Teen and Family Center / Department of Psychiatry at 2130 Third Street – Augmentation	15,000						15,000
Parnassus Research and Academic Building and West Campus Site Improvements	711,800						711,800
ZSFG Wet Laboratory and Dry Desktop Space Tenant Improvements / Relocations	17,020						17,020
Swing Space for Renovation of Research Space		14,900					14,900
Parnassus Dental Clinics Building Renewal	2,000	800					2,800
School of Nursing Building Demolition					74,000		74,000
HSIR Renewal (2021-2027)		500	1,000	2,500	2,500	3,500	10,000
Mount Zion Cancer Research Building Renewal	9,000	7,000	1,800	900			18,700

University of California Health Related Campus Capital Need with Funding Not Identified (\$000s)

Current Term (2021-22 to 2026-27)	
BERKELEY	
Optometry Clinic Renewal and Minor Addition Seismic Improvements	109,000
DAVIS	
Fleet Services & PO&M Relocation	12,000
IRVINE	
Beckman Laser Expansion and Renovation	60,000
College of Health Sciences Building Unit 2	110,000
College of Health Sciences Research Building	110,000
Med Sci Renovations	56,000
Student Health Center Replacement	69,000
Group B Seismic Improvements (EH)	83,500
Group C Seismic Improvements (EH)	4,000
LOS ANGELES	
CHS Fire Sprinkler Installation	60,000
CHS – Biomedical Library Tower Improvements	100,000

Current Term (2021-22 to 2026-27)	
CHS Program and Infrastructure Improvements	200,000
Fielding School of Public Health Building Improvements	50,000
Semel Neuropsychiatric Institute (NPI) Seismic Improvements	70,000
Psychology-Neuroscience Research Building	70,000
SAN DIEGO	
Biomedical Sciences Building Seismic Improvements (Seismic Only)	55,000
Triton Pavilion for Student Resources and Community Engagement	284,550
Wertheim School of Public Health and Human Longevity Science Facility	104,000
SAN FRANCISCO	
HSIR Building Renewal and Lab Modernization (15 Floors)	375,000
Seismic Compliance Projects – Group A	1,788,790
Seismic Compliance Projects – Group B	1,256,535
Seismic Compliance Projects – Group C	220,268

University of California Health Center Capital Need (\$000s)

	Current Term (2021-22 to 2026-27)						Total
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	
DAVIS							
Ambulatory Care Center (Ellison) Renovations*	172,000						172,000
Folsom Land Acquisition	40,000						40,000
Folsom Medical Office Building	135,000						135,000
California Tower (Sacramento Campus)	3,444,000						3,444,000
Parking Structure 4 (Sacramento Campus)	53,500						53,500
Parking Structure 5 (Sacramento Campus)	58,500						58,500
Pharmacy Shared Services Center	46,000						46,000
Sacramento Ambulatory Surgery Center	563,000						563,000
UC Davis Health Priority 1	14,000						14,000
UC Davis Health Priority 2	28,000						28,000
UC Davis Health Priority 3		42,000					42,000
UC Davis Health Strategic Initiative 1		200,000					200,000
UC Davis Health Strategic Initiative 2			100,000				100,000
UC Davis Health Strategic Initiative 3					300,000		300,000

	Current Term (2021-22 to 2026-27)						Total
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	
Health System Projects \$1M to \$10M	35,000	18,000	18,000	18,000	18,000	18,000	125,000
IRVINE HEALTH							
Ambulatory Center #4 – Northwest Orange County	20,000						20,000
Building 3 2nd Floor Conversion to Tele / Med Surg	35,000						35,000
Ambulatory Center #3 – East Irvine		12,000					12,000
Orange Parking Structure		69,000					69,000
Ambulatory Center #2 – Northeast Orange County (Multi-Specialty)			12,000				12,000
Capital Projects \$1M to \$5M (MC)	17,600	21,000	17,000	18,000	18,000	18,000	109,600
Capital Projects \$5M to \$10M (MC)	27,700	17,300	19,850	20,000	25,000	11,600	121,450
Energy Projects	6,300	13,200	9,400	4,500	10,000	5,000	48,400
LOS ANGELES HEALTH							
Capital Projects \$1M to \$10M – 26585 Agoura Road	13,000						13,000
Mid-Wilshire Campus Acquisition	70,000						70,000
Mid-Wilshire Inpatient Bed Expansion / Renovations	350,000						350,000
Mid-Wilshire Seismic Upgrades	30,000						30,000
Medical Plaza 100 Suite 700 Liver Clinic	15,000						15,000
RRUMC Utility Building	220,000						220,000
SMH Medical Parking Acquisition	20,000						20,000
Santa Monica Hospital Medical Office Building New Admin / Clinic Building	70,000						70,000
Bone Marrow Transplant Program	10,000	10,000					20,000
Medical Center Real Estate Acquisition		50,000					50,000
RRUMC Cancer Center		200,000					200,000
Santa Monica Hospital Medical Office Building Acquisition #1		170,000					170,000
CHS South Tower Post-Occupancy Improvements (Levels A & B)		28,000	27,000				55,000
SMH Merle Norman Pavilion Renovation Program	16,000	18,000	17,000	11,000	8,000		70,000
Annual Capital Equipment Replacement	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Capital Projects \$1M to \$10M – Medical Plaza 200	12,000	12,000	12,000	12,000	12,000	12,000	72,000
Capital Projects \$1M to \$10M – Reagan Hospital	20,000	20,000	20,000	20,000	20,000	20,000	120,000
Capital Projects \$1M to \$10M – Santa Monica Hospital	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Capital Projects \$1M to \$10M – Health System	15,000	15,000	15,000	15,000	15,000	15,000	90,000
Capital Renewal	25,000	25,000	25,000	25,000	25,000	25,000	150,000
SAN DIEGO HEALTH							
Hillcrest Campus Outpatient Pavilion and Parking (Med Ctr portion only)	351,645						351,645
Shiley Eye Institute Renovation	27,000						27,000
Hillcrest Replacement Hospital*		30,000		54,000			84,000

Current Term (2021-22 to 2026-27)							
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Capital Projects \$1M – \$10M	5,000	5,000	5,000	5,000	5,000		25,000
SAN FRANCISCO							
ACC 2 Spine Center Relocation – Augmentation	1,301						1,301
Benioff Children's Hospital – San Francisco Bed Expansion	29,000						29,000
M/L Ground Floor Sterile Processing Department Renovation and Equipment Replacement	11,350						11,350
Medical Office Building – Renovation of Leased Space	68,000						68,000
Mission Bay East Campus Phase 2 Clinical Building Augmentation	15,000						15,000
Moffitt Seismic Improvements	50,500						50,500
MZ Main Hospital Bldgs A&B 7th Fl Reno for Inpatient Psych Svcs – Augmentation	14,000						14,000
MZ Main Hospital Building B Endoscopy Expansion	15,000						15,000
New Hospital at Helen Diller Medical Center at Parnassus Heights	4,181,600						4,181,600
Benioff Children's Hospitals Oakland Master Facilities Plan Phase 2 including New Hospital Pavilion	90,000	1,010,000					1,100,000
Capital Projects \$5M to \$10M – Medical Center	50,883	8,000					58,883
Capital Projects \$1M to \$5M – Infrastructure	11,970	3,126	724				15,820
Capital Projects \$1M to \$5M – Renovation	5,985	1,563	362				7,910
Clinical Space Renovation and Expansion Program	38,284	178,197	146,268	143,991			506,740

University of California Health Capital Need with Funding Not Identified (\$000s)

Current Term (2021-22 to 2026-27)	
	Total
DAVIS HEALTH	
Ambulatory Care Center (Ellison) Renovations*	17,000
Deferred Maintenance	36,000
IRVINE HEALTH	
Bridge to Triangle Parking	25,000
Building 30 Seismic Improvements	4,700
Deferred Maintenance	45,000
Douglas Hospital Inpatient Capacity (Phase 1 – DH38)	40,000
Douglas Hospital Inpatient Capacity (Phase 2 – DH36)	40,000
Douglas Hospital Inpatient Capacity (Phase 3 – DH34)	40,000
Emergency Department Expansion	50,000
Gottschalk Repurpose / Renovation	30,000

Current Term (2021-22 to 2026-27)	
	Total
Group B Seismic Improvements (Building 70)	5,300
Group C Seismic Improvements (Building 29)	9,200
Materiel Management Logistics Center (B20)	10,000
Morgue and Autopsy Building	25,000
Orange Campus Ambulatory Replacement	100,000
Outpatient Clinic Orange – Triangle Lot	10,000
SB1953 Non-Structural Seismic Upgrades	50,000
SAN DIEGO HEALTH	
Hillcrest Central Utility Plant	48,000
Hillcrest Replacement Hospital*	1,416,000

Project Notes: *Portions of funding for this project are from sources that are identified (as shown in Display 3) while other sources are not yet identified (as shown in Display 4). The project will not advance until all sources have been identified.

