Capital Planning Workshop

August 21, 2003
In 1995...
We Had Crumbling Infrastructure
In 1995...
UCONN 2000 became Law
Completed Projects

- Agriculture Biotechnology Facility
- Alumni Quadrant Renovations
- Avery Point Marine Science Research Center
- Babbidge Library
- Central Warehouse-New
- Charter Oak Apartments & Suites
- Chemistry Building
- East Campus North Renovations
- Gampel Pavilion Seating Expansion
- Gampel Basement Renovations
- Gant Plaza Deck
- Grad Dorm Renovations
- Heating Plant Upgrade
- Hilltop Dormitory-New
- Hilltop Dormitory Renovations
- Hilltop Dorm-Apartments
- Horticultural Storage/Museum of Natural History
- Ice Rink Enclosure
- Litchfield Agricultural Center
- Mansfield Apartments Renovation
- Mansfield Training School Improvements
- Monteith Renovations
- Music & Drama Addition
- North Campus Renovations
- North Superblock Site & Utilities
- Northwest Quadrant Renovation
- North Parking Garage
- Pedestrian Mall-Fairfield Road
- Precision Manufacturing Enterprise Building
- School of Business-New
- Shippee / Buckley Renovations
- South Campus Complex
- South Parking Garage
- Stamford Downtown Relocation
- Student Recreation Facility Renovation
- Technology Quadrant-Phase IA
- Technology Quadrant-Phase II
- Towers Dining Hall
- Towers Greek Housing Complex
- Underground Steam & Water Upgrade
- University Programs Building
- Visitors Center
- Waring Building Conversion
- Waterbury Campus Relocation
- Waterbury Property Purchase
- West Campus Renovations
- White Building Renovation
- Wilbur Cross Building Renovation
8 Years Later...
We Have Rebuilt Campuses

Chemistry Building
Avery Point Marine Sciences Research Center
South Campus
New Signage / Pedestrian Focus
New Utility Infrastructure
Projects in Construction or Design

- Avery Point Undergraduate Building Renovation
- Benton State Art Museum Addition
- Business School Renovation
- Cogeneration Chiller Facility
- Deferred Maintenance & Renovations
- Equipment, Library, Telecommunications
- Gentry Renovations
- Pharmacy/Biology Building
- Student Union Addition
- Torrey Life Science Renovation
- Towers Renovations
Student Union
Here’s Where We Are In Terms Of $

- $912 million of projects authorized to date in bonds with state debt service commitment for 50 UCONN 2000 Projects

- $205.1 million in special obligation bonds authorized to date net of refunded bonds ($189.2 million for Projects)

As of August 2003, $792.2 million in construction-related contracts (exclusive of equipment)

- 89% ($701.4 million) to Connecticut contractors
- 24% ($183.5 million) to set-aside contractors
  - 59% ($107.4 million) to small business contractors
  - 41% ($76.1 million) to minority-and-women-owned contractors
<table>
<thead>
<tr>
<th>Category</th>
<th>Square Footage</th>
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<tr>
<td>New Construction</td>
<td>3,452,161 GSF</td>
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<td>Total Renovation</td>
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<td>Partial Renovation</td>
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**UCCONN 2000**

Gross Square Footage - Storrs & Regionals

- New Construction: 3,452,161 GSF
- Total Renovation: 2,112,628 GSF
- Partial Renovation: 2,509,718 GSF
Total Renovation

College of Liberal Arts and Sciences
Total Renovation

Homer Babbidge Library Information Cafe
Partial Renovation

High-Tech Classrooms
UCONN 2000
Here’s Where We Are By Program
All Funding Sources - $1,435.4 M

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Academic</td>
<td>$753.5M</td>
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<td>Student Services</td>
<td>$68.6M</td>
<td>5%</td>
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<tr>
<td>Athletics</td>
<td>$35.2M</td>
<td>2%</td>
</tr>
<tr>
<td>University Support</td>
<td>$18.5M</td>
<td>1%</td>
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- **Academic ($753.5M)**
- **Residential ($306.3M)**
- **Infrastructure ($253.3M)**
- **Student Services ($68.6M)**
- **Athletics ($35.2M)**
- **University Support ($18.5M)**
Academic Funding

Biology Physics Building
Academic Funding

Biology Physics Building Lab
Residential Funding

Northwest Dining Hall
Residential Funding

Hilltop Suites
Student Services Funding

Wilbur Cross
8 Years Have Produced Other Changes

Our Experience

The Experience of Others
Our Experience

- Project Management
- Policy Oversight
- External Reviews
- On Time & On Budget
The Experience of Others

- Students
- Instructional Environment
- Research Capacity
- Financial Community
- Awards
- Alumni, Donors & Visitors
- Legislative Response
Instructional Environment

Chemistry Building Lecture Hall
Financial Community

- Bond Credit Ratings
  - Consistent strong ratings
  - Consistent strong market acceptance
  - Comparable low debt service costs

- UCONN 2000 State Debt Service Commitment Bonds
  - Fitch: AA-
  - Moody’s: Aa3
  - Standard & Poor’s: AA

- UCONN 2000 Special Obligation Bonds
  - Moody’s: Aa3
  - Standard & Poor’s: AA-
Awards

Lodewick Visitors Center
Legislative Program Review & Investigation Report

- Concluded that the program is well managed, incorporates industry best practices & delivers quality facilities on time and on budget

- No recommendations for legislative changes

- Three programmatic recommendations already underway
Planning

- Proven value
- Expanded Capital Planning
  - Storrs Master Plan
    - Added Agriculture/East Campus, North Campus & Depot Campus
    - Currently being updated
  - Health Center Master Plan
- Program Planning
  - Storrs-Academic Plan
  - Health Center-Strategic Plan
  - Information Technology
    - Storrs Network Plan complete, IT Plan coming
    - Health Center Strategic IT Plan complete
Storrs Master Plan
Master Plan Update
Storrs & Regionals
Capital Workshop Goals

- Review 21st Century UConn Structure
- Discuss a very general, very tentative capital plan with focus on project sequencing in early years
- Confirm project list
- Master Indenture Amendment to come in September
Capital Program

3 Phases + 2 names = 1 Capital Program

- **UCCONN 2000 - Phase I & II**
  - Storrs & Regionals
  - $962 million – 10 year program (FY96-FY05)

- **21st Century UConn – Phase III**
  - Health Center, Storrs & Regionals
  - $1.3 billion – 11 year program (FY05-FY15)
21st Century UConn

- Program Structure
- Annual Process
- Health Center
- Other Capital Funding Sources
Program Structure

- Project List in Law
- Authority delegated to Board of Trustees
- University administers program
- Annual Bond Caps (note constraints early years)
- Debt Service Commitment & Special Revenue Bonds
- Project List v. Funding Totals
Board of Trustee Annual Process

- General capital plan-flexible
- Annual project list & supplemental indenture
- Submit list to Governor
- List triggers expenditure plan
- Work closely with Office of State Treasurer
Health Center

- First time on project list
- Need to integrate into planning and annual caps
- Single administrative structure
- Board of Directors will recommend project list annually to Board of Trustees for approval
Other Capital Funding Sources

- General Obligation Bond but UCONN 2000 authority (Waterbury & Law School)
- Health Center
  - State General Obligation Bonds
  - Federal Facilities & Administrative Use Allowance
  - Other Cash Resources (Depreciation, Clinical Revenues, etc)
  - Private Financing
- Master Lease (Storrs & Health Center)
- Capital Financing Leases
21st Century UConn

- Still have significant needs
- Development of project list
- Heavy on renovations
- Even most major projects are replacements
Much remains to be done...
Gant Building
Law School Starr Hall
Depot Campus
Of the 3,600 acres the University owns at the Main Campus, 2,400 acres are devoted to open space and farmland and will continue to be.
21st Century UConn: Project Sequencing

- Storrs-Academic Plan
  - Biology Completion
  - Arjona/Monteith Replacement
  - Fine Arts Complex
  - North Hillside Road Extension
  - Residential (West/Graduate Replacement)
  - Intramural, Recreational & Intercollegiate Athletics Facility

- Health Center-Strategic Plan
  - Research Tower
  - Main Building Renovation
  - Academic Building Renovation
Program Priorities

- Academic Departments housed in Biology Complex, Arjona & Monteith:
  - Generated 62% increase in external research awards from FY00 to FY03
  - Taught approximately 20% of the total Storrs credit hours for 2002-03
Arjona / Monteith Replacement

21st Century UConn: Storrs
Arjona / Monteith Replacement
Arjona / Monteith Replacement

21st Century UConn: Storrs
Residential
(West/Graduate Replacement)

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21st Century UConn: Storrs
Division of Athletics
Department of Recreational Services

Enhancement of student experience and quality of life

For 2002-03:

- 31,890 intramural participations
  - 4,344 participants (increase of 8% from 2001-02)
  - 3,396 games or matches
- 489,502 informal recreation participations
  (increase of 85% from 1997-98)
- 45,773 participations in Special Programs, BodyWise Classes and Natural High Program, HuskyXcursions, Student Development Programs and Membership Programs
Intercollegiate Athletics

- 24 Varsity Sports (11 Men’s, 13 Women’s)
- Over 600 Student-Athletes
- *US News & World Report* ranked UConn’s intercollegiate athletic program among the top 20 in the country based on academics, athletics and NCAA compliance
- *Sports Illustrated* ranked UConn’s athletic program at number 31 in the country based on academic and athletic achievements
- *NACDA Director’s Cup* ranked UConn’s athletic program at number 14 in the country based on fall 2002 team results
## Master Planning Process

- Commissioned a 10 year Master Plan update in December of 2001 to guide the physical development of the campus in supporting the academic and health services missions of the Health Center (last updated 1987)

- Engaged Flad & Associates of Stamford, CT and Madison, Wisconsin

- Conducted extensive interviews with senior management

- Held two half day retreats with the master plan steering committee representing each of the UCHC domains

- Held meetings with more than 50 departmental units

- UCHC Master Plan completed in November 2003 and presented to the entire UCHC community
UCHC ENVIRONS

10 Talcott

Exchange

162 acres
1.7 million net sf
204 bed hospital
36 structures including 508 space parking garage
GUIDING PRINCIPLES

- Protect and improve the campus environment
- Provide for increases for research activity
- Ensure the quality of education programs and allow for their evolution
- Provide for improvements in patient care facilities
- Accommodate increases in ambulatory care
- Foster efficient utilization of facilities
### Key Findings

- A new research building will be required in the near term if recruitment and research funding patterns continue at projected levels.

- Existing space utilization is at maximum capacity institution wide.

- Need to improve space utilization of main lab (L) building through appropriate renovation and re-use.

- Numerous mechanical, electrical and plumbing issues are developing due to age of buildings and increasing functional demands.

- Improvements to student life will improve the competitiveness of the Schools.
### Key Findings

- The 30 year old Quonset-style temporary metal buildings on the lower campus have exceeded the end of their useful lives.

- The Dowling buildings will require replacement in the next few years. Significant investment will be required to continue long-term use.

- Additional parking will be required to support any further development on the campus after the Ambulatory Surgery Center.

- Landscape quality of the campus is threatened by encroaching residential development and insufficient investment.

- Acquisition of adjacent properties will become critical to the institution’s future.
Outdated temporary buildings
Rusting mechanical units
Old equipment – difficult to maintain
Inadequate space due to maximized capacity
Overcrowded corridors
Existing Lab conditions
Inadequate Student Lounge
MASTER PLAN

- New Research Building
- Additional Structured Parking
- Ambulatory Surgery and Musculoskeletal Institute
- Improved Landscaping
- Hospital Tower
- Ambulatory Care Clinics and Parking
CAMPUS ZONING

- Adopt campus development zones
- Plan right locations and best adjacencies
RECOMMENDATIONS: RESEARCH

- Provide additional research space
- Construct New Research Building planned as part of 21st Century UConn
RECOMMENDATION: MAIN LAB (L)BUILDING

- Renovate Main Building L to modernize its mechanical and electrical systems and improve space utilization as provided in the 21st Century UConn plan.
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<tr>
<td>• Recapture educational space previously converted to other uses</td>
</tr>
<tr>
<td>• Improve student environment</td>
</tr>
<tr>
<td>Student Center/fitness center/bookstore</td>
</tr>
<tr>
<td>Library</td>
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<tr>
<td>Technology</td>
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RECOMMENDATIONS: HEALTHCARE

- Develop additional ambulatory care capacity
- Increase number of private inpatient rooms
RECOMMENDATIONS: CAMPUS

- Adopt campus development zones
- Establish rigorous and effective space management procedures
- Acquire additional property
- Expand infrastructure, including parking, to support new construction and changes in use
- Improve landscaping through additional plantings and maintain forested campus image
Planning Timetable

- **September 2003**
  - BOT adopts Project List & Master Indenture

- **October – November 2003**
  - Submit Project List to Office of Policy & Management
  - Submit Master Indenture to State Bond Commission

- **February – March 2004**
  - BOT adopts FY05 Capital Plan & Indenture
  - Submit FY05 Capital Plan & Indenture to Governor

- **July 2004**
  - Funds available for FY05 final year of UCONN 2000 & first year of 21st Century UConn
Capital Workshop Goals

- 21st Century UConn Structure
- Project sequencing
- Project list
- Master Indenture Amendment
The End

Board of Trustees
Budget Workshop
September 23, 2003