





## 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.

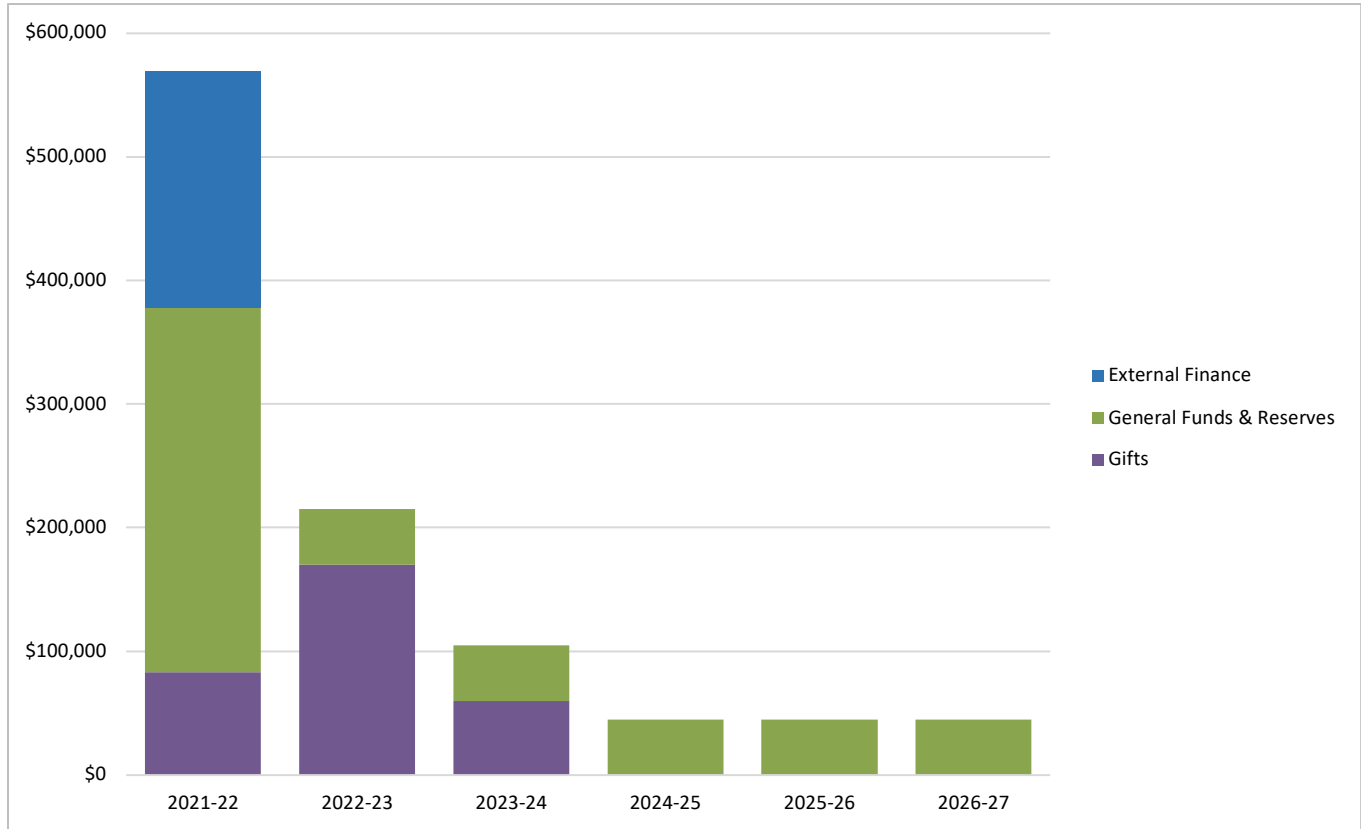
**Non-State Resources Funding State-Supportable Scope** Of the 19 projects included in the CFP with funding identified, 14 are fully state-supportable and one is partially state-supportable. These projects include new academic buildings, the relocation of Facilities Management and campus services currently 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
<b>Total</b>							<b>5,579,076</b>	<b>4,438,039</b>

**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		
<b>EDUCATION &amp; GENERAL PROJECTS</b>											
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%
<b>Total Education &amp; General:</b>											<b>713,253</b>	
<b>EDUCATION &amp; GENERAL – HEALTH PROJECTS</b>												
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%
<b>Total Education &amp; General – Health:</b>											<b>251,000</b>	
<b>AUXILIARY PROJECTS</b>												
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	
<b>Total Auxiliary:</b>											<b>60,000</b>	
<b>Total Campus Projects with Funding Identified</b>				<b>569,253</b>	<b>215,000</b>	<b>105,000</b>	<b>45,000</b>	<b>45,000</b>	<b>45,000</b>		<b>1,024,253</b>	<b>919,553</b>

#### 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
<b>EDUCATION &amp; GENERAL PROJECTS</b>					
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%
<b>Total Education &amp; General:</b>				<b>3,057,186</b>	

	Enrollment	Aging Plant	Seismic	Current Term (2021-22 to 2026-27)	
				Total	State Eligible
<b>EDUCATION &amp; GENERAL – HEALTH PROJECTS</b>					
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%
<b>Total Education &amp; General – Health:</b>				<b>423,500</b>	
<b>AUXILIARY PROJECTS</b>					
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	
<b>Total Auxiliary:</b>				<b>1,074,137</b>	
<b>Total Campus Projects with Funding Not Identified</b>				<b>4,554,823</b>	<b>3,518,486</b>





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.

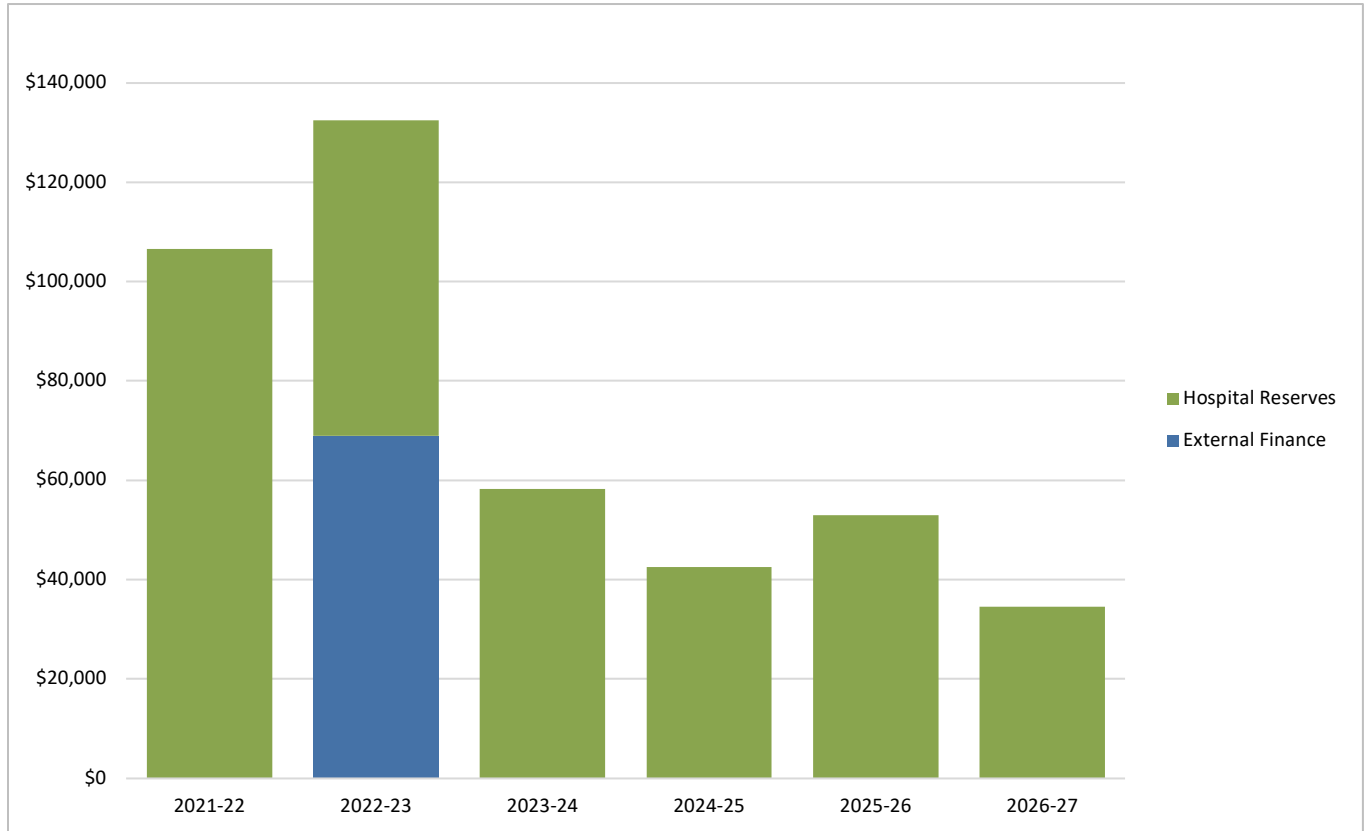
## Funding

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
<b>Total</b>							<b>911,650</b>

**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
<b>Total Health Projects With Funding Identified</b>				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
<b>Total Health Projects with Funding Not Identified</b>				<b>484,200</b>