UC Berkeley
Capital Strategies

Academic Senate
Fall Division Meeting
Monday, November 4, 2019
We must act with **urgency** to address capital challenges and opportunities.

**Seismic safety**

**Growth and opportunity**

**Evolution in funding sources**
Important buildings are on list of Berkeley’s most significant seismically-challenged buildings...

<table>
<thead>
<tr>
<th>Preliminary list of buildings with Seismic Performance Rating of VI (Very Poor)</th>
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<tbody>
<tr>
<td>Donner Lab Addition</td>
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<tr>
<td>Durant Hall</td>
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<tr>
<td><strong>Evans Hall (270k GSF)</strong></td>
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<tr>
<td>Moffitt Library</td>
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<tr>
<td>Stephens Hall</td>
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<tr>
<td>Wellman Hall</td>
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...repair, replace, or vacate by 2030
The cost to address UC Berkeley’s deferred maintenance, seismic challenges, and to modernize facilities to compete with peer institutions is estimated to be greater than $13 billion over the next 20 years.

- $2B deferred maintenance
- $1.5B seismic challenges
- $9.5B facility modernization
Our future depends on aggressive fundraising and creative financing strategies...

$2B GO bond

10 Campuses

< $13B need for UCB
Long Range Development Plan and Campus Master Plan
Berkeley’s Long Range Development Plan (LRDP) and Campus Master Plan will reflect our aspirations and constraints:

Demands on an aging infrastructure:

- Enrollment Growth
- Changes in pedagogy and research
- Seismic retrofits and deferred maintenance

Long Range Development Plan
## How do the LRDP and Campus Master Plan compare?

<table>
<thead>
<tr>
<th>Long Range Development Plan</th>
<th>Campus Master Plan</th>
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<tbody>
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<td><strong>Differences</strong></td>
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<tr>
<td>• Program-level plan (land use plan) for providing the infrastructure needs of a modern research university</td>
<td>• Aspirational ten-year plan with specific projects to address priorities, such as housing, seismic, sustainability, academic instructional space</td>
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<tr>
<td>• Required by law</td>
<td>• Not required by law</td>
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<td>• Requires an Environmental Impact Report (EIR)</td>
<td>• Does not require an EIR</td>
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<td>• Can be long term</td>
<td>• Living document: can be short or long term</td>
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<td>• Can alleviate the need for lengthy and costly environmental analysis for individual projects</td>
<td>• Individual projects can be eligible for streamlined environmental review because of the LRDP</td>
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<td>• Regents approval required</td>
<td>• Regents approval not required</td>
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<td>• Must be comprehensive and include the entire campus</td>
<td>• Typically comprehensive; can be done in parts based on priorities</td>
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<td>• Establishes realistic and reasonable planning principles</td>
<td>• Guided by the LRDP planning principles</td>
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<td><strong>Similarities</strong></td>
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<tr>
<td>• Support Academic Plan</td>
<td>• Build campus consensus around a shared vision</td>
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<tr>
<td>• Strategic and prioritize</td>
<td>• Assess and analyze existing conditions</td>
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<tr>
<td>• Employ an integrated, systems-level approach</td>
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Timeframe – How long will this take?

**2019**
- Long Range Development Plan
  - Data Collection
  - Discovery
  - Studies
- Campus Master Plan
  - Data Collection
  - Discovery
  - Studies

**2020**
- Long Range Development Plan
  - Synthesis
  - Draft Recommendations
  - EIR analysis
- Campus Master Plan
  - Synthesis
  - Draft Recommendations

**2021**
- Long Range Development Plan
  - Draft EIR published
  - Revision and adjustments (Final EIR)
  - Goal: Approval by the UC Regents
- Campus Master Plan
  - Revision and adjustments
  - Prioritization
  - Goal: Adoption by the Chancellor and EVCP
Engaging the campus and community in developing the plans:

Objectives:
- Provide information and updates on the planning process
- Promote inclusive dialogue, open discussion, and consensus building
- Encourage early and ongoing participation

Websites
- lrdp.berkeley.edu
- masterplan.berkeley.edu

Groups engaged (completed to date and planned for Fall 2019):
- Affinity groups, ASUC Executive Board, BAMPFA, Berkeley Faculty Association, Berkeley Staff Assembly, Board of Visitors, Board of Visitors, Cabinet, Cal Performances, Campus Committee for the Removal of Architectural Barriers, Campus Committee on Classroom Policy and Management, Capital Planning, Capital Projects, Capital Strategies Finance, CAPRA, Chairs Forum, Chancellor’s Advisory Committee on Sustainability, Chancellor’s Joint Oversight Committee on Parking, Chancellor’s Staff Advisory Committee, City of Berkeley, Coalition of Ethnic Staff Organizations, Community Advisory Group, Council of Staff Organizations, Deans & Chairs, Design Review Committee, Disability Access & Compliance, DivCo, EH&S, Equity & Inclusion, Facilities Services, Faculty Welfare, Government & Community Relations, Graduate Assembly, Graduate Council, Graduate Studies, Housing Development, Human Resources, Information Technology, Intercollegiate Athletics, Office of Sustainability, Office of the Registrar, Parking & Transportation, Physical Education, Public Affairs, Real Estate, Rec Sports, Research, Residential Life, RSSP, Seismic Review Committee, Space Allocation and Capital Improvements Committee, Space Planning, Student Advisory Council for Undergraduate Education, Student Affairs, Student Affairs Student Advisory Committee, Student focus groups, Student Musical Activities, UC Libraries, UCPD, Undergraduate Council, and Undergraduate Education
North and East Side Renewal Planning

Coordinated Site Planning Decisions.
A set of interlinked, near-term projects under current consideration.

Evans replacement issues ripple across campus.
Capital Projects Approval Process

Faculty engagement in the planning of upcoming capital projects.
New process aims to enhance faculty engagement and rigor in project oversight.

**Phase 1: Concept**
- Light campus review, using campus resources, to ensure project ideas are viable.
- **Academic Programming**
  - Is the project consistent with academic mission? Any negative academic effect?
- **Financial Review**
  - Is the proposed funding concept viable?
- **Technical Review**
  - Is the project viable? Is the project concept consistent with LRDP and Master Plan?

**Phase 2: Feasibility**
- Proof of Concept: Deeper project review, including campus resources and outside consultants.
- **Prepared initial cost estimate; Prepare initial project schedule; Develop CEQA strategy; Develop entitlement strategy; Coordinate with FS; Hire outside consultants as necessary; Preliminary design**

**Phase 3: Planning, Design**
- Fully engaged effort to prepare project for construction.
- **Prepare draft proforma; Validate funding source(s); Coordinate with UDAR; Coordinate with UCOP; Coordinate with Budget Office**

**Phase 4: Construction**
- Finalize construction drawings and build project per approved program, budget and schedule.
- **Coordinate with Office of the President; Coordinate with campus Budget Office; Final proforma approval; Secure all funding; Approve financing plan; Secure Presidential or Regental approvals, as required**

**TECHNICAL REVIEW**
- Seismic Review Committee:
  - Director Capital Strategies
  - SRC Members
- Design Review Committee:
  - Campus Architect
  - Dean, College of Environmental Design
  - Vice Chancellor, Administration
  - Associate Vice Chancellor, Capital Strategies
  - DRC Members

**FINANCIAL REVIEW**
- Financial Review Committee:
  - Vice Chancellor, Finance
  - CFO, Capital Strategies
  - FRC Members

**ACADEMIC PROGRAMMING REVIEW**
- Academic Programming Committee:
  - Vice Provost, Academic Planning
  - APC Members

**CAMPUS APPROVAL FOR PROJECTS**
- More than $10M by CPC
- $1M - $10M by CPC review group
  (VC Finance, AVC Capital Strategies, VP Academic Planning, VC UDAR)
- Less than $1M by AVC Capital Strategies

**CAMPUS APPROVAL REQUIRED**
- Construction Drawings; Department of State Architect; Campus Building Official; State Fire Marshall; Bid and Award; Construction management; RFI's; Change Orders, Commissioning
- Associate Chancellor, Finance
- Adams, MDA
- Associate Vice Chancellor, Capital Strategies
- DRC Members
- Financial Review Committee:
  - CFO, Capital Strategies
  - APC Members
- Academic Programming Committee:
  - Vice Provost, Academic Planning
  - APC Members
- Technical Review:
  - Design Review Committee:
    - Campus Architect
    - Dean, College of Environmental Design
    - Vice Chancellor, Administration
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- Financial Review:
  - CFO, Capital Strategies
  - APC Members
- Academic Programming:
  - Vice Provost, Academic Planning
  - APC Members
At any given time there are over 200 active capital projects in various stages of development across the Berkeley campus.

View our interactive map of active projects at: https://capitalstrategies.berkeley.edu
Notable current and upcoming capital projects include:

- Giannini Hall Seismic Safety Corrections
- Bakar BioEnginuity Hub at Woo Hon Fai Hall
- Intercollegiate Athletics Title IX Projects
- Moffitt Undergraduate Library
- Student Housing Projects
Climate Action & Resilience Planning
Sustainability & Resilience

The Mercury News

How PG&E’s power shutdown threatened a NASA mission

“Sometimes you only get a box of band aids and rubberbands. That was the case here.”

Berkeley Sustainability

Berkeley Capital Strategies