

# Introduction

## The City University of New York Five-Year Capital Improvement Plan FY 2023-24 through FY 2027-28

Located in all five boroughs of New York City, the facilities at CUNY's campuses include the traditional and the innovative. The University has 300 buildings comprising 29 million square feet of classrooms, instructional and research labs, computer centers, theaters, athletic and recreational facilities, academic and administrative offices, and other spaces supporting CUNY's students and mission.

The focus of CUNY's Five-Year Capital Plan's is on maintaining and improving facilities essential to student success. The projects included in the capital plan preserve the University's infrastructure, recapture underutilized spaces, improve technology and provide for campus expansion where necessary. It is only through upgrading the University's facilities portfolio that CUNY will be able to continue providing the city and region with graduates trained for high-demand positions in the sciences, technology, mathematics, teaching, nursing and other fields.

### The Capital Plan and the Covid-19 Pandemic

Due both to Covid-19 and to a recognition of the power and flexibility online tools offer, CUNY continues to operate on a hybrid model, combining remote and in-person learning while insuring student, faculty, and staff safety. CUNY has developed and implemented higher standards for building ventilation, installing more efficient air filters, increasing ventilation where required, and, in some cases, installing ultraviolet (UVC) lighting systems to further enhance air quality. Moving forward, the University is incorporating our recent public health lessons into the design and operation of its facilities. The capital plan outlined herein reflects those priorities as well as the continuing renewal and improvement overall of CUNY facilities.

Designs for capital renewal projects include new criteria to improve the indoor air quality for our buildings and the latest public health information to insure the health and safety of our community. Significant HVAC and air-quality related projects are in planning at CUNY. This capital improvement plan includes work at Brooklyn, City Hunter and Lehman Colleges as well as Bronx, Hostos, Kingsborough, and Queensborough Community Colleges.

### The Capital Plan

The University's Five-Year Capital Plan for FY 2023-24 through FY 2027-28 is \$5.44 billion: \$4.2 billion for the senior colleges, professional and graduate schools, and \$1.24 billion for the community colleges. By program need, the Five-Year Plan breaks down to \$3.6 billion for asset preservation and \$1.84 billion for program growth. The State provides 100% of the capital funding for the senior colleges; the City shares 50% of the funding responsibility for the community colleges with the State, as per New York State education law that requires equal state-city "matching" funding for community colleges.

The Five-Year Capital Plan was developed by the CUNY Office of Facilities Planning, Construction and Management in consultation with CUNY colleges and schools. The University's priorities are:

- An ongoing Capital Renewal initiative to address health, safety, security, facilities preservation and code issues and bring CUNY campuses to a state of good repair.
- Completion of active and ongoing work. Many important projects have been designed and are awaiting funding to begin construction.

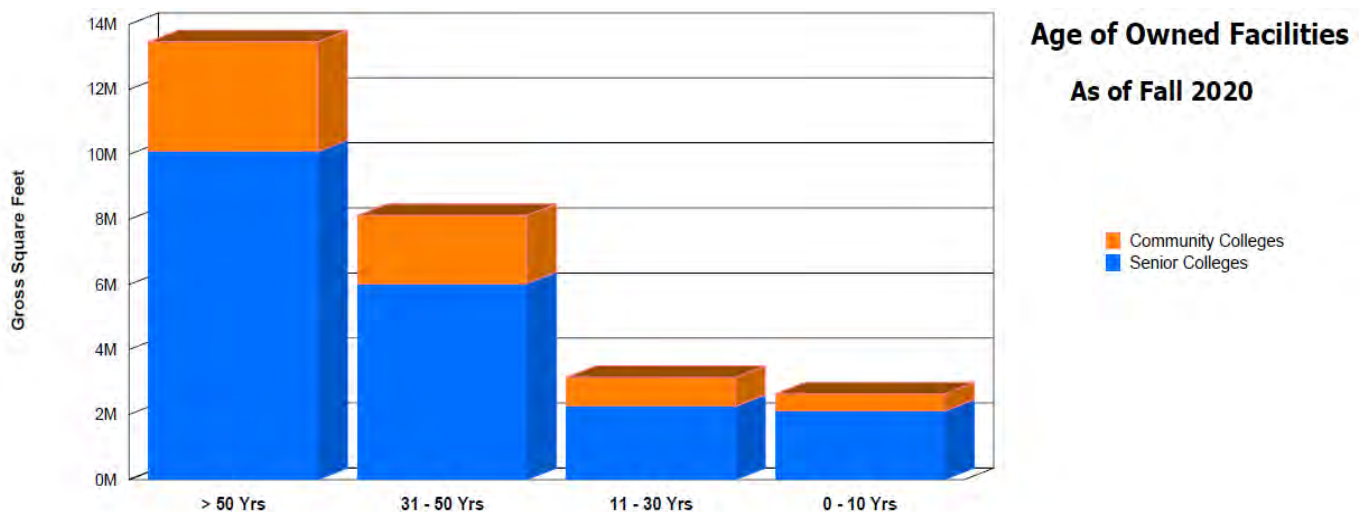
- Technology projects, including infrastructure upgrades, systems engineering, and new equipment that will allow the University to develop integrated data services at the campuses and across the system. The Plan also includes a funding request to continue to enhance CUNY’s ability to effectively deliver online learning opportunities.
- Projects to meet energy conservation and performance objectives, including the Climate Leadership and Community Protection Act (CLCPA), BuildSmart 2025 and Local Law 87.
- Strategic Initiatives for new construction of space needed for academic programs. Highest priority is assigned to classroom and instructional laboratory facilities and to the replacement of temporary or leased space with permanent facilities.

Over the past five years, CUNY has received capital funding of over \$2.9 billion from the State and approximately \$500 million from the City to address facilities renewal and strategic initiatives. As a result, CUNY has initiated and completed projects benefiting every CUNY campus.

Project initiations and completions have been slower for the community colleges than the senior colleges because of the need to match funding before it can be used. The city must provide its 50% share of funds first and the state’s match is typically provided in the following state fiscal year budget (approximately nine months later).

## Capital Renewal: Investment in Existing Facilities

One of the most significant issues affecting CUNY’s capital program is the age of its facilities. The University’s facilities portfolio consists of 29.3 million square feet in 309 buildings across 25 campuses and the central office. The average building at CUNY is more than 50 years old; most are over 30 and some exceed 100.



CUNY’s Capital Renewal program aims to undertake the work necessary to keep buildings and infrastructure operating effectively in support of the educational mission; without this, students and faculty cannot do their best work.

The Capital Infrastructure and Equipment Funding Need includes projects that:

- Extend the life of CUNY facilities.
- Provide life/safety enhancements and meet code requirements.
- Improve operational efficiency, including energy conservation.

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- Support academic programs and enhance the University’s mission by modernizing spaces for academic, student life, and student services.

Frequently, facility conditions dictate the need for projects that combine upgrade of building or campus-wide infrastructure systems (e.g. heating, ventilation and cooling, electrical, plumbing, and building envelopes), followed by modernization of instructional and support space.

Since 2007, CUNY has analyzed and reported on the state-of-good-repair of its facilities. Most recently, in 2020, CUNY undertook a self-audit of its 254 owned buildings using life-cycle methodology. The analysis identified the University’s backlog of deferred maintenance and projected anticipated future needs which together are used to shape CUNY’s Facilities Renewal request. This analysis identified a \$4.3 billion backlog, with \$6.8 billion needed over the next five years to fully address both the deferred maintenance backlog and ongoing renewal.

## Program Growth: New Buildings and Major Programmatic Renovations to Increase Capacity

Projects of this type address significant space deficits and modernization needs on campus. The following are examples of such projects and are described within each campus’s section of the request:

### Senior Colleges

- Brooklyn College – Ingersoll & Roosevelt Hall Renovations
- Medgar Evers College – Academic Success Center
- York College – Academic Village & Conference Center



York College  
Academic Village & Conference Center

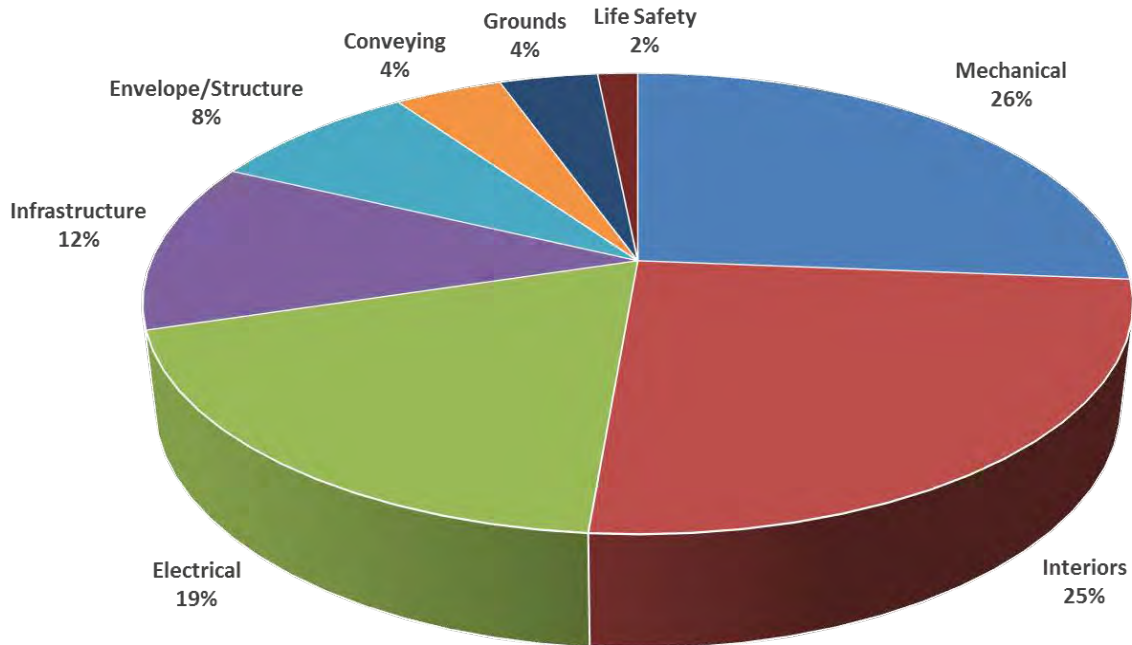
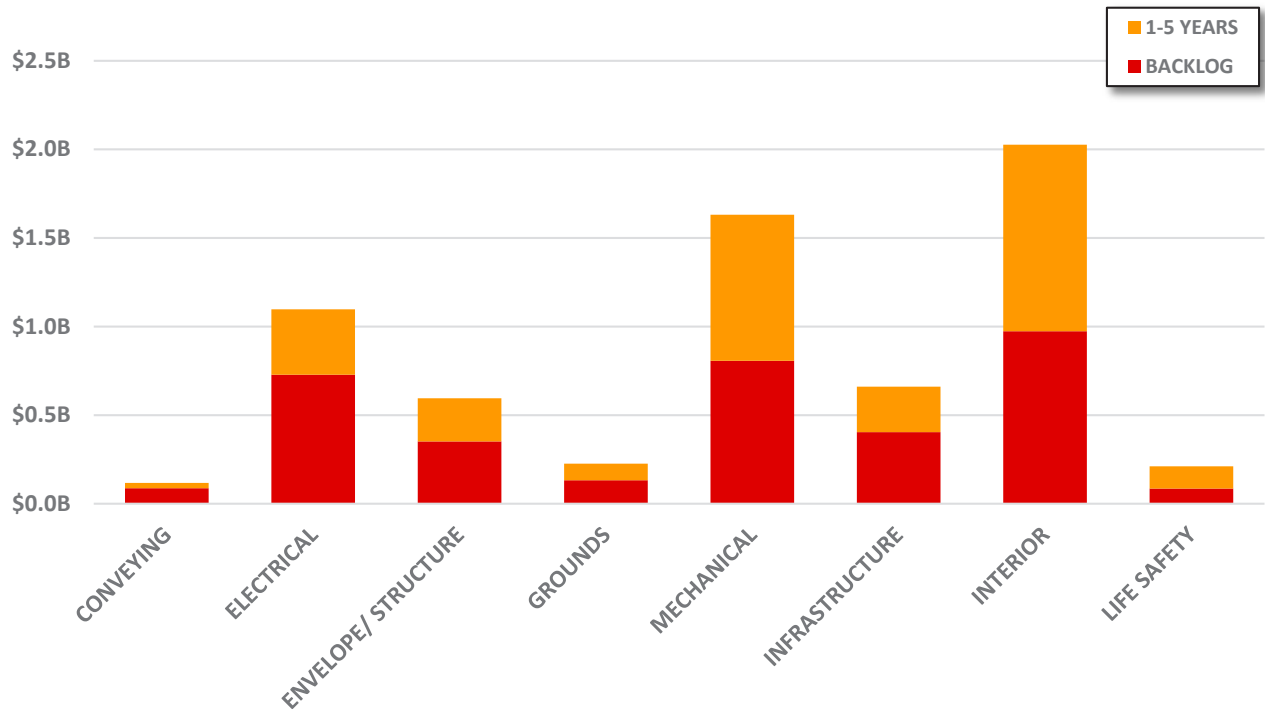
### Community Colleges

- Hostos Community College – Allied Health and Sciences Building Complex
- LaGuardia Community College – C-Building Reconstruction



Hostos Community College  
Allied Health and Sciences Building Complex

Life Cycle Renewal Need by Asset Type



Current Capital Infrastructure and Equipment Needs by System

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## Implementation of energy efficiency goals

CUNY's capital program and conservation initiatives reflect the University's commitment to sustainable technology and energy efficiency. New CUNY buildings and major renovations will be a minimum of LEED-certified Silver or equivalent. CUNY's capital program and associated initiatives are guided by the following energy and environmental State and City mandates:

### **State:** *CLCPA, BuildSmart 2025 and Executive Order 166:*

The new Climate Leadership and Community Protection Act (CLCPA) requires the State to achieve a carbon-free electricity system by 2040 and reduce emissions 85% by 2050 from 1990 levels, with an interim goal of 40% by 2030.

CUNY's senior colleges also participate in BuildSmart 2025 which has a target of 11 trillion British thermal units (TBtu) of building site energy savings at State Entities by December 31, 2025. Executive Order 166 mandates that State Entities reduce greenhouse gas (GHG) emissions 40% by 2030 and 80% by 2050.

### **City:** *NYC Climate Mobilization Act; including Local Laws 33, 45,84, 86, 87, 88, 92,97; and Executive Order 26:*

CUNY's community colleges are reducing GHG and energy use in an effort to meet the targets set by the Climate Mobilization Act and local laws that mandates a reduction in carbon emissions of 80 percent by 2050.

To ensure progress and comply with the above mandates, Sustainable CUNY's *CUNY Conserves Program* analyzes energy data in order to identify needed changes to meet targets. In addition, CUNY has established an Energy Efficiency Working Group to coordinate the associated operating and capital measures.

CUNY is developing a five-year carbon and energy reduction plan to meet the NYC Climate Mobilization Act mandates at the Community Colleges. Measures include implementation of high-efficiency fluorescent and LED lighting technology; the upgrading, renewal and/or expansion of digital environmental control systems; retro-commissioning of CUNY buildings; and installation of real-time utility metering and building sub-metering systems.

In addition to the efficiencies gained by our capital investments in new and more efficient facilities, the Sustainable CUNY Conserves program continues to implement projects and measures that provide rapid returns on investment as well as immediate energy reductions. The projects range from optimizing building automation systems to efficient lighting controls to utilization of real time energy management systems to manage peak load.

## Economic impact and Minority- and Women-Owned Business Enterprises (MWBEs)

On behalf of CUNY, the City University Construction Fund (CUCF) typically spends over \$300 million each year on construction in New York City, supporting thousands of jobs throughout the city. Since the beginning of Governor Andrew M. Cuomo's Minority- and Women-owned Business Enterprises (MWBEs) initiative 11 years ago, over \$251 million of the funds appropriated to CUCF for design and construction projects managed by CUCF has gone to New York State-certified MWBE firms. This accounts for an average of almost 28% of the total reportable spending of about \$903 million during

that 11-year period. CUCF also works closely with the Dormitory Authority of the State of New York (DASNY), which supports the University's capital plan.

The successful long-term performance of CUCF's program is the result of building contractual relationships at multiple tiers, including prime contractors, with a large number of MWBEs. In addition, since its introduction in 2016, the initiative for Service-Disabled Veteran-Owned Business (SDVOB) has also grown. Through both programs, CUCF continues to expand its network of MWBE and SDVOB firms and opportunities. While the COVID-19 pandemic continued to impact outreach efforts, CUCF sponsored and participated in the Competitive Edge Virtual SDVOB Conference, the VETCON – SDVOB Conference, and NYS MWBE Forum.

## Value of Investing in CUNY's Capital program

Capital Construction is a known strong economic engine to restart economies. CUNY has been a major part of that process for New York State and City. Every Year CUNY's capital spending generates thousands of jobs for the local economy.

## Public-Private Initiatives

CUNY Office of Facilities Planning, Construction and Management endeavors to finance and develop new facilities for the University by monetizing CUNY's real estate assets, creating revenue-supported projects and using the efficiencies of the private sector.

