



UNIVERSITY OF OREGON

University of Oregon Ten-Year Capital Plan

December 3, 2020

Presentation to the Finance and Facilities Committee
of the UO Board of Trustees

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AVP for Campus Planning and Facilities Management



UNIVERSITY OF OREGON

Agenda

- Project Dashboard
- Project Escalation
- Capital Plan Criteria and Overview
- Capital Plan Category Description
- Additional Considerations
 - Sustainability
 - Deferred Maintenance
 - Funding Sources
 - University Debt

Project Dashboard

	Project Name	Substantial Completion Date	DOT Final/In-Process Approved Budget	Current Project Budget	Project Square Footage	Cost per Square Foot	Budget Comparison to DOT Final/In-Process Budget Status	Schedule performance	Meets Program Needs	Unanticipated/Deferred Maintenance Issues	LEED Certification	Comments
HISTORICAL	Brady Hall Deferred Maintenance	May 2025	\$ 20,100,000	\$ 21,319,000	43,600	\$ 489.08	●	●	●	●	Gold	27% less cost not forecasted.
	Brady Hall Addition	May 2025	\$ 22,000,000	\$ 22,979,965	580,00	\$ 396.06	●	●	●	●	Gold	Added classroom space (40,000 sq ft).
	Central Kitchen / Foodservice	May 2026	\$ 8,500,000	\$ 8,990,210	21,500	\$ 418.14	●	●	●	●	Targeting Gold	Cost control and solid removal of non-green growth for schedule delay impacts delay final design/build new process. Heat rate certification still in process but due to completion.
	Central Kitchen Addition	May 2026	\$ 16,500,000	\$ 17,200,000	27,000	\$ 637.04	●	●	●	●	Gold	Square Footage Calculation does not include field area. Impacts cost/ft.
	East Restrooms Addition	June 2026	\$ 16,000,000	\$ 16,762,265	27,000 sq ft	\$ 620.83	●	●	●	●	Platinum	Added signage network at the 4th floor and other rooms on the 4th floor.
	Phonics Center Classroom	June 2026	\$ 16,100,000	\$ 16,318,890	43,600	\$ 374.05	●	●	●	●	Gold	Added work associated with the renovation lab and hardware. Significant amounts of deferred maintenance and major HVAC, electrical and structural systems impacted the project.
	Research Hall	July 2027	\$ 8,725,000	\$ 8,767,000	16,100	\$ 544.55	●	●	●	●	N/A	
	Research Hall Renovation Hall	July 2027	\$ 40,000,000	\$ 41,805,328	1,000,000	\$ 418.05	●	●	●	●	Gold	
	Engineering Hall	June 2028	\$ 10,100,000	\$ 10,264,000	24,000	\$ 427.67	●	●	●	●	Gold	
	Physics Hall (Phase 1)	September 2028	\$ 36,800,000	\$ 37,370,000	87,000	\$ 429.55	●	●	●	●	N/A - Partial Reno	
RECENTLY COMPLETED	Engineering Hall Renovation	June 2029	\$ 19,500,000	\$ 19,800,000	54,000	\$ 364.81	●	●	●	●	N/A - Partial Reno	Added computing center help desk to original project. It is however no longer recognized as a full adjustment, which adds to the cost.
	Libraries Hall	June 2029	\$ 46,000,000	\$ 46,580,000	64,000	\$ 727.81	●	●	●	●	Gold	Additional scope was added on January 2023, which included basement and 4th floor build out. Since the scope addition, both schedule and budget were changed to the project to meet a goal.
	Research Hall Renovation Addition	Aug 2029	\$ 40,000,000	\$ 40,000,000	1,000,000	\$ 400.00	●	●	●	●	Gold	Additional funds were for Administrative Addition added to the original renovation scope.
	University Health and Counseling	Aug 2020	\$ 18,000,000	\$ 18,000,000	48,000	\$ 375.00	●	●	●	●	N/A	Additional and renovation occupied.
	Research Hall B - 4th Floor	September 2020	\$ 18,100,000	\$ 22,900,000	25,000	\$ 916.00	●	●	●	●	N/A - Partial Reno	Delayed start and significant unanticipated infrastructure / deferred maintenance issues. Budget adjusted by 10% in April 2021 as of December 2023. Since approval, project was completed on schedule and within the approved budget.
	Light Campus Bldg & Bridge	Oct 2020	\$ 226,000,000	\$ 214,900,000	1,700,000	\$ 126.41	●	●	●	●	Targeting Gold	Total cost includes 2,700 sq ft for bridge. Cost/ft includes \$1.50 for land purchase. Delays from the original schedule due to COVID-19.
	Research Tower Bldg. 10th floor build out of light campus project	Nov 2020		\$ 22,900,000	11,000	\$ 208.18	●	●	●	●	N/A	This is part of the overall Light Campus project. Delays from the original schedule due to COVID. Added 2 floors to the garage (5,000 sq ft) since the development of initial scope and budget.
	Auditorium and Video Wall	Nov 2020	\$ 12,000,000	\$ 12,000,000	16,100	N/A	●	●	●	●	N/A	Project is in the construction phase for process.
	Housing Transformation Project Phase 1	June 2021	\$ 100,000,000	\$ 99,400,000	270,000	\$ 368.15	●	●	●	●	Targeting Gold	Along with Phase 2, funding for Phase 2 Design (54,400 sq ft) was approved by BOI.
	Engineering Center Research Laboratory	Dec 2021	\$ 8,750,000	\$ 8,750,000	1,000	\$ 875.00	●	●	●	●	N/A	Side wings.
ON-GOING	Light Campus Bldg. 10th floor build out of light campus project	September 2021	PHASE 2	\$ 8,900,000	1,000 sq ft	\$ 890.00	●	●	●	●	N/A - Partial Reno	Side wings. BOI Review (Approved) has not yet occurred.
	Research Hall Deferred Maintenance Project	June 2021	\$ 64,800,000	\$ 64,800,000	64,000	\$ 1,012.50	●	●	●	●	Targeting Gold	Project is in the construction phase for process. Budget includes an extension (40,000 sq ft).
	Research Hall Development	Dec 2021	BOI	BOI	1,000	BOI	BOI	BOI	BOI	BOI	BOI	BOI Review (Approved) has not yet occurred.
	Library Infrastructure Phase 1	BOI	BOI	\$ 1,000,000	1,000	\$ 1,000.00	BOI	BOI	BOI	BOI	BOI	BOI Review (Approved) has not yet occurred.
	Housing Transformation Project Phase 2	May 2022	BOI	\$ 100,000,000	270,000	\$ 370.37	BOI	BOI	BOI	BOI	BOI	BOI Review (Approved) has not yet occurred.
	Housing Transformation Project Phase 2	July 2022	BOI	\$ 1,000,000	1,000	N/A	BOI	BOI	BOI	BOI	BOI	BOI Review (Approved) has not yet occurred.
	Engineering Center Research Laboratory	BOI	BOI	BOI	BOI	BOI	BOI	BOI	BOI	BOI	BOI	BOI Review (Approved) has not yet occurred.
	Engineering Center Research Laboratory	BOI	BOI	BOI	BOI	BOI	BOI	BOI	BOI	BOI	BOI	BOI Review (Approved) has not yet occurred.
	Engineering Center Research Laboratory	BOI	BOI	BOI	BOI	BOI	BOI	BOI	BOI	BOI	BOI	BOI Review (Approved) has not yet occurred.
	Engineering Center Research Laboratory	BOI	BOI	BOI	BOI	BOI	BOI	BOI	BOI	BOI	BOI	BOI Review (Approved) has not yet occurred.
NEW	Engineering Center Research Laboratory	BOI	BOI	BOI	BOI	BOI	BOI	BOI	BOI	BOI	BOI	BOI Review (Approved) has not yet occurred.
	Engineering Center Research Laboratory	BOI	BOI	BOI	BOI	BOI	BOI	BOI	BOI	BOI	BOI	BOI Review (Approved) has not yet occurred.
	Engineering Center Research Laboratory	BOI	BOI	BOI	BOI	BOI	BOI	BOI	BOI	BOI	BOI	BOI Review (Approved) has not yet occurred.

Project Escalation Tracking

Years 2010 - 2020

Project	Final Budget	Project Area (\$/F)	Bid Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Escalation to 2020	NOTES
ANNUAL REGIONAL INFLATION RATES (Rates provided by Rider Levett Bucknall)				0.32%	2.05%	0.87%	1.74%	6.02%	4.61%	4.58%	6.05%	6.50%	5.67%	1.75%	
ACADEMICS \$/SF Project Cost															
FENTON HALL* Deferred Maintenance	\$7,405,190	27,978	2010	\$ 265	\$ 270	\$ 272	\$ 277	\$ 294	\$ 307	\$ 322	\$ 341	\$ 363	\$ 384	\$ 390	Significant seismic upgrades
STRAUB HALL * Deferred Maintenance	\$21,519,000	43,361	2013				\$ 496	\$ 526	\$ 550	\$ 576	\$ 610	\$ 650	\$ 687	\$ 699	Includes seismic upgrades
STRAUB & EARL Classroom Expansion	\$22,974,665	59,570	2014					\$ 386	\$ 403	\$ 422	\$ 447	\$ 477	\$ 504	\$ 512	Very constrained site conditions
PRICE SCIENCE COMMONS Addition and Renovation	\$19,733,490	44,300	2015						\$ 445	\$ 466	\$ 494	\$ 526	\$ 556	\$ 566	Underground and difficult access; deferred maintenance upgrades, unique plaza/roof
OBF (OREGON BACH FESTIVAL) BERWICK HALL New Performing Arts Building	\$8,787,000	9,419	2015						\$ 933	\$ 976	\$ 1,035	\$ 1,102	\$ 1,164	\$ 1,185	Specialized rehearsal sound space
OREGON HALL RENOVATIONS Renovation	\$11,870,000	56,400	2017								\$ 210	\$ 224	\$ 237	\$ 241	Significant surging of staff
CHAPMAN HALL Renovation	\$10,850,000	23,388	2017								\$ 464	\$ 494	\$ 522	\$ 531	
TYKESON HALL New Building	\$42,548,000	64,000	2017								\$ 665	\$ 708	\$ 748	\$ 761	Added basement mid-way through design
RESEARCH and SCIENCES															
PACIFIC HALL B-2 FLOOR LABS* Renovation/Deferred Maintenance - South Wing	\$22,120,000	31,365	2016							\$ 705	\$ 748	\$ 797	\$ 842	\$ 856	Significant deferred maintenance to MEP systems
KNIGHT CAMPUS Building and Bridge	\$214,500,000	173,630	2018									\$ 1,192	\$ 1,260	\$ 1,282	Cost/sf excludes \$7.5M for property acquisition.
MILLRACE DRIVE - PARKING GARAGE (part of Knight Campus project)	\$22,500,000	118,980	2019									\$ 189	\$ 200	\$ 203	
KLAMATH 3RD FLOOR RENOVATION Renovation	\$22,900,000	25,000	2019									\$ 916	\$ 968	\$ 985	
STUDENT SUPPORT															
SRC EXPANSION Addition - Student Rec	\$52,888,017	139,434	2012			\$ 379	\$ 386	\$ 409	\$ 428	\$ 448	\$ 475	\$ 506	\$ 534	\$ 544	
ERB MEMORIAL UNION Addition and Partial Renovation	\$98,762,185	209,943	2014					\$ 470	\$ 492	\$ 515	\$ 546	\$ 581	\$ 614	\$ 625	
UNIVERSITY HEALTH and COUNSELING Addition and Renovation	\$20,100,000	39,700	2018									\$ 506	\$ 535	\$ 544	
HOUSING															
GLOBAL SCHOLARS HALL New Residence Hall	\$62,008,389	204,863	2010	\$ 303	\$ 309	\$ 312	\$ 317	\$ 336	\$ 352	\$ 368	\$ 390	\$ 415	\$ 439	\$ 446	
CENTRAL KITCHEN/WOODSHOP New Building	\$8,890,240	21,592	2015						\$ 412	\$ 431	\$ 457	\$ 486	\$ 514	\$ 523	
KALAPUYA ILIHI HALL New Residence Hall	\$44,855,123	136,653	2016							\$ 328	\$ 348	\$ 371	\$ 392	\$ 399	Complicated building form due to solar access to the Many Nations Longhouse
BEAN HALL EAST/WEST RENOVATION Addition and Renovation	\$48,000,000	174,540	2018								\$ 275	\$ 293	\$ 309	\$ 315	
HOUSING TRANSFORMATION PROJECT Replacement Buildings (Hamilton and Walton)	\$219,500,000	515,000	2019										\$ 426	\$ 434	Started Ph1 construction and design of Ph2 (\$101M BOT Approved)
ATHLETICS															
JANE SANDERS STADIUM New Stadium	\$17,200,000	27,336	2015						\$ 629	\$ 658	\$ 698	\$ 743	\$ 785	\$ 799	Square foot numbers represent the building, not the field
* Deferred Maintenance															



Capital Plan Decision Criteria

- Supports
 - University Mission
 - Institutional Priorities
 - Research Areas of Focus
- Informed by
 - Building Condition Assessments
 - Infrastructure Assessment
 - Space Needs Analysis

Some Recently Completed Projects

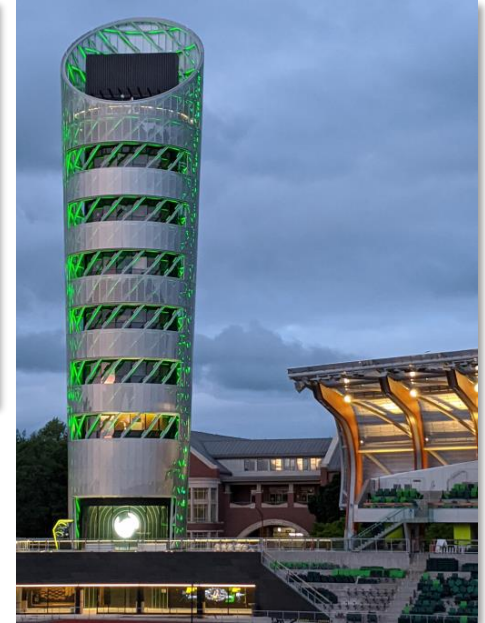


Knight Campus Phase 1



Lylle Reynolds-Parker Black Cultural Center

Hayward Field



Tykeson Hall

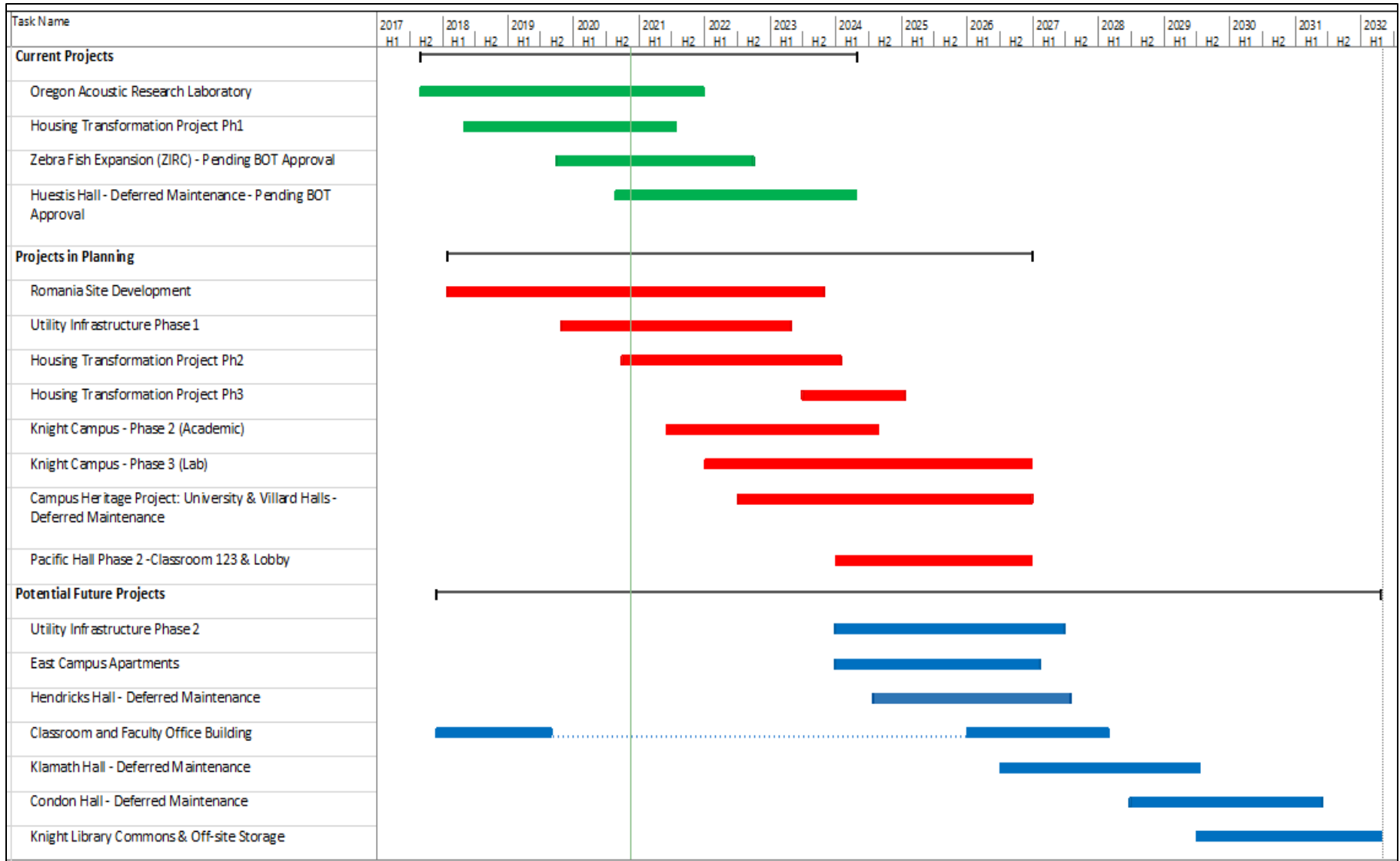


Klamath 3rd Floor Labs



University Health Services

Overview of Capital Development Plan



Overview of Capital Development Plan



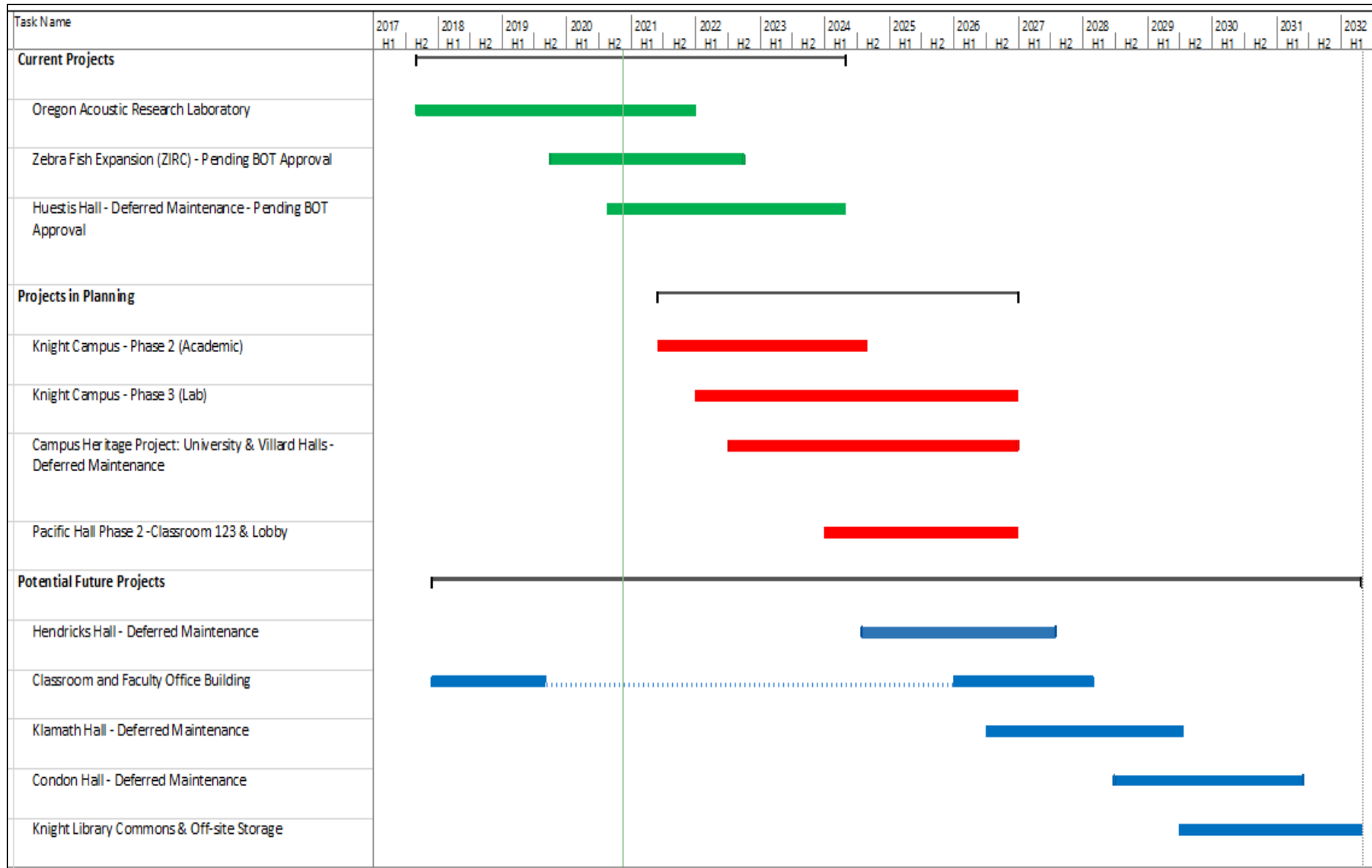
■ Current Projects ■ Planned Projects ■ Potential Future Projects

Breakdown of Project Types

Project Types

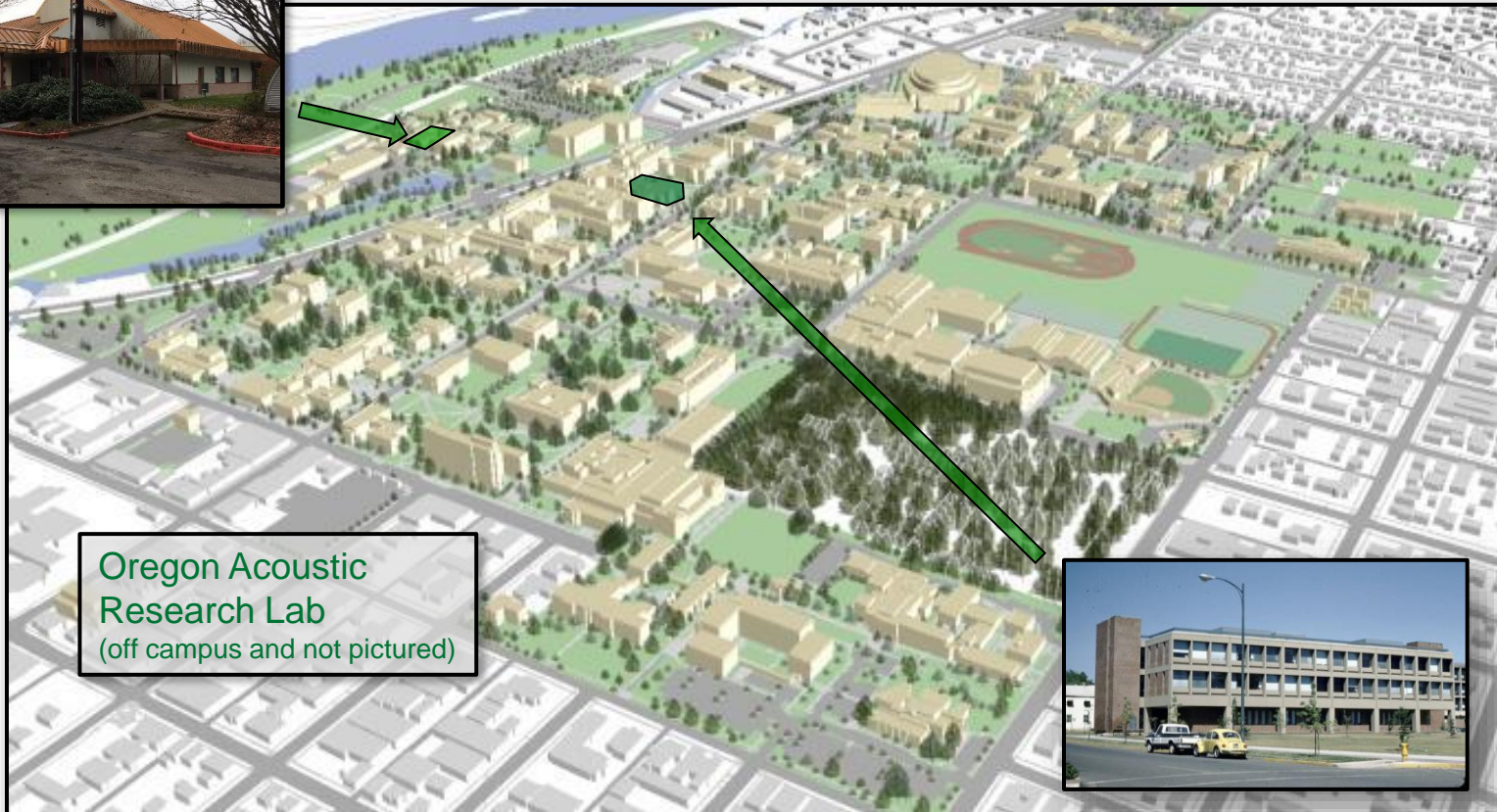
- Academic Projects
- Student Services and Enrollment Management
- Other Projects

Academic Project Breakdown



Current Academic Project Breakdown

ZIRC Expansion



Huestis Hall Deferred Maintenance

Projects in Planning: Academic Project Breakdown



Knight Campus Phase 3
Research Building



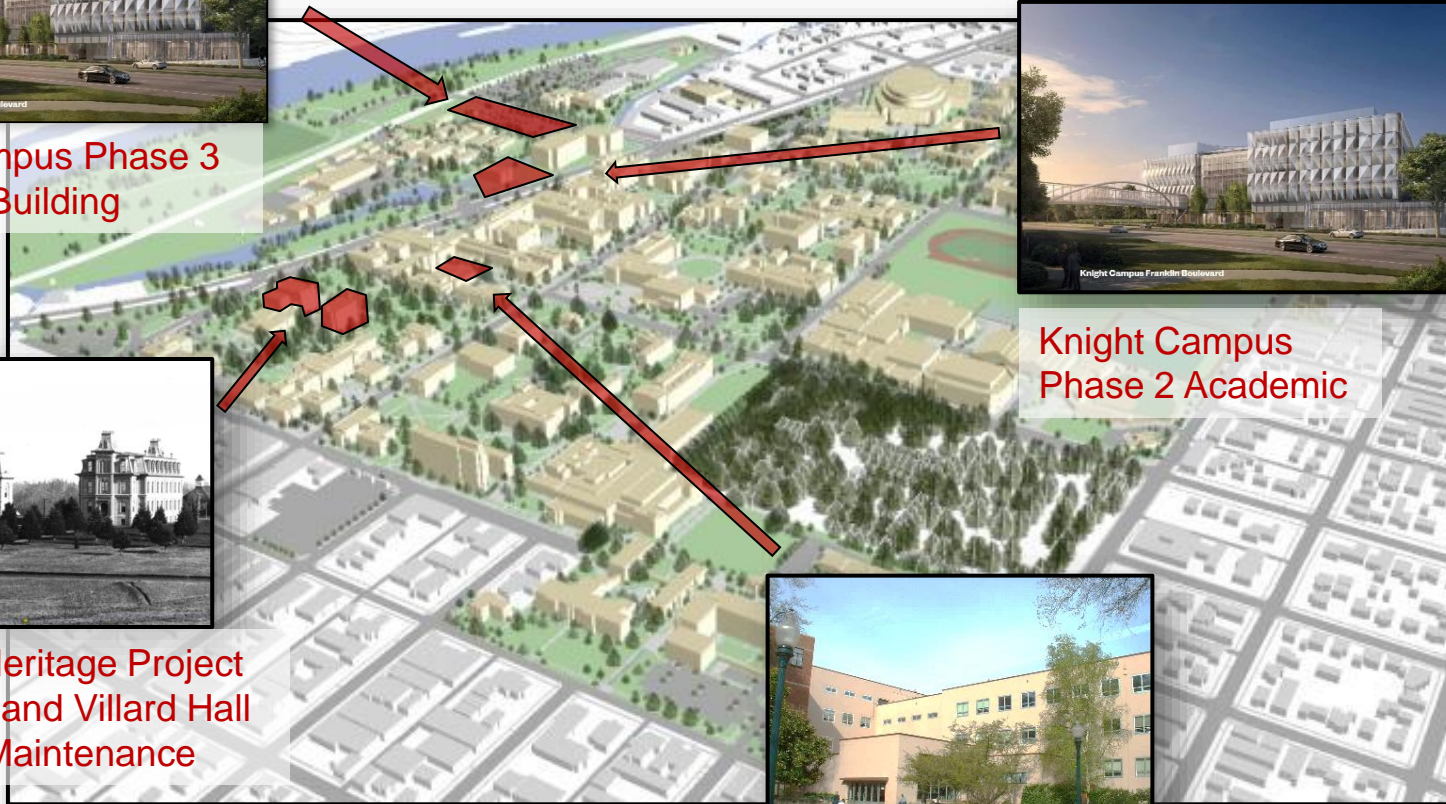
Knight Campus
Phase 2 Academic



Campus Heritage Project
University and Villard Hall
Deferred Maintenance



Pacific Hall Phase 2
Classroom 123 & Lobby



Potential Future Academic Project Breakdown



Classroom and
Faculty Office Building



Klamath Hall
Deferred Maint.



Hendricks Hall
Deferred
Maint.



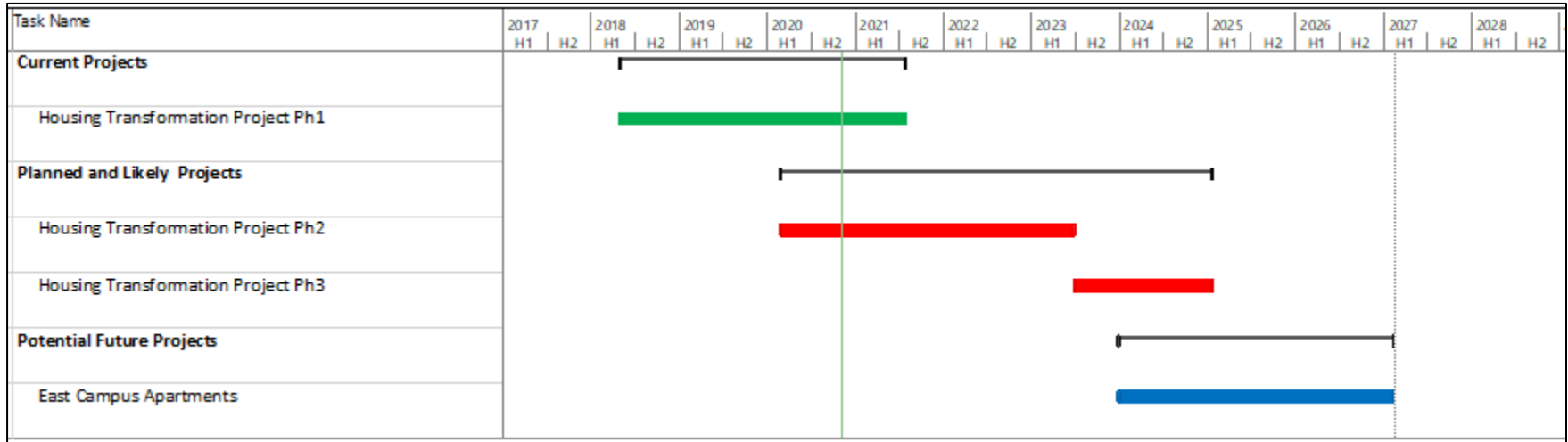
Condon Hall Deferred Maint.



Knight Library Commons &
Off-site Storage



Student Services and Enrollment Management Project Breakdown

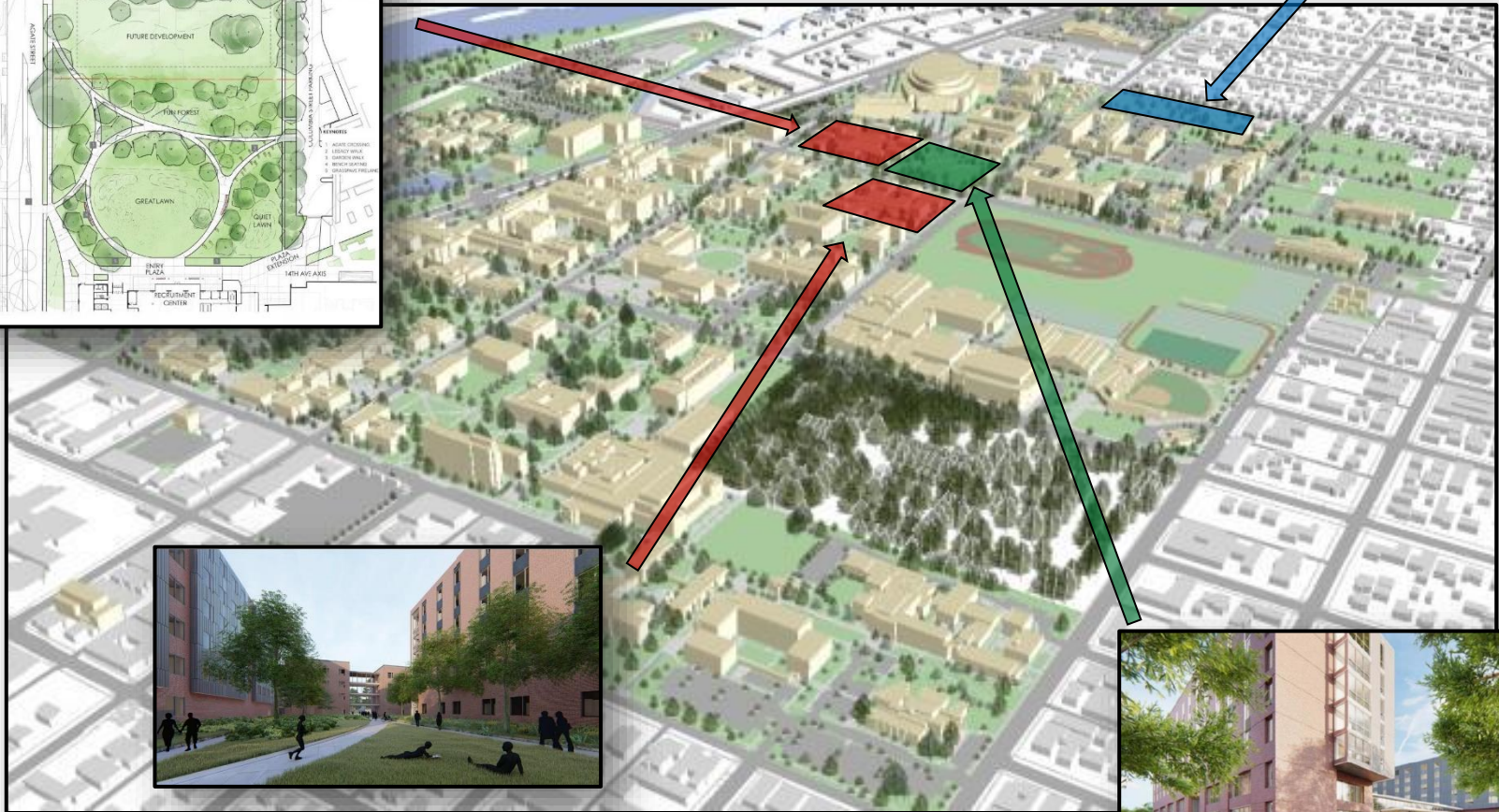


Student Services and Enrollment Management Project Breakdown

Housing Transformation Project – Ph3



East Campus
Apartments



Housing Transformation
Project - Ph2

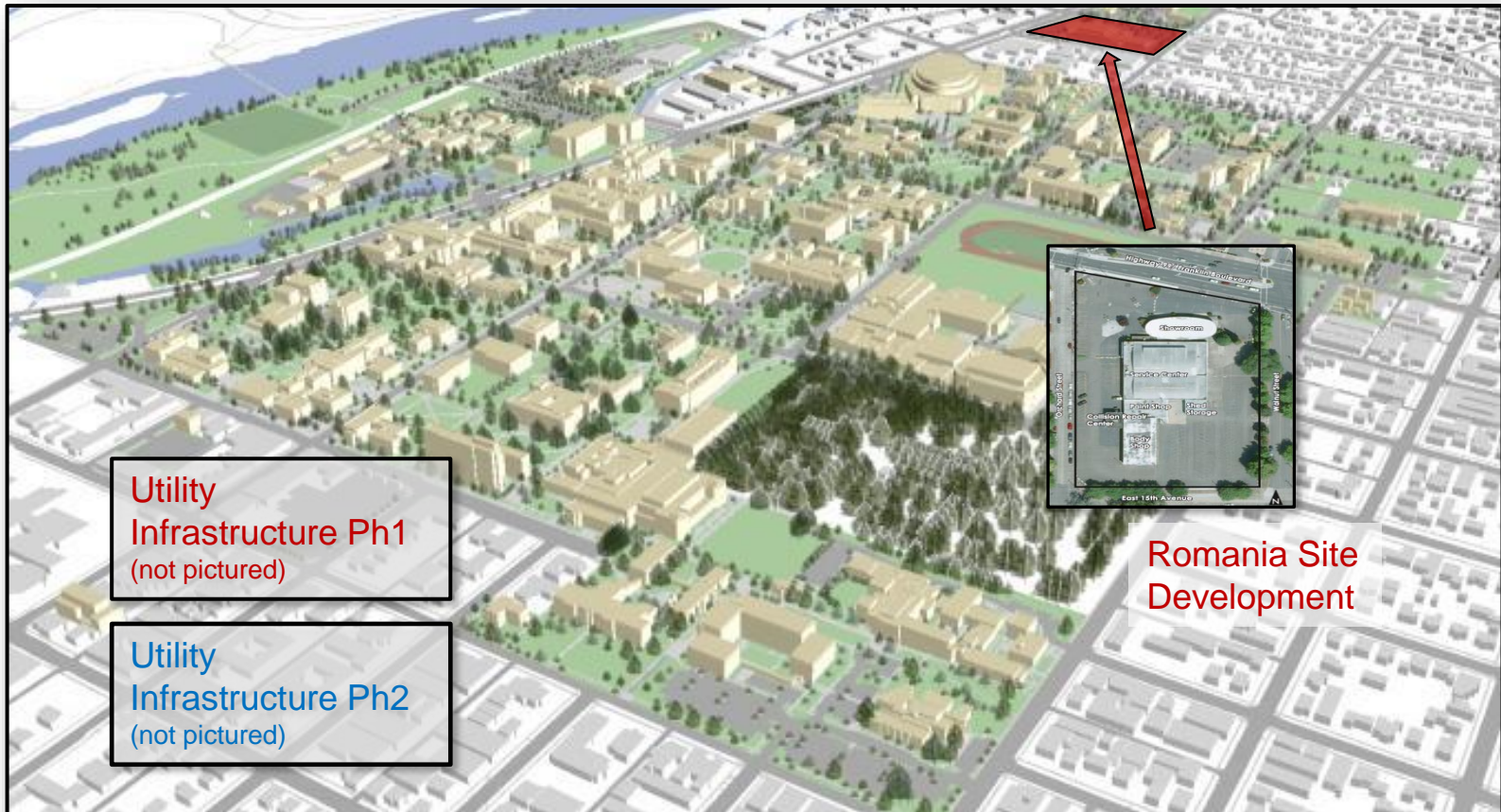


Housing Transformation
Project – Ph1

Other Projects Breakdown

Task Name	2017 H1	2017 H2	2018 H1	2018 H2	2019 H1	2019 H2	2020 H1	2020 H2	2021 H1	2021 H2	2022 H1	2022 H2	2023 H1	2023 H2	2024 H1	2024 H2	2025 H1	2025 H2	2026 H1	2026 H2	2027 H1	2027 H2	2028 H1	2028 H2
Planned and Likely Projects																								
Romania Site Development																								
Utility Infrastructure Phase 1																								
Potential Future Projects																								
Utility Infrastructure Phase 2																								

Other Projects Breakdown



Additional Considerations

- Sustainability
- Deferred Maintenance
- Infrastructure Requirements
- Funding Sources
 - Current Projects
 - Planned/Likely Projects
- University Debt



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Sustainability at the University of Oregon

December 3, 2020

Presentation to the Finance and Facilities Committee
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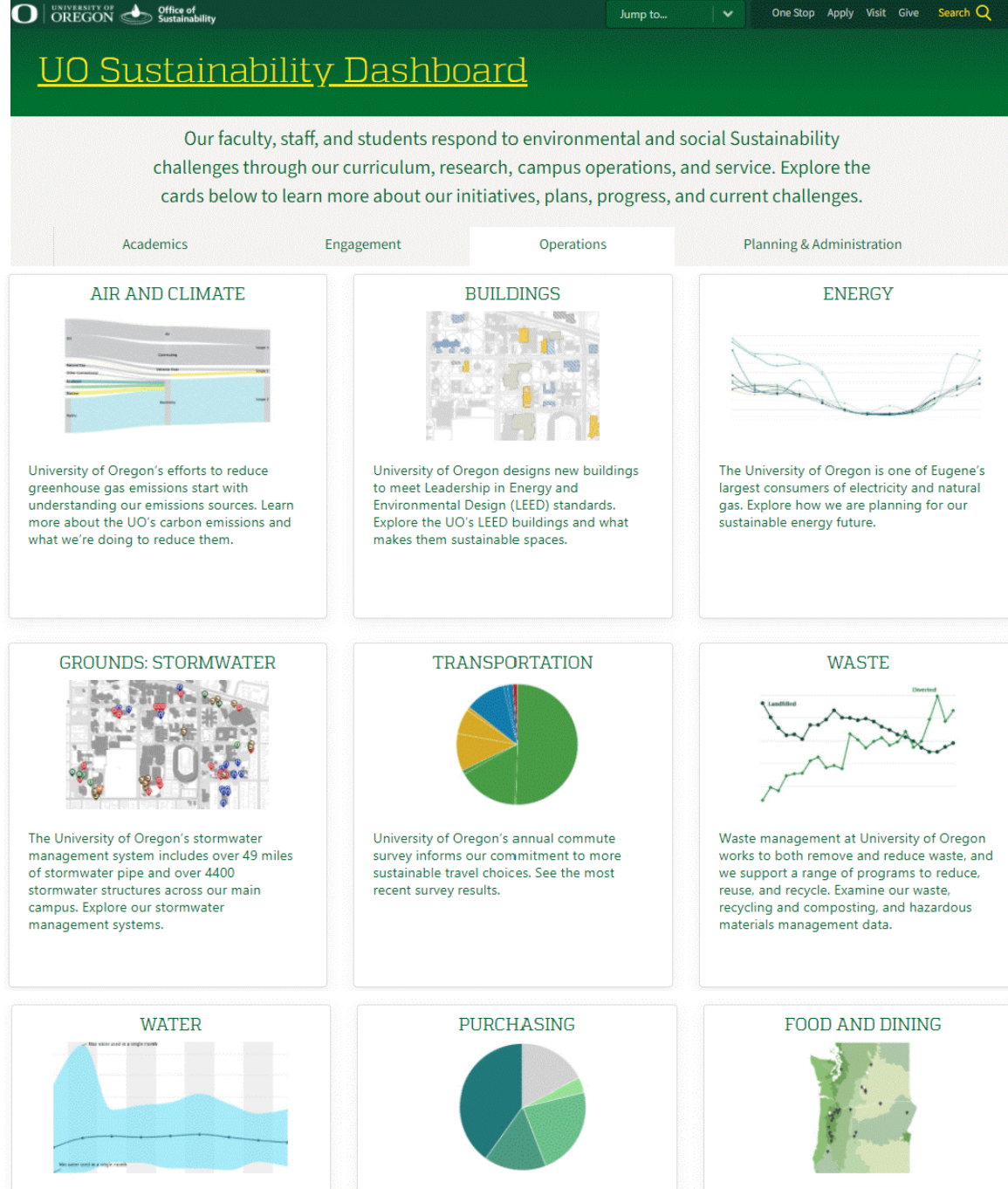
Steve Mital
Director of Office of Sustainability



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New interactive web-based dashboard will track performance across nearly 20 metrics.

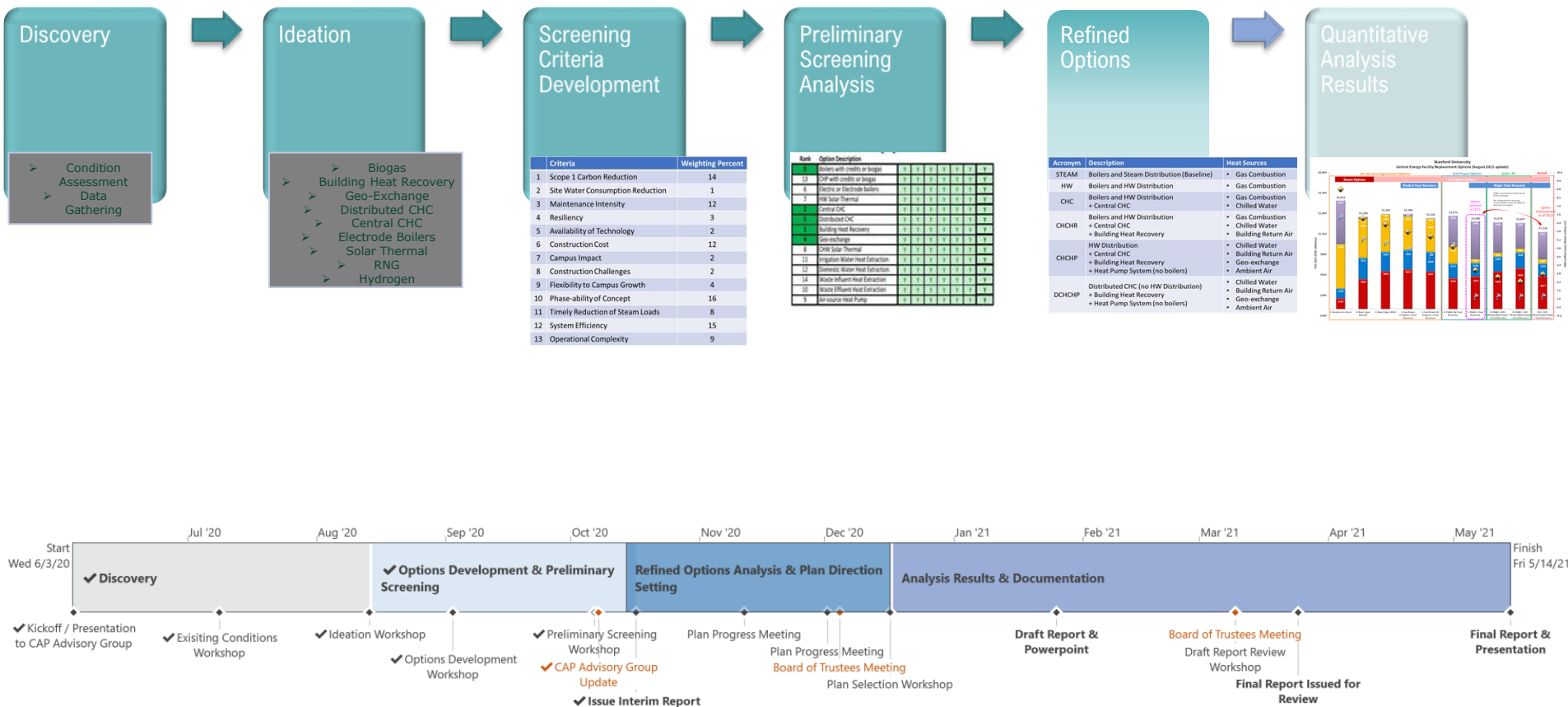
Institutional sustainability data can be used by faculty and students to support teaching and research.



Climate Action Plan (CAP) 2019-2024

ACTION	STATUS
GOVERNANCE: Establish CAP Advisory Group	COMPLETE
GOVERNANCE: Update Board Of Trustees Annually	ON-GOING
MONITORING: Conduct Annual Emissions Inventory	ON-GOING
REVIEW & UPDATE: Oregon Model For Sustainable Development	COMPLETE
CONSERVATION & EFFICIENCY: Replace Tunnel Steam Pipe Insulation	IN PROGRESS
CONSERVATION & EFFICIENCY: Establish Energy Management Program	IN PROGRESS
CONSERVATION & EFFICIENCY: Re-launch Energy Revolving Fund	COMPLETE
CONSERVATION & EFFICIENCY: Launch Building Optimization Program	COMPLETE
STUDY: Internal Carbon Pricing	COMPLETE
STUDY: Thermal Systems Transition	IN PROGRESS
STUDY: Temperature Set Points	IN PROGRESS
STUDY: Winter Break Turn-Down Program	NOT STARTED
STUDY: LED Retrofit	NOT STARTED
STUDY: Sustainability Transportation Options	IN PROGRESS
STUDY: District Heating And Cooling Efficiency Improvements	IN PROGRESS
STUDY: Integration with State and/or Regional Carbon Policy	NOT STARTED

Thermal Systems Transition Study Process and Timeline



Deferred Maintenance Definitions

- FCA - Facility Condition Assessment
 - Baseline process
- FCI - Facility Condition Index
 - Catch up costs
- FCNI – Facility Conditions Needs Index
 - Catch up costs (FCI) plus 10-year needs projections

Deferred Maintenance Updates

- Deferred maintenance consultant (ISES) was hired this year to assess 66 mission critical facilities and develop a database for long-term capital planning.
- The assessment and database will allow the University to continually track, prioritize, and manage deferred maintenance in consort with institutional instructional and research objectives.
- The assessment was recently completed and identified approximately \$401M in Deferred Maintenance backlog (compared to \$350M identified by Sitelines 2019).
 - Neither this assessment nor Sitelines included seismic and major site and utility infrastructure deficiencies in these numbers.
- Resulting from the assessment, CPFM is starting the detailed data analysis and prioritization process that will more fully inform future Capital Plans



Major Funding Sources – Current Projects

<u>CURRENT PROJECTS</u>	Board Approval	Gifts & Grants	State-Paid Bonds	Revenue Bonds	Cash
Oregon Acoustic Research Lab	Approved	✓		✓	✓
Housing Transformation Project PH1	Approved	✓		✓	✓
ZIRC Expansion	Pending	✓			✓
Huestis Hall	Pending		✓	✓	✓



Major Funding Sources – Projects in Planning

	Gifts & Grants	State-Paid Bonds	Revenue Bonds	Cash
<u>Projects in Planning</u>				
Romania Site Development				TBD
Utility Infrastructure Phase 1			✓	✓
Housing Transformation Project Ph2			✓	
Housing Transformation Project Ph3			✓	
Knight Campus Ph2 (Academic)	✓			
Knight Campus Ph3 (Lab)	✓			
Campus Heritage Project		✓	✓	✓
Pacific Hall Ph2 Classroom 123 & Lobby	✓		✓	

Impacts on UO's Debt Profile

- Portions of the plan rely on state-paid bonds for funding but funding may also come from philanthropy, creative partnerships, or UO-paid debt.
- To ensure the plan remains affordable, UO-paid debt is expected to be issued at a pace that keeps the debt burden ratio between 5.5% to 6.1%.
- FY20 Debt Burden Ratio is 5.7%; below the industry's commonly accepted limit of 7.0%.

Summary of Projects

CURRENT PROJECTS

<u>Project Name</u>	<u>New (sf)</u>	<u>Renovated (sf)</u>	<u>Project Budget</u>
• Oregon Acoustic Research Facility	10,000		\$ 8.75M
• Housing Transformation Proj. Ph1	209,500		\$ 86.4M
• Zebra Fish Facility Expansion	4,875	4,867	\$ 8.8M
• <u>Huestis Hall Deferred Maintenance</u>		<u>53,850</u>	<u>\$ 63.6M</u>
Totals	224,375	58,717	\$ 167.6M



Summary of Projects

Projects in Planning

<u>Project Name</u>	<u>New (sf)</u>	<u>Renovated (sf)</u>	<u>Anticipated Budget</u>
• Romania Site Development			TBD
• Utility Infrastructure Ph1	N/A		\$ 13.0M
• Housing Transformation Project Ph2	305,000		\$121.3M
• Housing Transformation Project Ph3	N/A		\$ 9.83M
• Knight Campus Phase 2 (Acad.)	50,000		TBD
• Knight Camus Phase 3 (Lab)	150,000		TBD
• Campus Heritage Project	79,074		\$ 64.4M
• <u>Pacific Hall Phase 2 – 123 & Lobby</u>	<u>2,500</u>	<u>4,500</u>	<u>\$ 6.0M</u>
• Totals	586,574	4,500	\$ 214.53M