UMass Lowell Strategic Capital Program

This document provides an update to the most recent Capital Plan for UMass Lowell for approval by the Board of Trustees for FY2014-2018. It reflects the priorities outlined in the UMass Lowell 2020 Strategic Plan. UMass Lowell’s success in executing its Capital Plan will determine how successful it will be in meeting the ambitious goal of achieving national and international recognition as a world-class institution over the next decade.

Many of our anticipated capital expenditures impact on a number and variety of our academic, research, student life, athletic, recreational and outreach programs and partnerships. If we are to achieve our goals and aspirations, we must concurrently reduce our backlog of critical maintenance and our energy consumption while we create additional modern academic and research spaces, increase residential capacity, renew our existing buildings, develop new recreational opportunities, and add to our capacity to host a broad range of meetings and events – academic, entertainment and civic.

The Lowell campus consists of 3 major locations: North, South and East. The North and South campuses are primarily academic buildings with some residence halls and tightly constrained playing fields; the East campus is the location of the majority of our residence hall, the primary dining facility and a very popular Recreation Center. East also houses the Wannalancit facility, Lelacheur Baseball Park and is a short walk to the Tsongas Center. Each of the campuses is densely developed and bounded by fully developed residential and business properties. University Crossing, which will include the majority of student focused services is centrally located among all three campuses and is currently under construction.

The campus continues to partner with the University of Massachusetts Building Authority and DCAM to plan, finance and implement our ambitious capital program. The partnership with DCAM has resulted in a series of “rolling” capital plans for North and South campuses. These plans recognize our significant enrollment and research growth trends as well as projected future growth in academic programs, sponsored activity and enrollments.

Enrollments grew nearly 43% between 2007 and 2012 and are projected to grow more than 5% this Fall and 4% per year through Fall 2017. UMass Lowell is expanding out-of-state and international enrollments, Master’s and online enrollments and most significantly, it is expanding its overall “market share” of Massachusetts undergraduate students. This growth has not come at the expense of selectivity, quality or diversity. Sponsored research funding has increased 66% and is targeted to grow another 15% by 2017. The master plans need to address the pressures of current and future growth including demand for new academic programs and residential and recreational facilities and the continued need to renew facilities with systems that show signs of obsolescence and address the backlog of deferred maintenance.

In February 2013, UMass Lowell joined NCAA Division I Athletics, which aligned the University with academic peer institutions. While UMass Lowell already has a state-of-the-art sports arena (Tsongas Center), the move to Division I will require the University to add basketball capability to the sports arena, to make improvements to the North Campus Costello facility, and to institute the use of artificial turf for field hockey and Lacrosse.

Master Planning:

Science & Engineering Master Plan
In cooperation with DCAM, the master plan for North Campus Science & Engineering facilities was completed in 2010-2011. The recommendations focus on four initiatives, which are included in our capital plan. The projects include major renewal of Engineering, Olsen, Olney buildings, and similar renewals in the North Campus Quad. Last year’s fire in the Perry Engineering building has heightened the need for prompt rehabilitation of that key facility. The positive space and programmatic impact of the pending new Pulichino Tong School of Business building is being coordinated as part of the North campus planning process. Additional renewals for Pinanski and Ball, and
replacement of the Ames building are needed and are anticipated for funding toward the end of the planning period.

University Crossing
The long planned purchase of the St. Joseph’s property is behind us and the site has been redesigned as University Crossing. The Campus bookstore and some dining will be located here, along with additional program elements including student activities & services, residential life as well as ‘front door’ activities like admissions, registrar, and financial aid. The transformation of the facility includes a complete interior renovation of the newer buildings at the rear of the site, demolition of the older buildings at the front of the site and construction of a new four-story campus center overlooking the river. The renovation phase of the existing buildings is complete as is the demolition phase. Construction has begun on the Campus Center portion of the project and will be completed in 2014. The total cost of the renovations and new construction is $95M. This project will benefit both North and South campuses by consolidating student services, student organizations and back-office operations and removing them from the main academic campuses, thus allowing for the creation of additional classroom and departmental space.

South Campus Master Plan & Space Revisions
The approaching completion of much needed projects underway provides both the opportunity and the necessity of replanning space on our South Campus in a thoughtful way. The cornerstone of these is the South Academic Building (now named the Health and Social Sciences building) which opened in the Spring of 2013.

These projects will result in some substantially vacant buildings ready for rehabilitation and reassignment each fall from 2013-2015. These newly available spaces provide the means to address pressing programmatic space needs for the College of Health Sciences and the College of Fine Arts, Humanities & Social Sciences.

The South Master plan includes a space renewal and reassignment plan, with accompanying individual capital projects for implementation as the buildings empty out. These include McGauvran, Mahoney, South Dining, Dugan, and parts of O’Leary and Weed. The plan academically organizes the campus and addresses both additional programmatic space needs and critical maintenance priorities. Expanding and renovating Coburn Hall and a new academic building are part of this plan as well. This planning effort is a follow-on to the previous DCAM-funded overall plan, and the Science & Engineering plan for North Campus. Implementation of this plan will allow the campus to maximize and extend the value of investments in previous projects, and address the needs of these growing schools. Both schools actively support the university’s growing research and economic development agenda, through both direct research and their vital role in the overall curriculum.

Two significant projects – the North and South Campus Parking Garages – are complete and address the pressures for parking created by our enrollment growth.

Deferred Maintenance Status Report:
During 2010 and 2011, the campus completed a comprehensive facility condition assessment. The assessment reviewed each of our buildings and provided overall project costs for systems and prioritized needs for all facilities. The report indicated at that time that the campus deferred maintenance (DM) requirement is for approximately $450 million. Recent reviews and updates by Sightlines, LLC. has estimated the total backlog at closer to $600 million when taking into consideration both the hard and soft costs of renovation and construction projects.

The Lowell campus is in worse physical condition than peer campuses, perhaps due to a history of lower than usual long-term reinvestment and the relative age of our facilities.

The campus has incorporated these needs into the capital plan, and is addressing them through a variety of means and funding sources. Progress on the capital plan as currently proposed and planned can result in DM reductions in excess of the 10% target set by the President’s Office. This is due in part to capital projects already planned, demolition, energy conservation projects and planned comprehensive renewals which incorporate the DM items.

Priority #6, On-going Academic Modernization including Relocations (Phase 1: FY13-18) targets $30M over 10 years to address immediate needs of academic areas including renewal associated with space reallocation due to new facilities coming on-line and those planned for North and South campuses.
Priority #12, Capital renewal/Deferred maintenance/Compliance (Phase 1: FY13-22). This program targets $80M over the 10 year plan to various projects designed to cut into the backlog identified in the facility conditions assessment.

Priority #21 targets $30M toward a Residential Hall Comprehensive Renewal Program (Phase 1: FY13-22). These funds will complement the renewal of Leitch & Bourgeois (#10) project and the planned demolition of Eames and Concordia halls. Taken together, these projects will reduce the deferred maintenance backlog in the residential housing area.

**Energy Efficiency Program:**

As part of the university’s multi-faceted energy conservation program and in support of our Climate Action Plan (CAP), capital investments are needed to increase and ensure the realization of planned utility cost avoidance. The campus borrowed $15 million to begin this effort. These funds have been and are being used to implement energy infrastructure improvements that cannot be funded through the various grants, rebates and energy conservation incentive programs now being implemented and sought. In the vast preponderance of cases, the energy conservation measures concurrently reduce our Deferred Maintenance backlog.

Improvements included a $7 million full renovation of the North campus power plant which replaced the fuel oil boilers with efficient natural gas boilers. The conversion and renovation project has made a notable reduction of our fuel consumption on the North Campus. Projects for energy conservation measures also include HVAC system upgrades at stand-alone buildings, controls and energy management systems, improvements to utility distribution systems (e.g. steam and chilled water lines), and lighting and equipment modernization. These projects are at various stages of completion and have been prioritized considering: paybacks, impact on deferred maintenance, speed of implementation and campus master plans. Investment this year and into the near future are approximately $800K annually from a combination of funds including incentives and rebates.

The campus is participating in DCAMM’s Accelerated Energy Program (AEP) which provides an innovative funding model to further our energy efficiency efforts. Currently at 30% design, this comprehensive, campus wide energy conservation initiative is estimated at almost $25M with a fifteen year payback. It addresses $10-12M of deferred maintenance while saving nearly 20% of our energy. Payment for the program is from a combination of: DCAMM expenditures for site assessment, preliminary design and project management, a pledged infusion of $5M from DCAMM for Deferred Maintenance work and 15 years of campus payments realized from the annual utility costs avoided.

In addition to the HVAC, electrical and other system upgrades that are part of our capital program (larger building renovations, renewals and master plan), our annual deferred maintenance program will contribute to our energy conservation efforts.

**Changes from Last Year’s Capital Plan:**

The following projects on the FY2013-2017 Capital Plan were completed and have been removed from the FY2014-2018 plan or have had changes in current cost estimates:

- **ETIC** – the building opened in Fall 2012 and is in use. Priority #5, ETIC Post Occupancy includes the costs of the future fit-out of the 3rd and 4th floor laboratories when funding and program are in place. The project also includes funding for installation of the clean room tools and equipment funded through a $5M grant from the Massachusetts Life Sciences Center. The total project cost has been reduced $81.5M to $18.5M to reflect the remaining program.
- **Health & Social Sciences Building** – the building opened in Spring 2013 and is in use by the Colleges of Health Sciences and Fine Arts, Humanities & Social Sciences.
- **Fox Hall Dining renovation project and the North Campus Parking Garage** were completed on time and on budget. Both opened in Fall 2012.
- **Priority #7, Energy & Power Plant Improvements** project now includes the recently launched $25M AEP program in addition to the remaining bond-funded energy improvement projects. TPC has increased from $30M to $40M. $21M of the AEP projects will be funded through utility savings over the next 15 years.
- **Priorities #8 & #9, Science & Engineering Master Plan-Perry Hall (Engineering) and Olsen Renewal projects** have collectively increased in cost from $70M to $76M. Cost escalation is driving the increase in TPC as the
S& E Master Plan data are two years old. These projects are currently ready to have RFP’s issued for architectural services.

- Priority #11, South Campus Master Plan - Initial Space & Mall Improvements (Phase 1), projected TPC increase from $20M to $25M.
- Priority #15, Alumni Hall/Lydon Library Renovations/Innovation District, estimated TPC increase from $5M to $15M. Project in conceptual phase and increase is due to escalation.
- Priority #17, North Campus Quad Renewal (Phase 1), estimated TPC increase from $31.5M to $37M. Project is ready to issue an RFP for OPM services. Increased costs due to escalation.
- Priority #20, Coburn Hall Renewal & Addition. Prior plans had Coburn Hall broken into two projects. They have been combined in the current concept and estimated TPC has gone from $39M to $57M due to cost escalation since the initial review and a better understanding of the deferred maintenance condition of the building.
- Priority #27, New South Campus Academic Building (South Campus Master Plan), current TPC estimate on this concept has increased from $80M to $114M due to cost escalation since the initial review.

The following new projects are being proposed for addition to the University’s FY2014-2018 plan. All are currently in the conceptual phase and priorities #26 through #34 are not projected to begin until the very end of the planning period and into the FY19-23 timeframe:

- Priority #16, McGouvrnan Dining Conversion. This project has been broken out of the South Campus Master Plan and RFP responses for OPM services are being reviewed. Current TPC estimated at $25M.
- Priority #18, Residence Hall Acquisition & Construction. Current enrollment growth estimates of 5% percent for the Fall of 2013 and 4% per year through Fall 2017 will require additional residential beds. Through a combination of acquisitions, additional leasing and new construction, the campus will add 1,000 new beds at a cost of $100M.
- Priority #24, Athletic & Recreational Facility Improvements - incl. Division 1, initial review of facility improvements required to get our athletic facilities up to Division 1 standards and our recreational facilities up to levels for our expanding student population will require approximately $15M.

**Financial Planning:**

This capital plan depends on funding from the state, private donors, granting agencies and debt supported by user fees, student charges and campus operating funds. The overall five-year plan is aggressive due to the investment needs and program emerging from the DCAM Science & Engineering and South Campus master plans and the deferred maintenance needs identified by the ISES and Sightline reports.

**State Funds**

The state is a critical partner in the success of our capital plan and by extension the realization of our strategic goal to achieve national and international recognition as a world-class institution over the next decade.

The commitment of state funds to support the ETIC facility, the Health & Social Sciences Building (HSSB), master plans and emergency deferred maintenance repairs are all outcomes of our partnership with DCAM and the Administration in implementing the Higher Education Bond Bill of 2008 and the Economic Stimulus and Life Science programs of 2006.

The University is targeting state support for the following projects over the next ten years: new Pulichino/Tong School of Business building ($25M); the Science & Engineering renewal and renovation program for Engineering (Perry Hall) ($36M), Olsen ($40M), North Campus Quad ($37M) and Olney Hall ($55M); Coburn Hall renewal and an Addition ($57M); South Campus master plan improvements ($5M) and a consistent level of support for deferred maintenance and compliance projects.

New projects that are emerging from the North and South Campus master plans include the need for new Academic Buildings on both campuses to support the growth in enrollments and to provide additional classroom space. The South campus building was added to last year’s plan and is estimated at $114M. We have added a $100M building for North campus for the FY19 to FY23 time period. Consistent with our master plans, we are proposing a number of new renewal projects that would begin later in this planning period or during the beginning of the next five-year plan (FY19-23). These projects include renovations and renewal of Ball, Pinanski and a second phase for Olney Hall renovations on North; Weed Hall, O’Leary Library and Durgin Hall on South as well as improvements to
the Power Plant and an addition for central campus services on South. We add these projects at this time for consideration since a new Higher Education Bond Bill is required.

Recent state capital plans included approximately $170M of projects for Lowell (Coburn, Pulicino Tong, S&E and deferred maintenance). We are waiting for the FY14 plan to be released. The new state funded projects proposed for the end of this planning period and into the next five-year period total approximately $600M.

Campus Debt

The campus has identified over $420M of projects that can be funded with debt. Currently the campus has approximately $240M in funds already borrowed through UMBA and targeted toward projects on the capital plan. This leaves approximately $170M of future borrowing over the next five years required to keep the capital plan moving forward.

The campus currently has a relatively low debt to operations ratio of 5.2% projected for FY13. The current campus multi-year financial plan for FY2014 to FY2018 assumes that we borrow funds sufficient to support the priority projects and additional funding for modernization and renewal as outlined in this capital plan. This would increase to our debt service ratio to the 8% policy threshold. In addition, this borrowing plan will double our annual operating budget commitment to principal and interest payments from $16.8M in FY12 to $37.1M in FY18. This is a significant reallocation of campus resources and will require continued progress on our strategic growth plan as well as additional support from the state and continued support from the Board of Trustees for a comprehensive financing strategy.
UMass Lowell Capital Plan – FY2014 – 2018

• 5 Year Capital Plan annually updated & approved by Board of Trustees

• Projects address campus strategic priorities:
  – Growth
  – Teaching & Learning
  – Research
  – Student Life
  – Basic Infrastructure & Deferred Maintenance

• Based on sound master planning and facilities condition assessment

• Outlines funding program linked to multi-year financial plan
Dynamic Enrollment Growth

- 2007: 11,208
- 2008: 11,635
- 2009: 13,602
- 2010: 14,702
- 2011: 15,439
- 2012: 16,294
- 2015 Goal: 18,000

- Continuing Ed
- Graduates
- Undergraduates
Innovative Research
Solutions to Real World Challenges

Research Expenditures in Millions

Up 68%

FY07: 36.1
FY12: 60.6

Fiscal Year
Addressing Deferred Maintenance
\textit{approximately} $600$ million

Campus Building Age Profile

- Under 25 Years: 79%
- Over 25 Years: 21%

Campus Building Age Profile v. Peers

- UML: 79%
- Peer Average: 57%
- Aspirant: 64%

Addressing Deferred Maintenance approximately $600$ million
Assumptions - Capital Funding Plan

- $1.52 Billion in Projects Planned in Total – FY2014 to FY2023

- $828 Million in Spending Planned on Approved Projects – FY2014 to FY2018
  - $150 Million Approved from the State including:
    - Pulichino/Tong School of Business Bldg
    - North Campus Science & Engineering facilities
    - Coburn Hall
    - South Campus Master Plan
    - Capital Renewal/Deferred Maintenance & Compliance
    - North Quad Renewal
  - $448 Million from borrowing
    - $266M on Projects already borrowed (Univ. Crossing, Leitch & Bourgeois, South Garage, Univ. Suites)
    - $166M to be borrowed (New Residential Housing, Athletic & Recreational Improvements, McGauvran Dining, Academic Renewal, IT, Deferred maintenance)
  - $95 Million from campus budget, grants and fundraising

Results:
- Deferred maintenance backlog reduced
- Total campus square footage increases nearly 1,000,000 GSF
- World class teaching, research & student life facilities
UMASS Lowell FY14-18 Capital Plan
$1.52 Billion - All Projects
Project Type Summary

- **New Construction**: $895,900,000 (59%)
- **Energy & IT**: $505,500,000 (33%)
- **Other Capital Spending**: $15,000,000 (1%)
- **Renovation & Renewal**: $100,000,000 (7%)
Lowell Campus FY14-18 Capital Plan
$1.52 Billion - All projects
Source of Funds

- University Local Funds: $668,500,000 (44%)
- Private Fundraising & Grant Funding: $134,500,000 (9%)
- University Borrowing-Planned: $95,000,000 (6%)
- State Capital Support - Anticipated: $20,300,000 (1%)
- State Capital Support - Proposed (FY14 to FY23): $150,000,000 (10%)
- Other Funding (FY18 to FY23): $448,100,000 (30%)
Lowell Campus FY14-18 Capital Plan
$828 Million - Approved Projects & Funding
Source of Funds

- University Local Funds: $131,000,000 (16%)
- Private Fundraising & Grant Funding: $134,000,000 (16%)
- University Borrowing: $448,100,000 (54%)
- State Capital Support: $95,000,000 (12%)
- $20,300,000 (2%)

Funding TBD
Energy Efficiency: AEP Program

- DCAMM program and oversight
- Finances $26M in energy improvements (160) from energy cost avoidance
- Simple payback of approximately 14 years after DCAMM $5M infusion
- Reduces campus energy approximately 24%
- Schematic Design (30%) is complete
- Design-Build Contractor Fall 2013-Fall 2015
- Reduces Deferred Maintenance by $10M to $12M
- Improves academic learning environment
Deferred Maintenance

- $367 million or 46% of Lowell’s Capital Plan Spending will address Deferred Maintenance
- Lowell is targeting a 42% reduction in DM by FY16

<table>
<thead>
<tr>
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<th>Existing Deferred Maintenance FY11</th>
<th>Targeted DM Reductions FY12-16</th>
<th>DM Inventory Reduction</th>
<th>DM Estimated Escalation</th>
<th>Projected Deferred Maintenance FY16</th>
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<td>$452.6</td>
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New Projects Requested

- Alumni Hall/Lydon Library Renovations/Innovation District $8M
- McGauvran Dining Conversion $30M
- Residential Hall Acquisition & Construction $100M
- Athletic & Recreational Facility Improvements (incl. Division 1) $10M

Total New Projects $148M
Alumni Hall/Lydon Library Renovation Options Range from $6M to $15M (10K GSF to 35K GSF) depending on PTB Design
McGauvran Dining Hall

Current Program TBD, potentials
- Kitchen and associated
- Ground level and first floor dining, retail, take away
- Convenience store
- Deferred Maintenance Scope
- Meeting, group study, private dining rooms

Enabling Projects
- Art Department Moves

Associated Projects Included
- Service corridor improvements on Wilder Street
- Demo of South Dining
- Cap and reconnect infrastructure routed through South Dining
- Sod/seed interim mall after SDH Demo, with basic sidewalks & lighting, pending future Mall project

$30 Million
• Goal is to house 50% of fulltime undergraduate students – in order to improve student success & academic engagement. Rising enrollments make achieving this goal difficult even with the addition of almost 1,000 new beds over the last 5 years.

• A mixed approach of rentals plus additional housing construction and acquisition as well as an ongoing program to eliminate facilities too expensive to rehab and renewing existing stock still leaves a shortfall of permanent beds in the mid-term future.

• Reviewing both buy and build options for an additional 1,000 beds at $100 million

• Potential sites on the South and East campus areas can be considered for new construction. Acquisition and build-to-suit options can be considered on both campuses.
Athletics, including Division 1

• Division 1 programs require considerable upgrade in facility quality and characteristics, planning is underway.

• The 2013-2014 D1 effort is to provide Phase 2 facility improvements, in compliance with the 5 year facility plan. This includes coaches’ offices, sports medicine facilities and lacrosse locker rooms at the Costello building.

• $10 Million
## UMass Lowell Capital Plan Update FY2014 to FY2018

*(in millions of dollars)*

<table>
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<tr>
<th>Priority</th>
<th>Campus Project Names</th>
<th>Total Project Cost Sept. 2013</th>
<th>End Date</th>
<th>University - Local Funds</th>
<th>University - External Funds</th>
<th>University - Borrowing</th>
<th>State</th>
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<td>23</td>
<td>Civic &amp; Athletic Facilities</td>
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<td>Athletic &amp; Recreational Facility Improvements - incl. Division 1</td>
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<td>25</td>
<td>Science &amp; Engineering Master Plan-Oldney Renovations (Phase 1)</td>
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<td>Fall 2021</td>
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<td>26</td>
<td>Ball Hall Renewal Renewal</td>
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<td>New South Campus Academic Building (South Campus Master Plan)</td>
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<td>Durgin Hall Renewal &amp; Addition</td>
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<td>South Campus Central Services Addition, Power Plant &amp; Infrastructure</td>
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<td>New North Campus Academic Building</td>
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### Campus Totals

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**Notes:**

A. Total Project Cost as of September 2013.
B. Current Estimated Project Completion Dates
C. University Local Funds include use of budgeted Operating funds, Plant Funds, Equipment Pool Loan program and planned uses of reserves.
D. University External Funds include gifts, grants, sponsorships and contractual capital contributions
E. University Borrowing through the UMass Building Authority (UMBA).
F. State Funds include committed allocations of state general obligation bond funds, state agency capital grants and direct appropriations.
G. Unfunded Portion of Project Costs or Spending anticipated in FY19 to FY23 including projects proposed for future State Funding, future borrowing and use of operating funds.