



LOCATION CHAPTERS

Overview

Every UC location has a distinct identity—together, they form a unified system committed to serving California. This section shows how each campus and medical center advances the University's mission through local strategies, and addressing priorities while contributing to systemwide goals.

One system, many stories—each shaping UC's future.

What to Expect

- Location-specific dashboards
- Campus and medical center project highlights
- Projects by theme (e.g., housing, seismic, research)
- Systemwide charts showing investment trends
- Progress snapshots and measurable outcomes
- Unfunded needs and advocacy priorities
- Active and Completed Projects referenced in the Location chapters are those projects over \$1M



UC Berkeley, The Gateway

UC Berkeley

Berkeley Campus Capital Program

UC Berkeley has been opening minds since 1868, with an academic mission to push the boundaries of knowledge, challenge convention, and expand opportunity to create the leaders of tomorrow. To advance this mission, the campus requires substantial capital investment to replace, modernize, and expand academic space for instruction, research, and innovation; provide more student housing; upgrade campus infrastructure; and make necessary seismic improvements.



56

Active Projects



\$2.1B

Active Projects Investment



30

Completed Projects (FY 2024–25)



\$196M

Completed Projects Investment

CFP Identified Funding

\$1.8 billion in Capital Plan

Priority Areas

- Building and infrastructure renewal
- Advance teaching, research, and innovation
- Support student success and wellness

Key Metrics

- Over \$2.1 billion in construction, including new or renovated academic and research space and student housing
- 1,549 new student housing beds completed in FY 2024-25

Berkeley Campus Capital Program

Capital Priorities

UC Berkeley’s 2021 Long Range Development Plan outlines long-term space needs, land use, and capital opportunities to address academic and campus life priorities and enrollment in an integrated and sustainable manner. Key priorities include modernization and improvement of academic buildings to expand and improve labs, classrooms, and collaboration spaces to support growing enrollment, addressing an ever growing campus renewal backlog, infrastructure, infrastructure improvements, including campus energy and building system renewal, and select construction that supports strategic academic, research, innovation, and student life priorities.

Strategic Context and Local Priorities

Renewing Campus Infrastructure to Support Advanced Teaching, Research, and Innovation

As the oldest campus in the UC system, UC Berkeley is focused on increasing investments in building restoration and renewal to accommodate advanced research and support teaching and enrollment. UC Berkeley aligns its capital program with other strategic priorities, including innovation and discovery, seismic compliance, and student housing. Despite progress in renewing older buildings, the campus still requires new space to foster research and its translation into real world applications, replace seismically non-compliant space, support past and future enrollment growth, and support student access and success in quantitative fields that drive the California economy. Capital investments in both renewal and new construction must support the campus's long-term financial health.

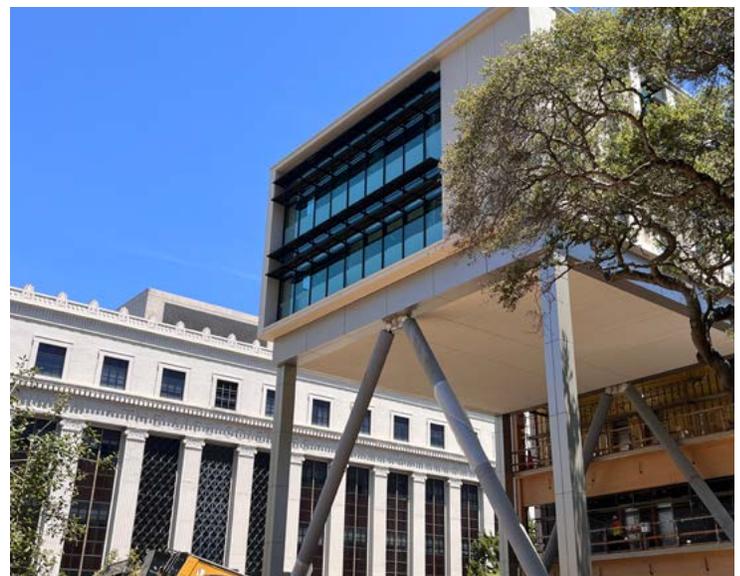
Recent Completed Projects

In FY 2024-25, UC Berkeley completed 30 projects with a budget over \$1 million, for a total investment exceeding \$195 million. These included multiple campus renewal projects and lab and classroom renovations, replacement of Centennial Bridge, building renovations of 2232 Piedmont for the Haas School of Business Entrepreneurship Hub and the Creekside Center for the Disabled Students Program. Construction was completed on two student housing projects, the Helen Diller Anchor House, a donor-developed community for transfer students, and ucÿun runway Apartments, at Albany Village.

EXHIBIT 20. Completed Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	27	1	2	30
	90%	3%	7%	100%
Total Budget	\$69M	\$15M	\$112M	\$196M
	35%	8%	57%	100%

The data above does not include development costs of donor-developed and Public Private Partnership (PPP) projects.



UC Berkeley, Undergraduate Academic Building

Photo Credit: Bruce Damont

Berkeley Campus Capital Program

Projects in Progress

Renewal of Academic Space and Infrastructure

UC Berkeley has 56 active projects with current budgets over \$1 million, with a total construction value exceeding \$2.1 billion. Major projects include the Gateway, a new home for the College of Computing, Data Science, and Society, the Undergraduate Academic Building which will include more than 10% of the campus's general assignment classrooms, renovation of Moffitt Undergraduate Library for the Carol T. Christ Center for Connected Learning, the Grimes Engineering Center, two new student housing communities providing over 2,600 beds: the Judith E. Heumann House, and the Bancroft Student Housing project, two research and innovation buildings at the "Berkeley Innovation Zone" to house expanded space for Bakar Labs and the Innovative Genomics Institute, and several building infrastructure renewal projects.

Seismic Snapshot

Aligning Seismic Priorities with Other Capital Priorities

In FY 2024-25, the campus completed a seismic retrofit on Creekside Center and demolition of University Hall to address seismic compliance. Construction is underway to complete seismic improvements in two buildings and to construct replacement space for non-compliant space, funded primarily through external financing and State Funds. The campus has approximately 6.2 million gross square feet of space (including Regents-owned property and leased space) that require seismic improvements at a projected cost of approximately \$6.7 billion; however, the majority of these projects do not have a funding plan identified. The campus continues to evaluate its facilities and refine priorities to align seismic needs with other capital investment opportunities and to plan for future seismic projects should funding be available for implementation in the future.

Restoration and Renewal Snapshot

Incremental Progress on Significant Infrastructure Renewal

UC Berkeley has a backlog of over \$1.6 billion in state-eligible restoration and renewal needs. UC Berkeley is currently implementing over \$137 million in restoration and renewal projects, funded with campus funds and State funds. Additionally, the campus's Clean Energy Campus project will address renewal needs across the campus's energy infrastructure, including in building systems and in ground utilities. To address a growing backlog and supplement State support, the campus has increasingly relied on its general funds to address infrastructure maintenance and repairs, including unplanned repairs that impact campus operations and research continuity. Consistent funding for restoration and renewal is required to maintain resilient operations and academic excellence.

EXHIBIT 21. Active Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	43	-	13	56
	77%	-	23%	100%
Total Budget	\$83M	-	\$2.1B	\$2.1B
	4%	-	96%	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.



UC Berkeley, Dwinelle Annex

Photo Credit: Bruce Damonte

Berkeley Campus Capital Program

Outlook (2025–31)

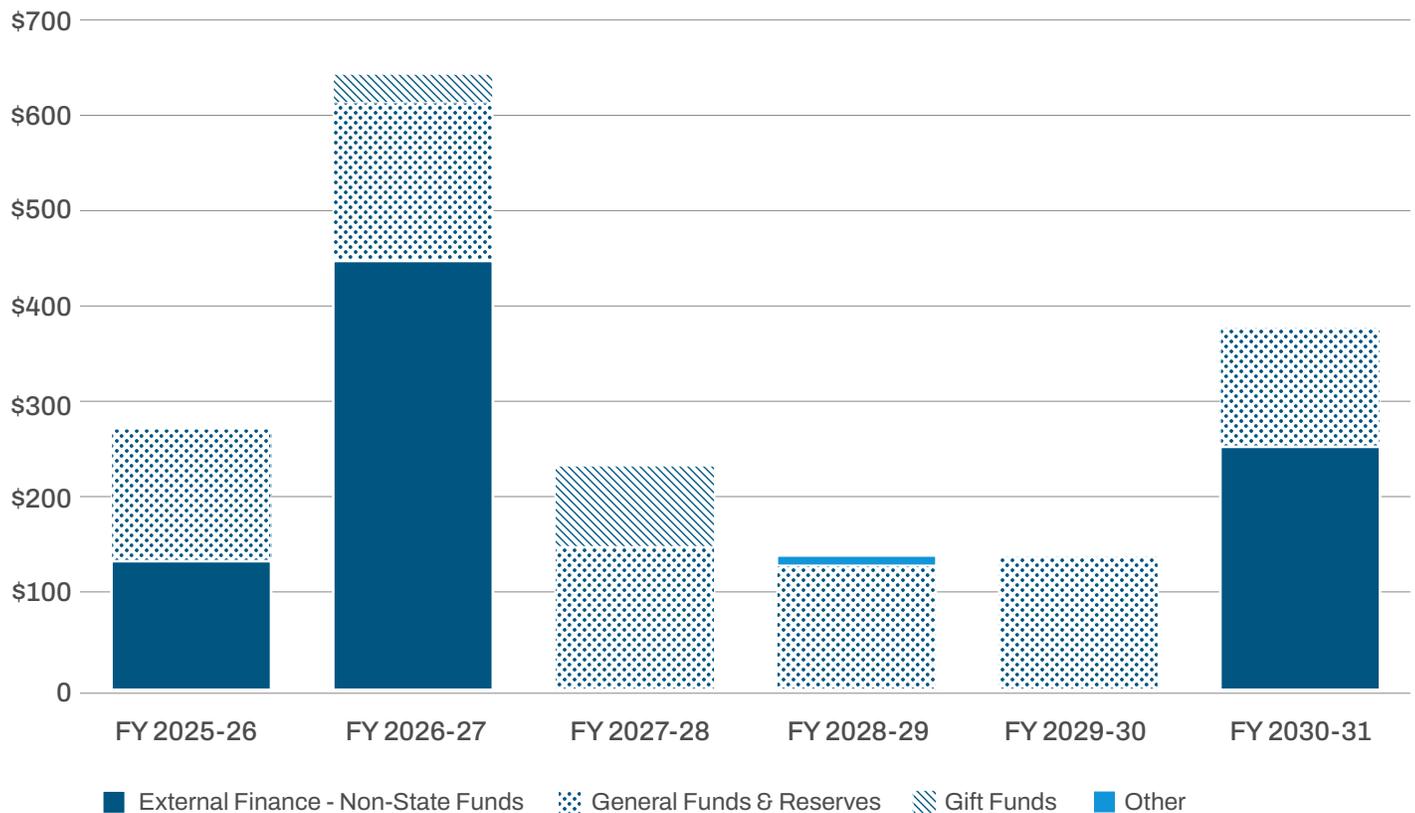
Major Projects Advance Academic, Housing and Resilience Goals

Berkeley's six-year capital program exceeds \$1.8 billion, with a focus on academic and housing building renewal, investments in core campus infrastructure, including building systems and stormwater management, new student housing at the former Anna Head School, renovation of classrooms and labs, accessibility improvements, demolition and improvement of seismic non-compliant space, a new police station, and Phase 2 of the campus energy system. The campus continues to rely on external financing, philanthropy, state funding, and strategic public private partnerships to support its capital program.

Unfunded Needs and Advocacy Priorities

Approximately 86% of the Berkeley campus's capital needs do not have a funding plan identified. This includes critical investments to address seismic compliance, renewal of existing academic and research space, new student housing, and the restoration and renewal backlog. Among the campus's highest priorities are the Interdisciplinary Academic Building projects. These projects would replace and expand classroom capacity and faculty-student mentoring spaces to support growing student demand and enrollment in Mathematics and Economics, departments currently housed in Evans Hall, which is seismically non-compliant. The Interdisciplinary Academic Building projects would support nearly a quarter of Berkeley undergraduates and help advance the critical role of quantitative skills in California's economy.

EXHIBIT 22. Proposed Capital Program Fund Sources (\$Ms)



Berkeley Campus Capital Program



Project Highlight

The Grimes Engineering Center transforms engineering student services, entrepreneurship, and community engagement for one of the nation's top-ranked programs. The building will include new collaboration and study spaces and homes for many of the College's academic centers on the upper levels, as well as renewal of critical building systems throughout renovated portions on the lower levels. This critical investment enhances the student experience for the College's growing population and creates a collaborative hub encouraging cross-disciplinary discovery and innovation.

PROJECT NAME
Grimes Engineering Center

TYPE
New Construction and Renovation

GSF
82,700

COMPLETION DATE
2025

PROJECT COST
\$98.85M Total Cost
\$70.37M Construction Cost

ARCHITECT
Skidmore, Owings & Merrill

CONTRACTOR
XL Construction



UC Davis, Aggie Square

Davis Campus Capital Program

UC Davis's forward-looking capital program promotes academic and research excellence, enhances the student experience, and recognizes UC Davis' global impact. The 2025 Consolidated Capital Report showcases how UC Davis is investing in facilities to meet the demands associated with continued academic excellence, enterprise research, public service, and upward mobility for students. With a focus on investments in infrastructure, safety, and student success as well as donor-supported priorities at the top-ranking School of Veterinary Medicine, the campus is investing limited dollars in alignment with critical needs. While the campus remains committed to this vision, the current financial climate limits the campus's ability to adequately support existing facilities, leaving many mission-critical needs and aspirations unmet.



30

Active Projects



\$523M

Active Projects Investment



16

Completed Projects (FY 2024–25)



\$428M

Completed Projects Investment

CFP Identified Funding

\$2.1 billion in Capital Plan

Priority Areas

- **Academic and research innovation**
- **Infrastructure renewal**
- **Enhanced student experience**

Key Metrics

- The Big Shift has converted 2.1 million gross square feet (GSF) of buildings from steam to efficient hot water heating and cooling; an additional 1.6 million GSF is underway
- Strategic facility expansion planned to address the veterinary workforce shortage, expand patient care and support cutting-edge research.
- Approximately 150,000 GSF of seismic improvements targeted annually for next three years

Davis Campus Capital Program

Capital Priorities

UC Davis' capital priorities include academic and research excellence, infrastructure renewal, expansion of student housing and support facilities, modernization of the School of Veterinary Medicine, and improvements to seismic performance in accordance with UC policy. With scarce funding available, Davis continues to balance its capital needs to address aging utility systems and facilities, evolving policies and regulatory requirements, and programmatic expansion demands.

Recent Accomplishments

Research, Teaching, and Safety Improvements

In FY 2024-25, UC Davis completed 16 major capital improvement projects totaling nearly \$428 million (see Exhibit 23). The largest single completed project was Aggie Square, a public private partnership, bringing a new research, collaboration, and innovation hub to the UC Davis Sacramento campus. Other completed projects improved seismic safety on the Davis campus, upgraded undergraduate instructional space, and enhanced outdoor spaces, including a large, grant-supported investment project in the Arboretum Waterway to address water flow and quality issues.

Strategic Context and Local Priorities

Resource Intensive Infrastructure Needs

With over 1,200 buildings and multiple campus-owned and operated utility systems including electrical, wastewater, stormwater, groundwater, gas, and central heating and cooling, addressing ongoing maintenance and expansion needs of all utility infrastructure is necessary, costly, and a unique challenge to UC Davis. Investments in building heating and cooling via the Big Shift Initiative and water systems are imperative to support existing operations, sustainability goals, incremental planned growth, and to upgrade systems to meet emerging regulatory requirements. Additional unfunded needs exist across all utilities, requiring trade-offs between utility system investments and enhancing spaces for academic and research excellence.

Veterinary Medical Facilities

Planned investments for the School of Veterinary Medicine support the nation's #1 ranked veterinary school with renewed momentum for significant facilities enhancements supporting student training and clinical research.

EXHIBIT 23. Completed Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	13	-	3	16
	81%	-	19%	100%
Total Budget	\$51M	-	\$377M	\$428M
	14%	-	86%	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.

Davis Campus Capital Program

Projects In Progress

Major Infrastructure and Innovation Initiatives

UC Davis currently has thirty active major capital improvements totaling approximately \$536 million (Exhibit 24). The Resnick Center for Agricultural Innovation is currently under construction and on-track to open for occupancy by Summer 2026, with concurrent improvements to bicycle and vehicular circulation in the area. The Solano Water Treatment Plant project provides surface water treatment for the campus's domestic water system, greatly improving the campus water supply reliability and redundancy. Student Housing expansion efforts continue with the Segundo Infill Housing project, which is under construction. Safety and security investments expand outdoor lighting, emergency call boxes, security cameras, and building access systems. Road and path improvements are also a safety priority. Teaching space enhancements improve the student and teaching experience through classroom and teaching lab upgrades.



UC Davis, Segundo Infill Housing

Seismic Snapshot

Systematic Progress Across Campus Buildings

Seismic retrofits have been completed in two research buildings: Mann Laboratory Building and Jungerman Hall. Construction is underway to address seismic needs in five additional high-use academic buildings. The campus plans to continue to address an average of 150,000 GSF of deficient space annually for the next three years, though funding constraints are projected to limit investment following these improvements.

Restoration and Renewal Snapshot

Targeted Investments Address Critical Infrastructure

The Big Shift Initiative is the campus's largest utility renewal effort, systematically converting the aged steam infrastructure to an efficient hot water system across the campus. Portions of this system replacement are complete with others in process, but the full program is not currently funded. Other unfunded renewal needs exist across campus systems and facilities requiring strategic prioritization given limited financial resources.

EXHIBIT 24. Active Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	17	5	8	30
	57%	17%	27%	100%
Total Budget	\$51M	\$79M	\$392M	\$523M
	10%	15%	75%	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.

Davis Campus Capital Program

Outlook (FY 2025-31)

\$4.7 Billion in Future Needs

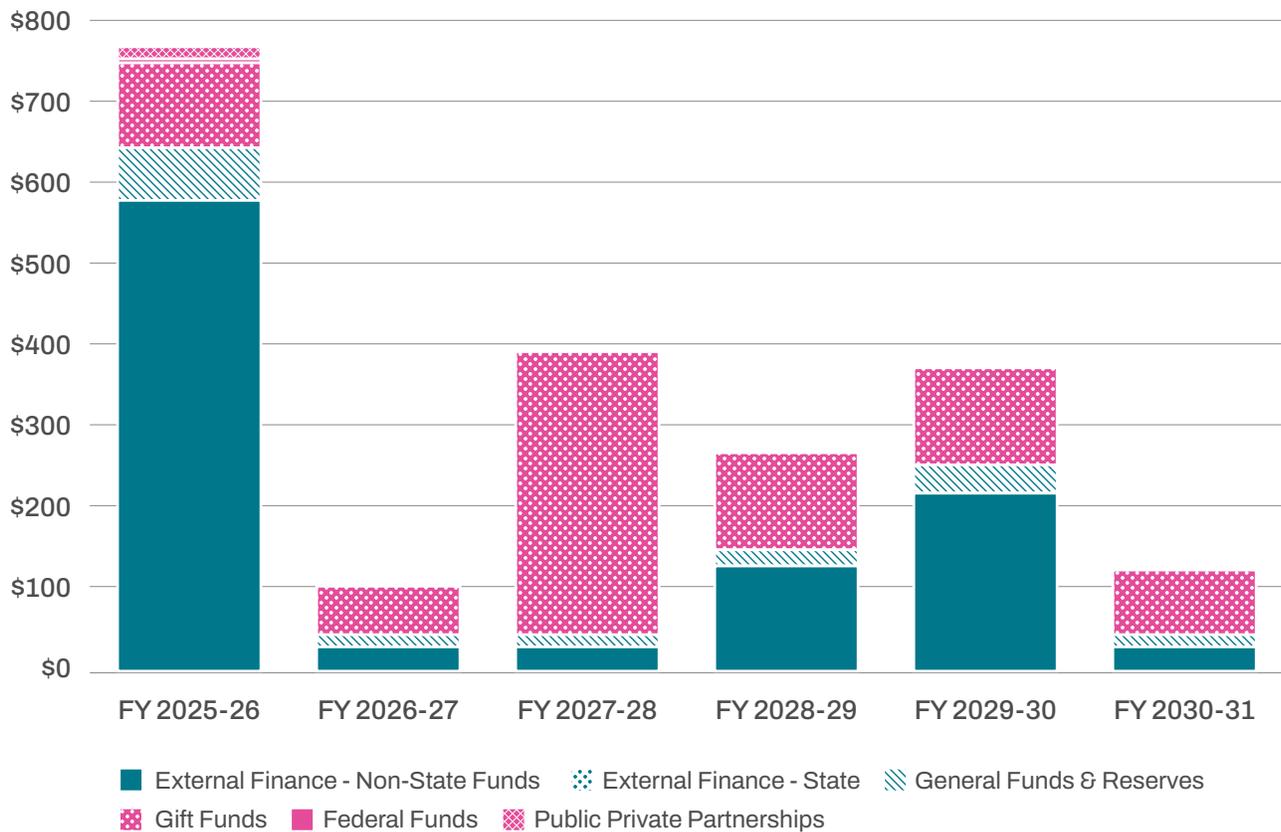
UC Davis's six-year capital outlook includes \$4.7 billion in proposed projects focused on core academic, student support, gift-funded initiatives, and infrastructure renewal and expansion. This accounts for projects with identified funding plans and those that do not currently have funding identified. Strategic investments balance immediate needs with long-term academic excellence goals while managing financial constraints that limit comprehensive facility renewal. Exhibit 25 shows the breakdown of the program with funding identified by fund source.

Unfunded Needs and Advocacy Priorities

\$2.6 Billion Funding Not Identified

Approximately 55% \$2.6 billion of UC Davis's \$4.7 billion proposed capital program does not have funding identified. Critical infrastructure and innovation projects supporting core campus needs do not have a funding plan due to financial constraints. The campus cannot meet policy-required improvements due to lack of funding.

EXHIBIT 25. Proposed Capital Program Fund Sources (\$Ms)



Davis Campus Capital Program



Lynda and Stewart Resnick Center for Agricultural Innovation

Project Highlight

In support of UC Davis's longstanding commitment to addressing today's most pressing challenges in agriculture and the environment, the Resnick Center will house classrooms, research and lab spaces, plus student career and advising assistance in an approximately 34,400 square-foot, state-of-the-art hub.

Experts from across UC Davis will focus on five thematic research areas: identifying innovative solutions for agricultural byproducts; maximizing water and energy efficiencies; developing next-generation technologies; making crops more resilient and sustainable in rapidly changing climate; and expanding access to nutritious food. The facility includes flexible laboratories for sensor and robotics prototyping, student robotics collaboration, big data and AI design, extraction food grade work, specimen processing, molecular analysis, and plant culture growth, plus serves as student collaboration hub and home for the Wonderful Scholar program.

PROJECT NAME
**Resnick Center for
 Agricultural Innovation**

TYPE
**New Building;
 Gift-Funded and
 Campus-Funded**

GSF
34,400 GSF

BUILDING USE
**Multidisciplinary
 Teaching and Research
 Facility Supporting
 Advancement of
 Research and Innovation
 for Sustainable
 Agriculture**

PROJECT COMPLETION DATE
Summer 2026

PROJECT COST
\$66M

PROJECT STATUS
Under Construction

PROJECT
Design-Build

ARCHITECT/CONTRACTOR
**Yazdani Studio of
 Cannon Design/
 Hensel Phelps
 Construction Co.**



UC Davis Health, 48X Complex



UC Davis Health Capital Program

UC Davis Health is committed to improving lives and transforming health care by providing excellent patient care, conducting groundbreaking research, fostering innovative, interprofessional education, and creating dynamic, productive partnerships with the community. UC Davis Health's capital priorities remain focused on: improving patient, research, and education space; working towards meeting California seismic mandates; modernizing aging infrastructure and technology; medical equipment replacement to support continued growth; and expanding outpatient services throughout the Sacramento region to improve patient access in the community.



44

Active Projects



\$5.4B

Active Projects Investment



8

Completed Projects (FY 2024–25)



\$133M

Completed Projects Investment

CFP Identified Funding

\$1.2 billion in Capital Plan

Priority Areas

- **Seismic safety**
- **Restoration and renewal**
- **Outpatient expansion**

Key Metrics

- 17 active restoration and renewal projects
- 376,000 square feet of new patient care space set to open in FY 2025-26
- Ranked No. 1 hospital in Sacramento region by *U.S. News & World Report*

UC Davis Health Capital Program

Capital Priorities

UC Davis Health's capital program targets hospital upgrades, outpatient expansion, and seismic compliance. With a significant seismic mandate, UC Davis Health is addressing 15 non-compliant acute care buildings totaling 1.59 million gross square feet. The plan also includes restoration and infrastructure renewal, expanded ambulatory services, and energy modernization. Strategic investments aim to meet patient needs, support research and education, and align facilities with long-term operational goals.

Location-Specific Focus Areas

Transforming Health Care Through Modern and Compliant Facilities

UC Davis Health's growth strategy focuses on patient access, seismic readiness, and capital renewal. As the region grows, demand for outpatient care, advanced clinical facilities, and resilient infrastructure has surged. Priorities reflect a need to modernize core infrastructure systems, expand regional reach, and comply with seismic mandates—while managing the financial pressures of high construction costs.

EXHIBIT 26. Completed Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	5	1	2	8
	63%	12	25%	100%
Total Budget	\$31M	\$13M	\$89M	\$133M
	23%	10%	67%	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.

Recent Accomplishments

Expanding Patient Access Through New Outpatient Facilities

In FY 2024-25, UC Davis Health completed key restoration and renewal projects needed to continue providing quality patient care; however, the major accomplishments are new facilities which opened at the beginning of FY 2025-26. These facilities include the new 48X Complex and Folsom Medical Care Clinic. These investments will improve patient access to quality care, staff efficiency, and overall service delivery across the health system.



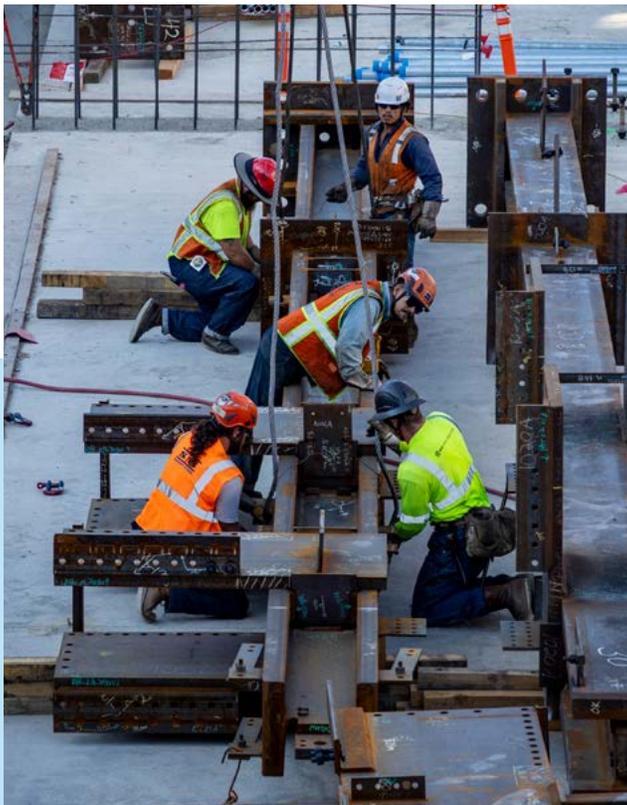
Lobby and patient reception of new 48X outpatient surgery center.

UC Davis Health Capital Program

Projects in Progress

Modernizing for Medicine: Advancing Our Facilities for the Future

UC Davis Health has 42 active projects in FY 2024-25 totaling over \$5.4 billion. The \$3.7 billion dollar California Tower project that broke ground in 2024 is planned to complete in 2030. The California Tower will feature a 14-story hospital tower and a five-story pavilion, adding approximately 900,000 gross square feet of space to the existing medical center. Two other key projects in progress are the Operating Room (OR) Integration Modernization project and the Central Utility Plant (CUP) Expansion. The OR Integration Modernization project will improve surgery support with more efficient spaces, state-of-the-art equipment, and room for growth while the CUP Expansion project expands utility capacity to accommodate future growth and reduces greenhouse gas emissions positioning the Sacramento campus toward carbon-free operations.



Construction going vertical on the California Tower's 14-story addition to UC Davis Medical Center.

Seismic Snapshot

Substantial Compliance Work Underway

At the end of FY 2024-25, 15 acute care buildings (approximately 1.59 million gross square feet) have a non-compliant rating under HCAI seismic rating systems for Structural Performance Category or Non-Structural Performance Category. Projects are underway to complete seismic improvements across approximately 1.59 million gross square feet. UC Davis Health has established priorities with an associated cost of approximately \$220 million for seismic compliance only, excluding restoration, renewal, and other program space improvements.

Restoration and Renewal Snapshot

These projects are part of an ongoing effort to address needs identified by a Facility Condition Assessment completed in 2024, which help inform future projects, priorities, and long-term strategy.

EXHIBIT 27. Active Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	31	4	9	44
	70%	9%	20%	100%
Total Budget	\$150M	\$50M	\$5.2B	\$5.4B
	3%	1%	96%	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.

UC Davis Health Capital Program

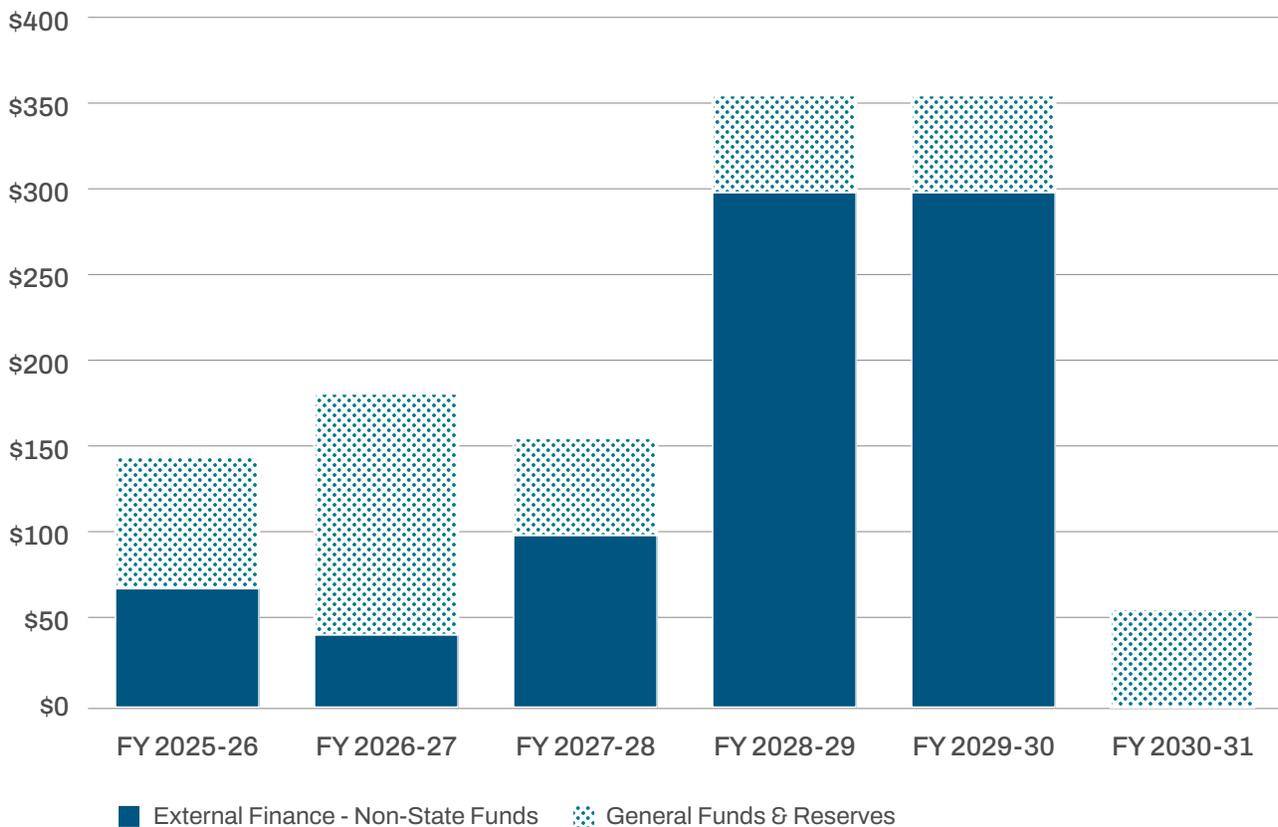
2025-31 Outlook and Progress On Priorities

UC Davis Health's six-year capital outlook identifies over \$1.3 billion in needed investment. Projects address seismic safety, aging facilities and medical equipment, and outpatient growth. Hospital reserves and external financing will cover \$1.2 billion, but additional funding is needed to advance key priorities in a constrained fiscal environment.

Unfunded Needs and Advocacy Priorities

Roughly 10% of UC Davis Health's proposed capital plan—\$136 million—remains unfunded. These needs primarily include seismic upgrades to existing buildings vital to patient safety and compliance. Advocacy and strategic partnerships will be essential to closing this gap and sustaining high-quality care.

EXHIBIT 28. Proposed Capital Program Fund Sources (\$Ms)



UC Davis Health Capital Program



UC Davis Health's new Medical Care Clinic in Folsom

Project Highlight

The Folsom Medical Care Clinic enables UC Davis Health to provide high quality care and expand services in the city of Folsom. This new outpatient facility expands UC Davis Health's footprint in the community and enhances patient experience by expanding care and access. The Folsom Medical Care Clinic is a state-of-the-art medical office building that includes primary and specialty care clinics, an infusion suite, optical services, phlebotomy, and radiology services.

PROJECT NAME
Folsom Medical Care Clinic

TYPE
Hospital and Clinical

GSF
114,000 GSF

COMPLETION DATE
August 2025

BUILDING USE
**Medical Office Building:
Primary and Specialty
Care Clinics, Infusion
Suite, Optical Services,
Phlebotomy, and Radiology
Services**

PROJECT COST
\$183M

PROJECT STATUS
Construction Complete

ARCHITECTS
**LPAS Architecture and
Boulder Associates**

CONTRACTOR
Rudolph and Sletten



UC Irvine, Mesa Court

UC Irvine

Irvine Campus Capital Program

UC Irvine's capital program supports the campus's Strategic Plan goals and the development objectives outlined in the 2007 Long Range Development Plan. Key priorities include modernizing instructional space, providing additional student housing, and investing in capital renewal, seismic upgrades and infrastructure improvements. The campus is pursuing donor funding to support new instruction and research buildings, and to address other campus needs.



20

Active Projects



\$188M

Active Projects Investment



9

Completed Projects (FY 2024–25)



\$283M

Completed Projects Investment

CFP Identified Funding

\$1.1 billion in Capital Plan

Priority Areas

- **Research space expansion**
- **Campus WiFi infrastructure**
- **Student housing and building safety**

Key Metrics

- 1,300 beds added (400 Mesa Court + 900 beds planned)
- 315,000 GSF research/academic space

Irvine Campus Capital Program

Capital Priorities

Irvine faces over \$7 billion in total capital needs, including restoration and renewal, student housing expansion, and instruction and research facilities to accommodate past and future enrollment growth, seismic remediation, and infrastructure upgrades. The campus has 172 facilities with non-compliant seismic ratings.

Strategic Context and Local Priorities

Meeting Enrollment Growth Through Strategic Development

Consistent with UC Irvine's Strategic Plan goal to increase enrollment and expand research, the capital plan includes a project to modernize Physical Sciences' teaching laboratories, and two projects to expand research space--the Eddleman Quantum Institute building and the UCI MIND building. North Campus Redevelopment will replace deteriorated and seismically non-compliant facilities. Other projects will address needs for capital renewal and modernization of technology infrastructure. Currently housing over 18,000 students (50% enrollment), Irvine is targeting 60% on-campus housing per its 2007 Long Range Development Plan. The program will continue progress through construction of East Campus Student Apartments Phase 5 (900 beds).

Recent Accomplishments

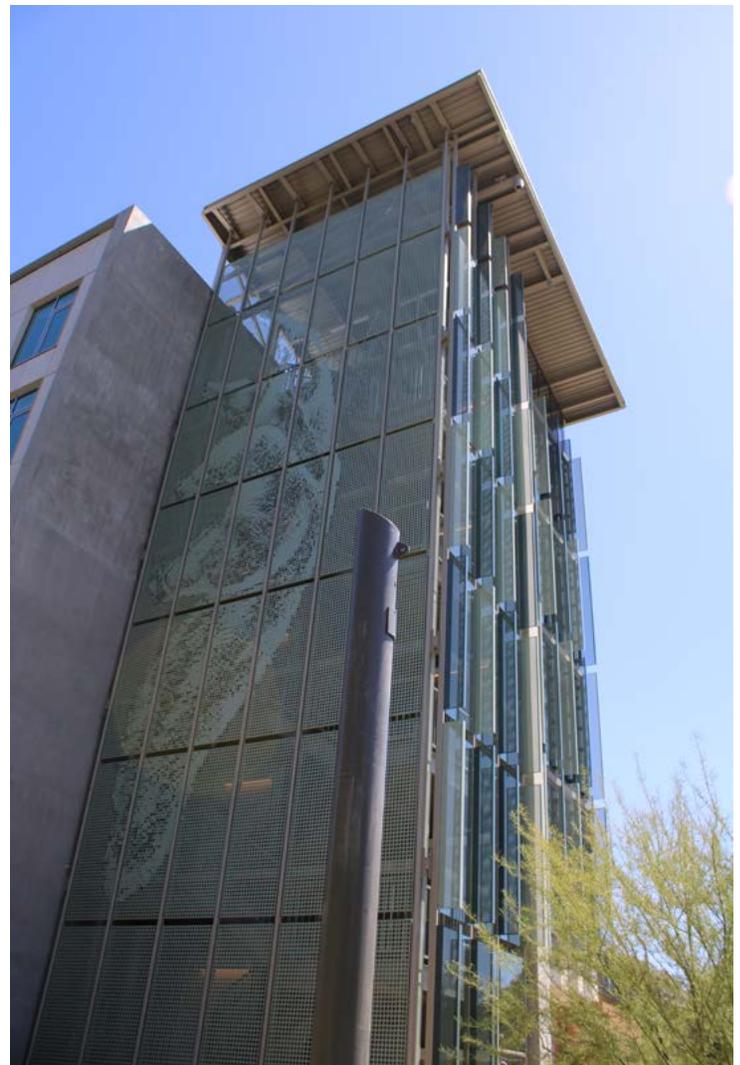
Major Additions to Research and Housing Capacity

Mesa Court Residence Hall Expansion opened Fall 2025 with 400 undergraduate beds, while the completed Falling Leaves Foundation Medical Innovation Building addressed urgent health sciences needs with 215,000 GSF of state-of-the-art research space, though deficits remain across health, life science, and other disciplines.

EXHIBIT 29. Completed Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	7	1	1	9
	78%	11%	11%	100%
Total Budget	\$17M	\$16M	\$250M	\$283M
	6%	6%	88%	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.



UC Irvine, Mesa Court

Irvine Campus Capital Program

Projects in Progress

Enhancing Student Life and Campus Services

Irvine had 20 active projects in FY 2024-25 totaling over \$188 million. Mesa Court Community Center advances with a sustainably designed all-electric kitchen serving 230 with indoor/outdoor seating, plus upper-level multipurpose spaces and study rooms supporting the growing student population's academic and social needs.

Seismic Snapshot

Assessment Underway

UC Irvine currently holds 3.8 million gross square feet or 172 buildings that are seismically non-compliant. The capital program includes retrofit of 22 projects. There are 18 projects planned for demolition.

In FY 2024-25, non-compliant buildings increased from 163 to 172, primarily due to acquisition. One building was removed from inventory due to demolition.

The campus has identified seven retrofit projects to begin the design phase in FY26. Long range planning efforts in areas including housing and health will consider long-term viability and potential replacement of non-compliant structures.

Restoration and Renewal Snapshot

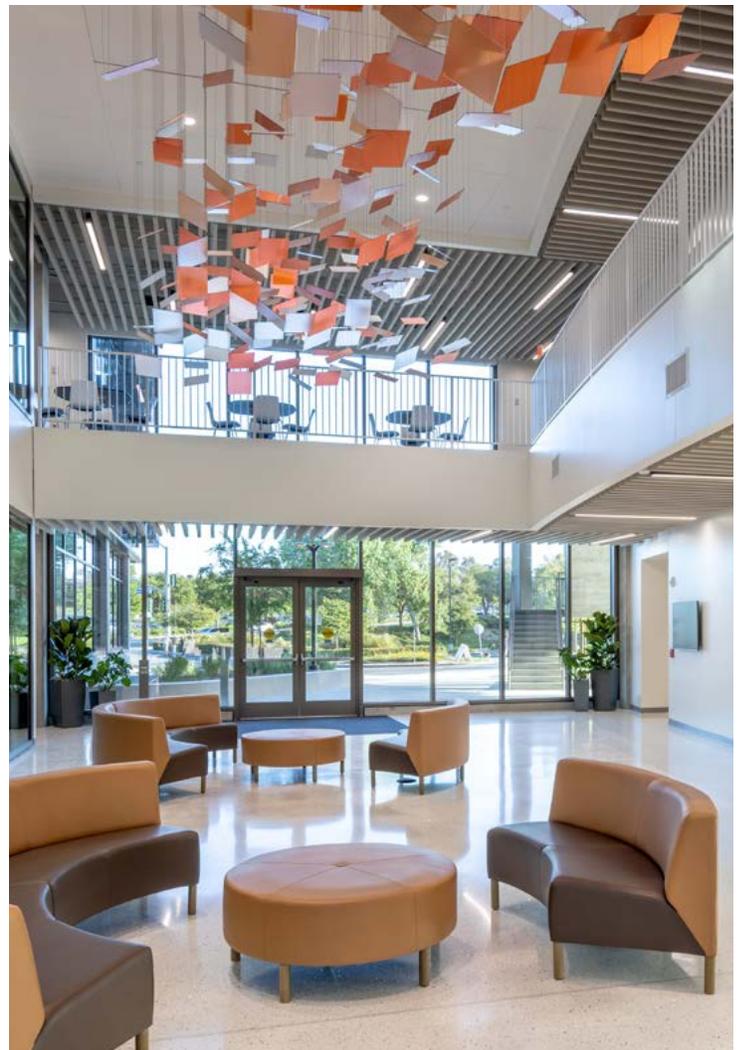
Modernizing Aging Infrastructure

Capital Renewal addresses highest-priority projects across multiple locations including utility infrastructure, building systems, roofs, walls, and windows supporting campus expansion goals. North Campus Redevelopment replaces 100,000 ASF of dilapidated 1965-era Facilities Management space, demolishing obsolete buildings while realigning circulation, reconfiguring parking, and installing new landscaping to transform this critical support zone.

EXHIBIT 30. Active Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	18	-	2	20
	90%	-	10%	100%
Total Budget	\$50M	-	\$138M	\$188M
	27%	-	73%	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.



UC Irvine, Falling Leaves Foundation Medical Innovation Building

Irvine Campus Capital Program

Outlook 2025-31

Continued Growth and Safety Improvements

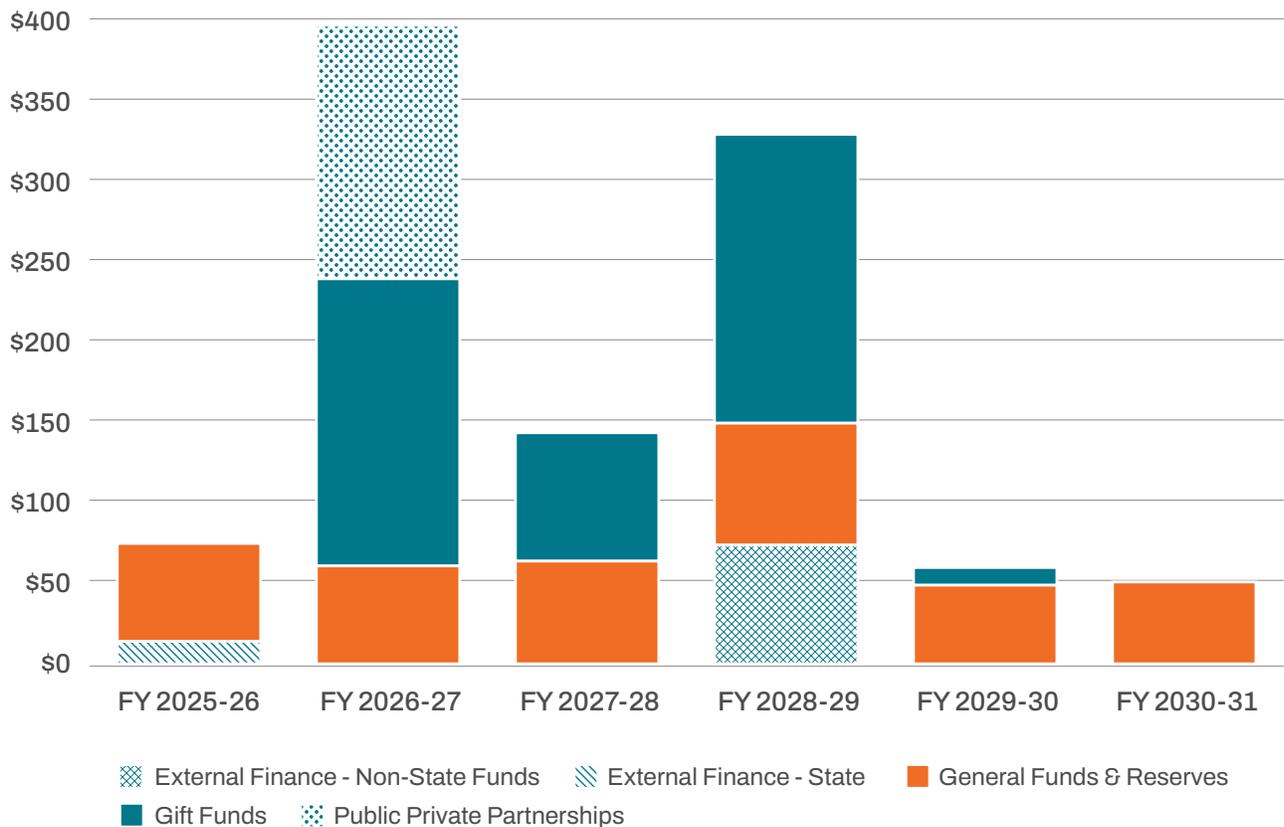
The capital plan supports the dual goals of maintaining and modernizing the existing physical plant and providing new facilities to support growth and program development. Priorities include seismic improvements, a 900-bed student housing project, continued research space expansion, capital renewal, and infrastructure modernization.

Unfunded Needs and Advocacy Priorities

Critical Gaps Remain

Unfunded needs are currently estimated at \$6.2 billion and include projects to renovate and construct academic and research buildings, expand athletics and recreation spaces, provide additional student housing, and address capital renewal and deferred maintenance needs, central utilities improvements, energy-efficiency, fire and life safety improvements, and seismic upgrades.

EXHIBIT 31. Proposed Capital Program Fund Sources (\$Ms)



Irvine Campus Capital Program



Project Highlight

This transformative project provides state-of-the-art research space advancing UCI's preeminence in basic, translational, and clinical research. The facility features cutting-edge laboratories, research cores including vivarium, office space, and interactive areas designed for cross-disciplinary collaboration. Strategic arrangement of programmatic spaces enhances research synergies, positioning UCI at the forefront of medical innovation while addressing critical health sciences space deficits.

PROJECT NAME
**Falling Leaves
Foundation Medical
Innovation Building**

GSF
215,000

COMPLETION
June 2025

COST
\$263M

ARCHITECT
LMN

DESIGN-BUILDER:
Hathaway Dinwiddie

STATUS
In Closeout



UCI Health

UC Irvine Health Capital Program

UC Irvine's capital program supports the campus' strategic priorities that include improving health through better access and exceptional patient experience; increasing sustainability by growing clinical service lines and continued commitment to environmental stewardship; Key initiatives focus on transforming healthcare by championing whole-person care, driving precision health and expanding clinical research.

14

Active Projects

\$1.1B

Active Projects Investment

5

Completed Projects (FY 2024–25)

\$23M

Completed Projects Investment

CFP Identified Funding

\$702 million in Capital Plan

Priority Areas

- **Improve health**
- **Increase sustainability**
- **Transform healthcare**

Key Metrics

- 1,002 patient added (858 through acquisition and 144 in Irvine)
- ~2M GSF added through acquisition and new construction

UC Irvine Health Capital Program

Capital Priorities

UCI Health anticipates a total capital need of approximately \$2.1 billion to address ongoing enterprise growth and sustainability. Challenges persist with inpatient bed capacity in Orange, exceeding 90% across all general acute care units. Emergency department is at capacity and diversion limitations exacerbate the bed challenges and impact patient experience. Seismic compliance for newly acquired community hospitals will also result in significant capital spend over the next several years. All four of the acquired hospitals are subject to the 2030 deadline imposed by HCAI for both SPC and NPC seismic compliance. As part of this major acquisition, there are additional owned and leased buildings that also require seismic upgrades in compliance with UC policy.

Strategic Context and Long Range Planning

Envisioning the Future and Anticipating Strategic Growth Needs

A master planning study for UCI Health is currently underway to specifically address bed capacity, emergency services capacity, and optimization of outpatient services. In addition to the challenges in bed capacity, the current design and number of treatment spaces in the emergency department are inadequate to meet the needs of patients seeking care. Future siting concepts for a new emergency department coupled with an inpatient building are currently being studied. In addition, replacement and growth space for current ambulatory services that are in end-of-life buildings and is also being assessed. Replacing these outdated buildings with state-of-the-art medical office facilities aligns with the strategic plan's goal to provide patients with unparalleled value, quality, and experience.

Recent Accomplishments

Opening of the Outpatient Imaging Center

UCI Health Orange opened the doors to the new 19,000 square foot Outpatient Imaging Center in August of 2024. The building is equipped with the latest imaging technologies, and also houses a dedicated breast clinic with convenient access to services such as mammography, ultrasound and bone density screening.

EXHIBIT 32. Completed Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	5	-	-	5
	100%	-	-	100%
Total Budget	\$23M	-	-	\$23M
	100%	-	-	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.



UC Irvine Health Capital Program

Projects in Progress

Modernizing Inpatient Imaging

Transforming healthcare by delivering precision health is a strategic priority. The MRI replacement project at UCIH Orange will replace aging 1.5T and 3T scanners with state-of-the-art equipment, consistent with the equipment installed in the new Irvine medical campus. This project represents a nearly \$10 million investment in the UCIH Orange campus.

Seismic Snapshot

Community Hospital Assessment

At the end of FY 2024-25, 24 acute care buildings (approximately 960,000 gross square feet) have a non-compliant rating under the HCAI seismic rating systems for Structural Performance Category (SPC) or Non-Structural Performance Category (NPC). UC Irvine Health has included in this report an approximate cost of \$650 million for seismic compliance, which could include replacement of existing structures. This high-level estimate excludes the cost of addressing restoration, renewal, and other program space improvements. UC Irvine Health continues to evaluate its facilities to understand and refine its priorities and plan for future improvements.

Restoration and Renewal Snapshot

Modernizing Aging Infrastructure

Capital Renewal addresses highest-priority projects across multiple locations including utility infrastructure, building systems, roofs, walls, and windows supporting strategic goals. As aging infrastructure is replaced, measures will be taken that work toward the electrification of the UCIH Orange medical campus in accordance with long range decarbonization goals. Similarly, the new UCIH Irvine medical campus will be complete by December 2025 and represents the first all-electric hospital in the nation of its size.

EXHIBIT 33. Active Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	13	-	1	14
	93%	-	7%	100%
Total Budget	\$44M	-	\$ 1.1B	\$1.1B
	4%		96%	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.



UCI Health
Los Alamitos



UCI Health
Fountain Valley



UCI Health
Placentia Linda



UCI Health
Lakewood

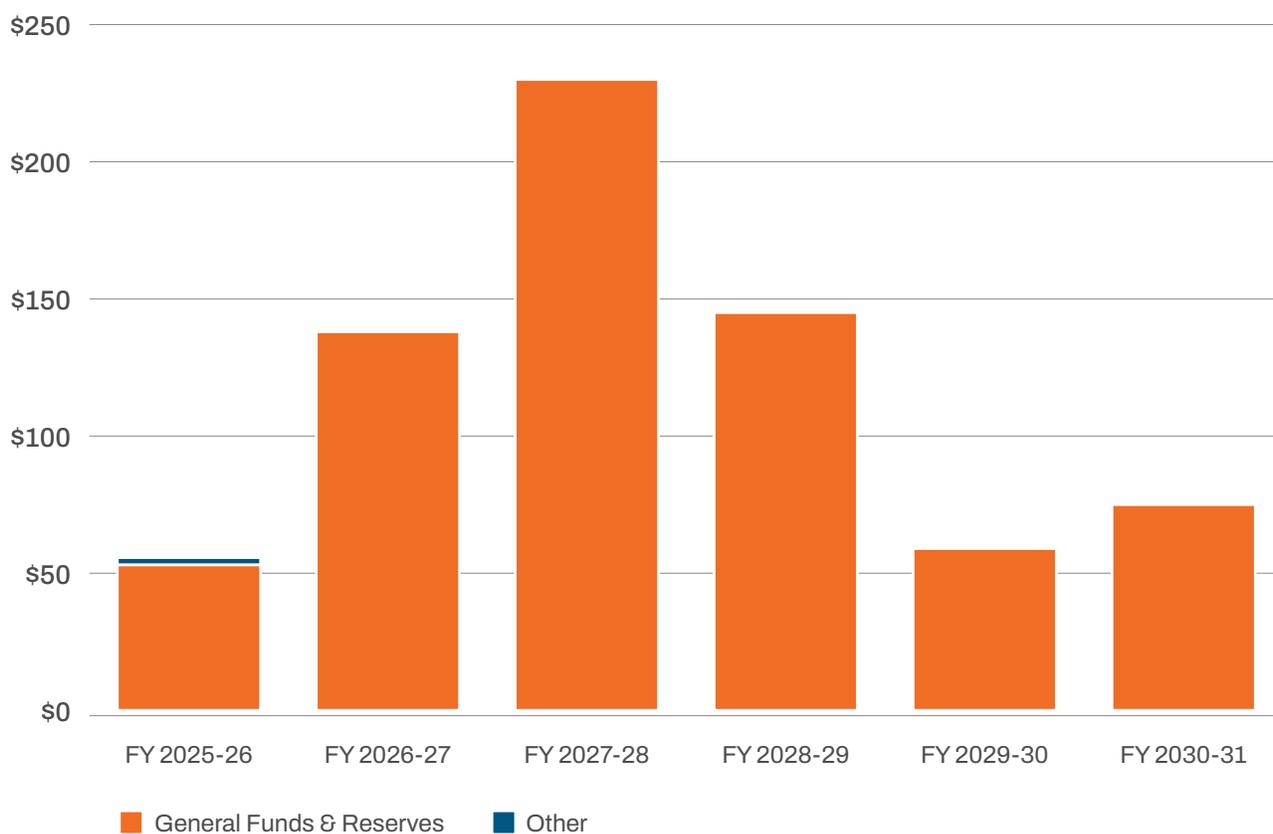
UC Irvine Health Capital Program

Outlook 2025-31

Continued Growth and Safety Improvements

Future priorities include seismic improvements across five of the six UCIH medical campuses. These include significant seismic improvements as required by HCAI for hospital buildings as well as non-hospital buildings that need to be brought up to UC seismic requirements. Equally significant, will be insuring adequate inpatient bed availability and optimizing emergency services throughout the enterprise. These priority investments will improve the patient experience in support of UCIH strategic priorities.

EXHIBIT 34. Proposed Capital Program Fund Sources (\$Ms)



UC Irvine Health Capital Program



Project Highlight

This transformative project is in the City of Irvine and is UC Irvine's Health's second medical campus. Construction is nearing completion on the 1.2 million square foot campus. The Joe C. Wen Center for Advanced Care and Chao Comprehensive Cancer Center and Ambulatory Care opened earlier in 2024, and the anticipated opening of the 144-bed specialty hospital is in late 2025. This hospital and support buildings represent the first in the nation to be powered by an all-electric central plant. The hospital will also achieve LEED™ Platinum status with numerous energy efficiency attributes and sustainable practices.

PROJECT NAME
**Irvine Campus
Medical Complex**

GSF
1.2M SQ FT

COMPLETION
December 2025

COST
\$1.1B

ARCHITECT
Co Architects

DESIGN-BUILDER:
Hensel-Phelps

STATUS
Nearing Completion



UCLA, Powell Library

UCLA

Los Angeles Campus Capital Program

UCLA's primary purpose as a public research university is the creation, dissemination, preservation, and application of knowledge for the betterment of our global society. The goals of UCLA's Strategic Plan include deepening engagement with Los Angeles, expanding reach as a global university, enhancing research and creative activities, elevating teaching, and becoming a more effective institution. UCLA's Capital Improvement Program supports the implementation of the Strategic Plan.



49

Active Projects



\$516M

Active Projects Investment



20

Completed Projects (FY 2024–25)



\$119M

Completed Projects Investment

CFP Identified Funding

\$1.7 billion in Capital Plan

Priority Areas

- **Student housing expansion**
- **Seismic improvements**
- **Research space development**

Key Metrics

- 545 undergraduate beds under construction
- 1,130 undergraduate beds in design
- 173,000 GSF seismic improvements in progress

Los Angeles Campus Capital Program

Capital Priorities

UCLA has transformed from a predominantly commuter campus into a vibrant residential community, with on-campus undergraduate beds increasing from approximately 4,300 in 1980 to 24,000 today. Recent housing projects adding approximately 5,600 beds enabled UCLA to extend its housing guarantee to four years for incoming first-year students and two years for transfers, fulfilling a key Student Housing Master Plan objective. To maintain the four-year guarantee and address growing graduate and faculty housing demand, UCLA plans approximately 2,800 additional beds over the next six years.

Location-Specific Focus Areas

Innovation Ecosystem and Sustainability Leadership

The acquisition and development of UCLA Research Park represents a unique opportunity to accelerate integrated innovation ecosystem growth in Southern California through private sector partnerships and philanthropy. UCLA's Sustainability Plan establishes clear vision for sustainable, healthy, and resilient campus future, including green building goals across all capital projects. The campus will face unique challenges from local fire recovery and the 2028 Olympic Games.

Recent Accomplishments

Significant Project Completion and Investment

UCLA completed 20 projects in FY 2024-25 with cumulative budget of \$119 million. Eighteen projects (90%) had budgets under \$10 million, with notable completions including the CHS B-Level GMP Facility (\$29 million) creating Human Gene and Cell Therapy Facility, and Powell Library Seismic Improvements Phase 1 (\$17 million) improving approximately 120,000 GSF from SPR Level V to IV while addressing accessibility and life safety issues.

EXHIBIT 35. Completed Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	18	1	1	20
	90%	5%	5%	100%
Total Budget	\$73M	\$17M	\$29M	119M
	61%	14%	24%	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.



UCLA, David Geffen School of Medicine

Los Angeles Campus Capital Program

Projects In Progress

Comprehensive Infrastructure and Housing Development

UCLA has 49 active projects with cumulative budget of \$516 million addressing infrastructure needs (\$155 million), renewal and restoration priorities (\$115 million), seismic improvements (\$100 million), student housing (\$118 million), and other programmatic needs (\$28 million), supporting comprehensive campus modernization across all operational areas.

EXHIBIT 36. Active Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	42	2	5	49
	86%	4%	10%	100%
Total Budget	\$164M	\$27M	\$325M	\$516M
	32%	5%	63%	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.

UCLA, John Wooden Center Improvement Project



Seismic Snapshot

Substantial Compliance Challenges Ahead

Three active seismic improvement projects totaling approximately 173,000 GSF (\$100 million) are underway, with one completed project of 120,000 GSF (\$17 million). At the end of FY 2024-25, 98 buildings (approximately 10.2 million GSF) have non-compliant Seismic Performance Ratings, requiring improvements at approximately \$1.7 billion. Priority Group A buildings require approximately \$1.7 billion for seismic compliance only.

Restoration and Renewal Snapshot

Significant Deferred Maintenance Backlog

Twenty-nine active projects (\$115 million) and 13 completed projects (\$70 million) address restoration priorities. While current investment alleviates pressing high-priority issues, it falls short of driving significant long-term progress against the substantial backlog.

Los Angeles Campus Capital Program

2025-31 Outlook and Progress On Priorities

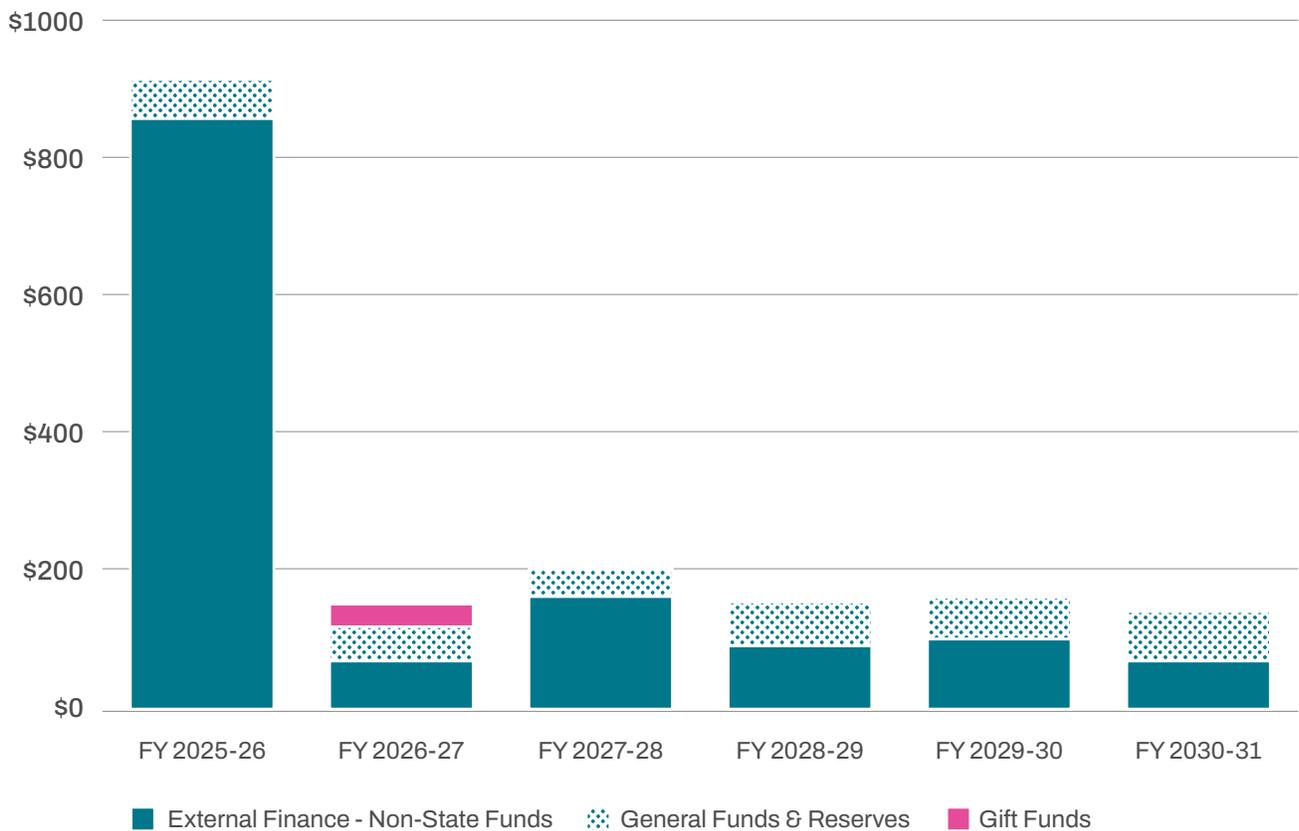
Managing Massive Capital Needs

UCLA faces significant proposed capital need totaling \$9.9 billion addressing building restoration and renewal, seismic remediation, infrastructure, and improvements to recent acquisitions. Various sources are anticipated for \$1.7 billion of projects with funding identified, including student housing, seismic remediation, building restoration and renewal work, infrastructure, and UCLA Research Park improvements.

Unfunded Needs and Advocacy Priorities

Approximately 82% (\$8.1 billion) of proposed projects lack identified funding sources. The campus stands ready to advance critical systems upgrades and infrastructure projects as resources become available, with housing expansion remaining the highest unfunded priority as UCLA considers acquisitions to increase bed count and meet growing student demand for on-campus living.

EXHIBIT 37. Proposed Capital Program Fund Sources (\$Ms)



Los Angeles Campus Capital Program



Project Highlight

This project redevelops the aging 1981 Gayley Towers apartment building from 51 studio units into a dormitory-style facility with up to 545 beds in double and triple units for undergraduate students. Gayley Towers will include desirable amenities including living areas, shared kitchens, community bathrooms, and a landscaped courtyard, supporting UCLA's expanded housing guarantee program.

PROJECT NAME

**Gayley Towers
Redevelopment**

TYPE

Mid-Rise Building

GSF

109,850 GSF

BUILDING USE

Student Housing

PROJECT COMPLETION DATE

February 2027

PROJECT COST

\$118M

CONSTRUCTION COST

\$86M

PROJECT STATUS

Under Construction

ARCHITECT

Mithun

CONTRACTOR

**PCL Construction
Services**



UC Los Angeles Health Capital Program

UCLA Health prioritizes its capital funding across three key strategic areas: (1) alleviating inpatient capacity constraints, (2) maintaining aging physical facilities and infrastructure, and (3) investing in state-of-the-art equipment upgrades and program improvements.



49

Active Projects



\$801M

Active Projects Investment



2

Completed Projects (FY 2024–25)



\$10M

Completed Projects Investment

CFP Identified Funding

\$6.9 billion in Capital Plan

Priority Areas

- Hospital and clinical expansion, renovations, and equipment upgrades: \$5.7 billion
- Aging plant and infrastructure: \$1.1 billion
- Non-acute care seismic compliance: \$114 million

Key Metrics

- 119 neuropsychiatric beds (74 relocated + 45 new)
- 103 beds added through RRUMC 4th floor reconfiguration
- 260-bed West Valley Hospital acquisition

UC Los Angeles Health Capital Program

Capital Priorities

UCLA Health has a significant proposed capital need totaling \$6.9 billion, driven by inpatient capacity limitations, compliance with California Office of Health Care Access and Information seismic safety standards for acute-care facilities by 2030, non-seismically compliant leased buildings, increasing cancer treatment services demand, RRUMC utility building development needs, and aging physical facilities and medical equipment.

EXHIBIT 38. Completed Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	2	-	-	2
	100%	-	-	100%
Total Budget	\$10M	-	-	\$10M
	100%	-	-	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.

Location-Specific Focus Areas

Addressing Critical Infrastructure and Capacity Demands

Capacity constraints drive the Mid-Wilshire Neuropsychiatric Replacement Hospital project, relocating 74 inpatient psychiatric beds while adding 45 new beds. RRUMC Fourth Floor reconfiguration repurposes behavioral health space for medical/surgical care, expanding capacity by 103 beds. UCLA West Valley Hospital acquisition adds 260 licensed beds requiring seismic upgrades by 2030. Aging infrastructure improvements include central plant upgrades and cogeneration plant expansion through separate utility building development.

Recent Accomplishments

Major Projects Advance Construction Timeline

The Mid-Wilshire Neuropsychiatric Replacement Hospital (178,000 GSF, 119-bed facility) is under construction with summer 2026 opening. RRUMC 4th Floor Reconfiguration (103 beds) entered plan check, with construction starting summer 2026. UCLA West Valley Hospital master plan study completed comprehensive retrofit/replacement strategy. Merle Norman Pavilion renovation entered pre-design phase, while emergency power equipment replacement at 200 Medical Plaza progressed to design phase.



UCLA Health Mid-Wilshire Neuropsychiatric Replacement Hospital

UC Los Angeles Health Capital Program

Projects In Progress

Equipment and Infrastructure Dominate Active Portfolio

Thirty-seven active projects (approximately \$165 million) address aging plant and equipment upgrades in hospital and clinical spaces. Twelve active projects (approximately \$636 million) address capacity needs, clinical program improvements, and seismic compliance. RRUMC 4th Floor Reconfiguration adds 103 specialized care beds, while Neuropsychiatric Replacement Hospital increases capacity from 74 to 119 beds with summer 2026 completion.

Seismic Snapshot

Compliance Efforts Target 2030 Deadline

Projects are underway to complete seismic improvements for acute care buildings under HCAI seismic rating systems for Structural Performance Category and Non-Structural Performance Category by 2030 to comply with Senate Bill 1953 requirements. UCLA West Valley Hospital requires comprehensive seismic upgrades as part of master plan implementation.

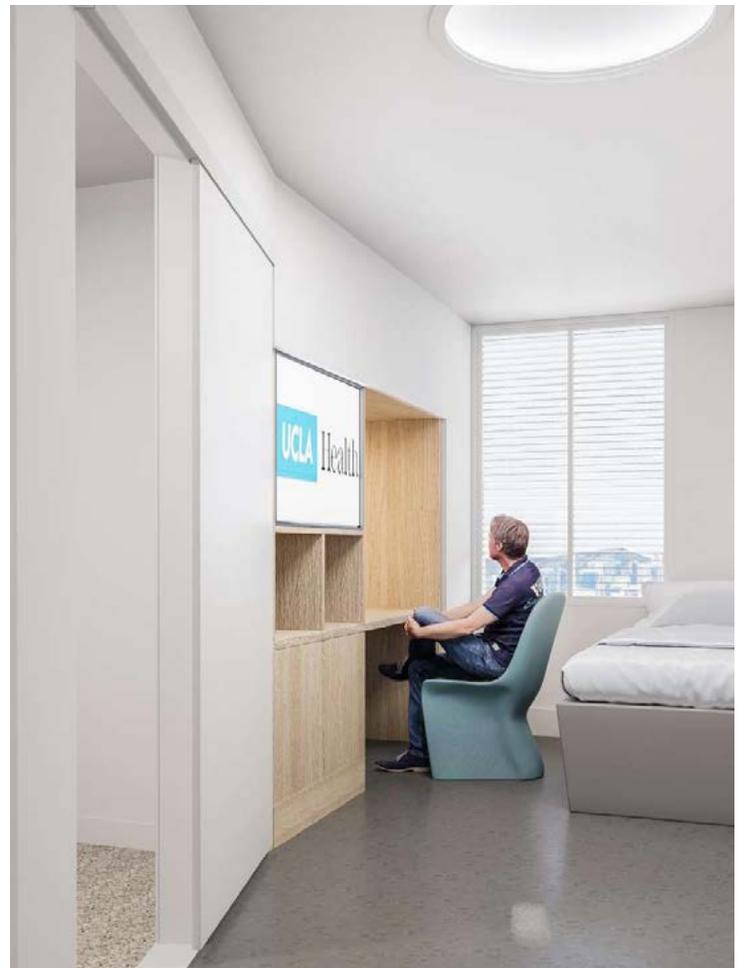
Restoration and Renewal Snapshot

Approximately \$51 million in active projects addresses aging facilities. An estimated \$620 million in planned capital investment will be allocated to restoration and renovation efforts in future years. An estimated \$500 million in infrastructure investment is planned for central utility building construction at Westwood campus for RRUMC and new utility building plus parking structure at West Valley campus.

EXHIBIT 39. Active Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	43	2	4	49
	88%	4%	8%	100%
Total Budget	\$175M	\$31M	\$595M	\$801M
	22%	4%	74%	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.



UCLA Health Mid-Wilshire Neuropsychiatric Replacement Hospital

UC Los Angeles Health Capital Program

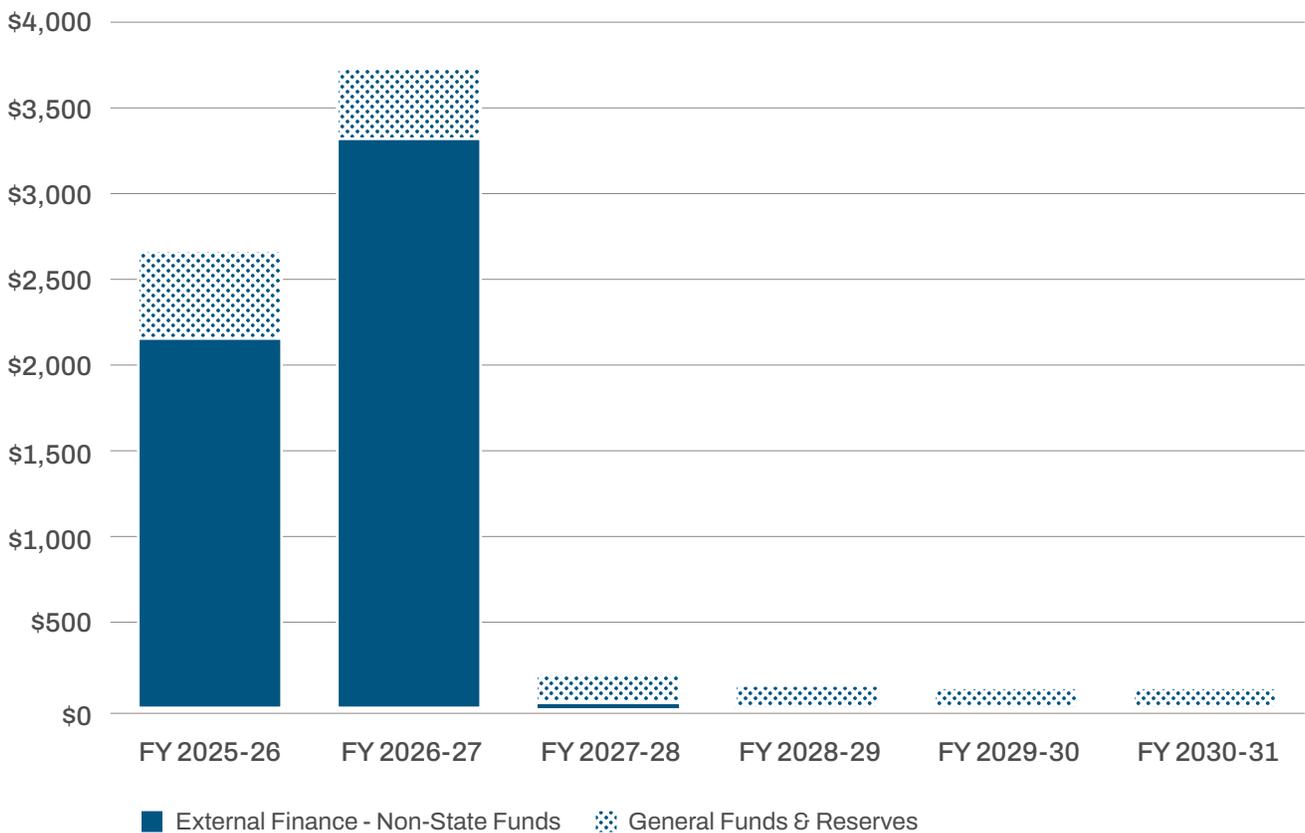
2025-31 Outlook and Progress On Priorities

The proposed capital need of \$6.9 billion is driven by UCLA Health's strategic priorities. UCLA West Valley Hospital (260-licensed-bed facility, 14.48-acre site) requires seismic upgrades by 2030. Extensive parking areas and surrounding property offer expansion opportunities for modernization while retaining modern components. Master plan proposes new replacement hospital, central utility plant, and parking structure supporting future West Valley growth.

Unfunded Needs and Advocacy Priorities

UCLA Health currently has no unfunded capital needs. Hospital reserves and external financing are expected to support the \$6.9 billion of proposed projects across strategic priority areas including capacity expansion, infrastructure improvements, and seismic compliance initiatives.

EXHIBIT 40. Proposed Capital Program Fund Sources (\$Ms)



UC Los Angeles Health Capital Program



Project Highlight

UCLA Health is transforming a former community medical center into a world-class neuropsychiatric hospital in Mid-Wilshire, providing comprehensive behavioral health care for adult, geriatric, pediatric, and adolescent patients plus crisis stabilization services. The facility will relocate and expand the Resnick Neuropsychiatric Hospital.

As one of the few remaining inpatient behavioral health providers in Los Angeles County, UCLA Health addresses urgent regional demand that far exceeds capacity. The all-electric building targets LEED Gold certification while meeting UC sustainability standards for environmentally responsible practices.

PROJECT NAME
**Neuropsychiatric
 Replacement Hospital**

TYPE
**Renovation of Olympia
 Medical Center
 hospital facility into
 state-of-the-art acute
 neuropsychiatric
 hospital**

GSF
178,000 GSF

BUILDING USE
**Acute Care Hospital
 Facility**

PROJECT COMPLETION DATE
Summer 2026

PROJECT COST
\$352M

PROJECT STATUS
In Construction

ARCHITECT/CONTRACTOR
**Progressive Design-
 Build Contract with
 McCarthy-HOK
 (Contractor-Architect)**



Merced Campus Capital Program

UC Merced, the tenth and newest campus of the University of California system, is celebrating its 20th anniversary with a mission centered on access, equity, and student success. Located in one of the state's most underserved regions, UC Merced serves a student population that is predominantly first-generation, socioeconomically disadvantaged, and from historically underrepresented backgrounds. The campus is advancing a dynamic capital program that supports campus growth, sustainability, and community engagement through strategic investments in medical education, student housing, and research infrastructure.



7
Active Projects



\$507M
Active Projects Investment



0
Completed Projects (FY 2024–25)



\$0
Completed Projects Investment

CFP Identified Funding

\$144 million in Capital Plan

Priority Areas

- **Medical Education Building**

- **Promise Housing Project**

- **Classroom and Office Building III**

Key Metrics

- 478 new affordable student housing beds in construction

- New 425 seat auditorium and two new 250+ seat lecture halls in construction

- 301,261 ASF / 483,663 GSF in construction

Merced Campus Capital Program

Capital Priorities

UC Merced's capital plan centers on three flagship projects: the Medical Education Building to train Valley physicians, Promise Housing adding 478 affordable beds, 9 RA beds, and an RA Director bed, and Classroom and Office Building III to expand academic capacity. Supporting priorities include student engagement facilities, athletics infrastructure, the advanced research facilities, and strategic real estate initiatives. These investments position UC Merced as the Central Valley's hub for education, healthcare training, and innovation while supporting enrollment growth and institutional maturation as a Carnegie R1 research university.



Location-Specific Focus Areas

Serving California's Most Underserved Region

UC Merced uniquely serves the Central Valley, where 65% of students are first-generation and low-income, addressing critical gaps in healthcare access, higher education, and economic opportunity. The Medical Education Building partnership with UCSF will encourage local physicians to stay local, while affordable housing and new academic facilities support enrollment growth, and research investments leverage emerging opportunities from potential High-Speed Rail and Castle Air Force Base redevelopment.

Recent Accomplishments

Entering a New Phase of Campus Development

Following the successful completion of Project 2020, UC Merced has entered a new phase marked by groundbreaking and active construction of three major projects: the Medical Education Building, Promise Affordable Student Housing Project, and Field Education and Research Center. The campus also completed a design-build competition for Classroom and Office Building III, expanding capacity to support the development and launch of over a dozen new academic programs.

Merced Campus Capital Program

Projects In Progress

Major Construction Advancing On Schedule

UC Merced broke ground on the Medical Education Building in May 2024, initiated Promise Affordable Student Housing construction in April 2025, and began Field Education and Research Center work in early summer 2025. The Medical Education Building and Promise Housing expect completion by October 2026, while the Field Education and Research Center targets Fall 2025 completion. Despite supply chain volatility and rising costs, all projects remain on budget.

Seismic Snapshot

Limited Needs Due to Campus Age

As a relatively young campus, UC Merced has limited seismic retrofit needs. The primary seismic improvement project focuses on Wawona Field Station in Yosemite Valley. Construction to upgrade three field station facilities is underway and scheduled for Fall 2025 completion, bringing all into full compliance with UC Seismic Safety Policy.

Restoration and Renewal Snapshot

Future Assessment Planned

To be added subsequently as campus infrastructure matures and comprehensive assessment of restoration and renewal needs is completed.

EXHIBIT 41. Active Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	4	-	3	7
	57%	-	47%	100%
Total Budget	\$21M	-	\$487M	\$507M
	4%	-	96%	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.



Merced Campus Capital Program

2025-31 Outlook and Progress On Priorities

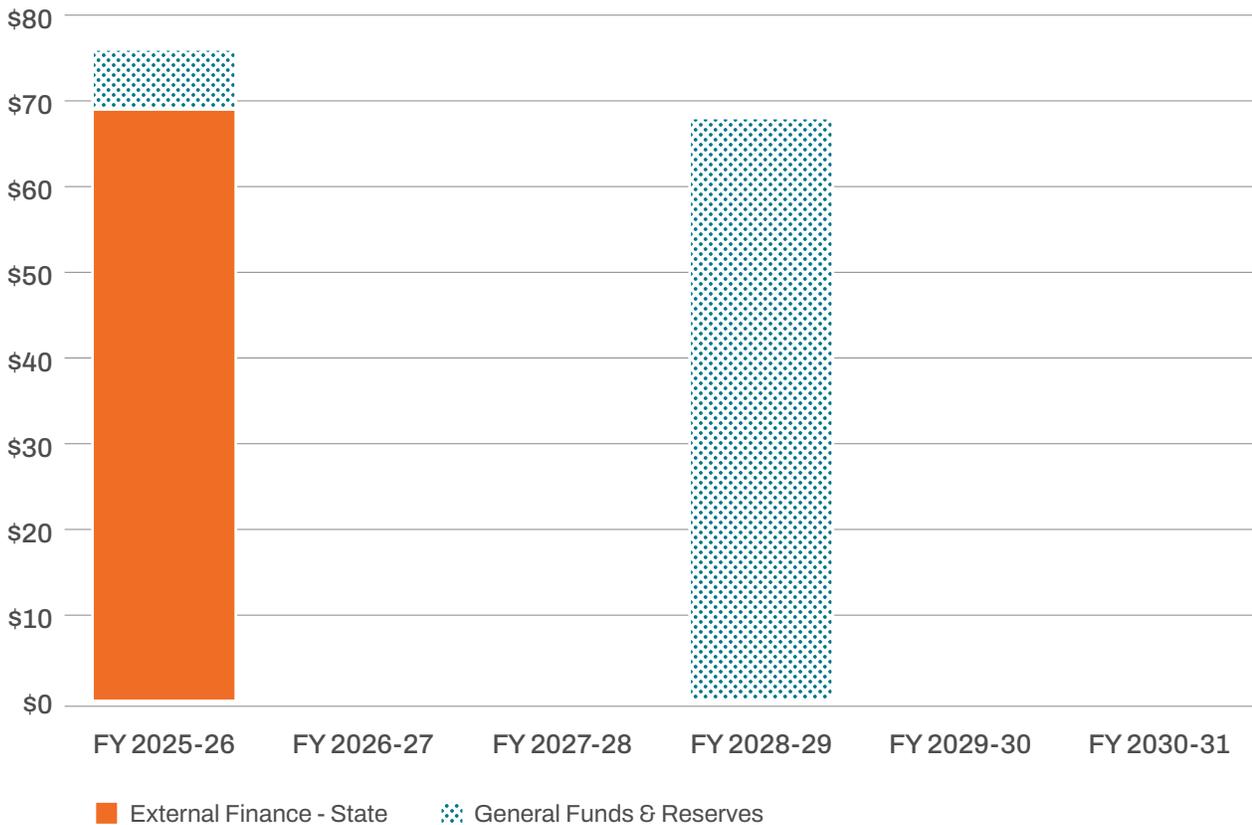
Strategic Growth and Innovation Focus

UC Merced makes consistent progress on highest capital priorities while the 2025-31 Capital Financial Plan introduces updates including the Experimental Smart Farm program, Replacement Parking projects, and Campus Warehouse & Logistics Facility. Advanced research facilities to replace those previously located at Castle Airforce Base emerge as a major strategic initiative, aligned with Carnegie R1 designation and institutional maturation, while infrastructure assessment focuses on decarbonization goals and long-term sustainability.

Unfunded Needs and Advocacy Priorities

UC Merced's highest priority facilities enhance student engagement and expand campus amenities. Planned projects include new recreational and athletic facilities, a student union, and a campus arena—each designed to support student life, foster community, and enrich the overall student experience while supporting the campus's continued growth and development in the Central Valley.

EXHIBIT 42. Proposed Capital Program Fund Sources (\$Ms)



Merced Campus Capital Program



Project Highlight

The new UC Merced Medical Education Building is a four-story, approximately 203,500 GSF facility strategically located at the southeast edge of campus. The building will serve as the flagship site for the SJV PRIME+ partnership among UC Merced, UCSF, and UCSF Fresno, with the shared goal of educating medical professionals from the San Joaquin Valley, to remain in and serve the Valley. Scheduled for completion in Fall 2026, the \$300 million structure supports UC Merced's mission to address the Central Valley's physician shortage by training locally committed healthcare professionals.

PROJECT NAME
**UC Merced Medical
Education Building**

TYPE
**Steel-Frame
Construction**

GSF
203,500 GSF

BUILDING USE
**Education and
Research**

PROJECT COMPLETION DATE
October 2026

PROJECT COST
\$300M

CONSTRUCTION COST
\$239M

PROJECT STATUS
In Construction

ARCHITECT
ZGF Architects

CONTRACTOR
Turner Construction



UC Riverside, School of Business



Riverside Campus Capital Program

UC Riverside brings together tomorrow's leaders to explore new ideas and solutions for an increasingly multicultural and interconnected global society. As of Fall 2024, with approximately 26,400 students and 1,200 faculty, including two Nobel laureates and 16 National Academies of Science and Medicine members, UC Riverside drives economic growth in the region. The campus is committed to continuing its rapid growth as a hub for economic, cultural, scientific, and societal innovation, addressing real-world challenges in California and beyond.



3

Active Projects
Over \$20M



\$573M

Active Projects
Investment



2

Completed
Projects
(FY 2024–25)



\$93M

Completed Projects
Investment

CFP Identified Funding

\$1.1 billion in Capital Plan

Priority Areas

- Enrollment

- Housing

- Research

Priority Area Targets

- Accommodate 35,000 students by 2035

- House approximately 40% of students on campus

- Advance academic research capacities

Riverside Campus Capital Program

Capital Priorities

UC Riverside's regional impact will come through expanding education and research opportunities and diversifying the area's economy.

Enrollment

To accommodate a proposed 35,000 student enrollment by 2035, the campus will need to diversify classroom types and increase classroom seating capacity. UC Riverside's top priority for the FY 2025-31 CFP is the Computer and Data Science Instructional Building (CDI). The CDI would significantly alleviate engineering-related instruction and research space constraints, and support continued program growth. Additionally, this project would address a 4,571 classroom seat deficit.

Housing

To meet the 2021 LRDP goal of housing 40% of the student population on the campus by 2035, UC Riverside will need to construct additional student housing. With completion of North District Phase 2, UCR increases the percentage of students housed on campus from 32% to 35%.

Research

The campus is committed to being a hub for economic, cultural, scientific, and societal innovation, addressing real-world challenges. OASIS Park, currently under construction, would serve as a center for research in climate change, air quality and mobility aimed at preparing a Clean Tech workforce for Inland Southern California.

Recent Accomplishments

Record Undergraduate Enrollment

Fall 2025 brings UC Riverside's largest first-year class in campus history— approximately, a 25% increase of California residents from Fall 2024.

Significant recent accomplishments include:

- The completed School of Business Building added 570 instructional seats and the college launched the new Business Analytics major.
- Updated instructional labs in Pierce, Chapman Hall, and Physics that provided additional seats supporting the Provost's Academic Strategic Plan.
- Physics and Orbach Library roof replacement protected critical research spaces and special collections.

EXHIBIT 43. Completed Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	1	-	1	2
	50%	-	50%	100%
Total Budget	\$4M	-	\$90M	\$93M
	4%	-	96%	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.

Riverside Campus Capital Program

Projects In Progress

Major Capital Investments Near Completion

Three major capital projects address housing, instruction, and research needs. North District Phase 2 completed August 2025, added 1,568 beds and is the UC system's first intersegmental housing project, in partnership with the Riverside Community College District.

The Undergraduate Teaching and Learning Facility will provide 18% more classroom seats, 54% more biology class lab seats, and 20% more chemistry class lab seats. SoCal OASIS Park will serve as a center for research in climate change, air quality, and mobility.

Seismic Snapshot

Significant Progress Reduces Non-Compliant Space

Campus achieved over 30% reduction in non-compliant seismic space (over 1 million GSF) over three years through demolition of a large V-rated building, improved ratings, and lease terminations. Despite this progress, 155 buildings with Rating V or VI require seismic improvement at an estimated \$1.5 billion (2025 dollars). Priority Group A buildings need approximately \$335 million for seismic compliance only, with no identified funding.

Restoration and Renewal Snapshot

Eight restoration and renewal projects completed in FY 2024-25 totaling approximately \$12 million, addressing part of \$554 million in identified needs through the Integrated Capital Asset Management Program. While current investment alleviates pressing high-priority issues, it falls short of driving significant long-term progress against the substantial infrastructure backlog requiring systematic attention.

EXHIBIT 44. Active Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	-	-	3	3
	-	-	100%	100%
Total Budget	-	-	\$573M	\$573M
	-	-	100%	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.



Riverside Campus Capital Program

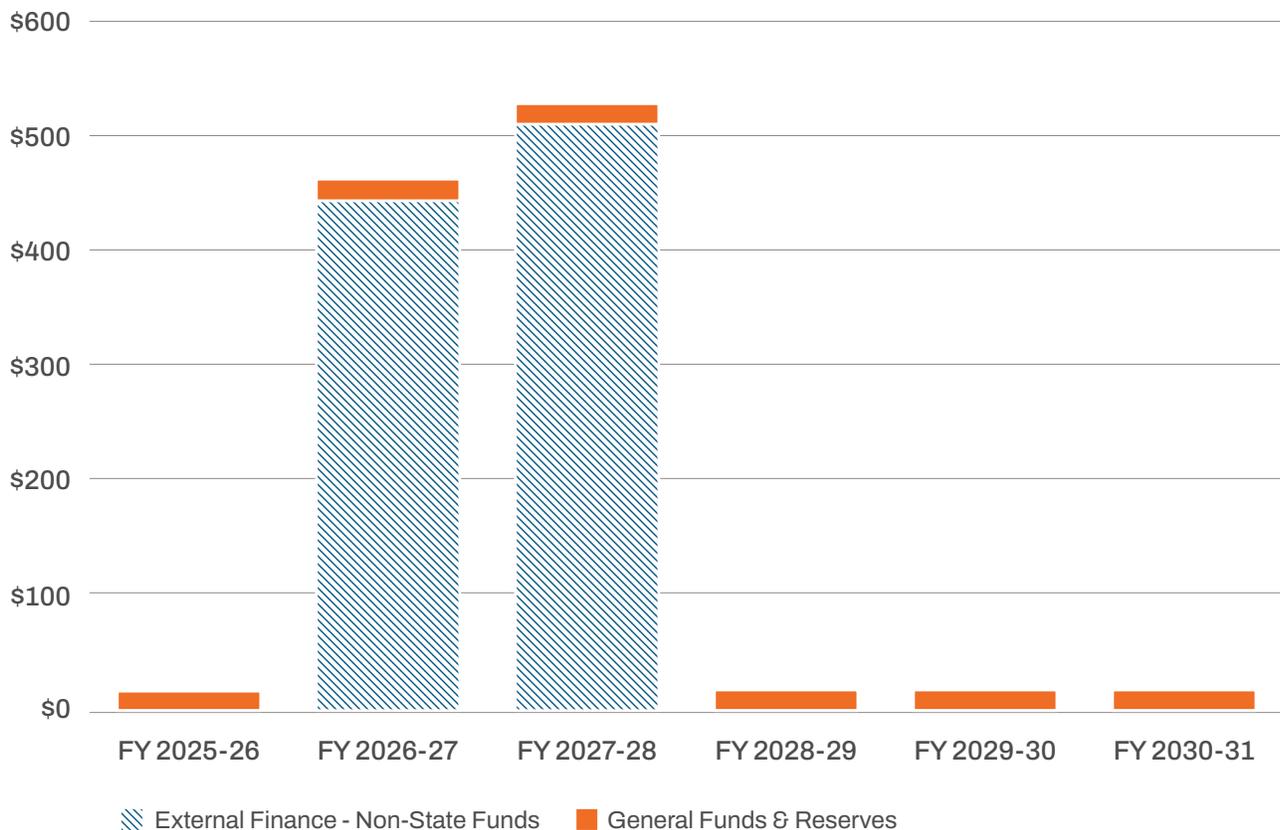
2025-31 Outlook and Progress On Priorities

Contingent upon funding, UC Riverside’s CFP priorities are Computer and Data Science Instructional Building; Biological Sciences/Climate Building; Spieth Hall Renovation and Seismic Upgrade; Physics Building Systems Renewal; Life Sciences Building Seismic Upgrades and Laboratory Renovations; North District Parking Structure; North District Phase 3; Residence Hall; and Campus Electrical Infrastructure Upgrades.

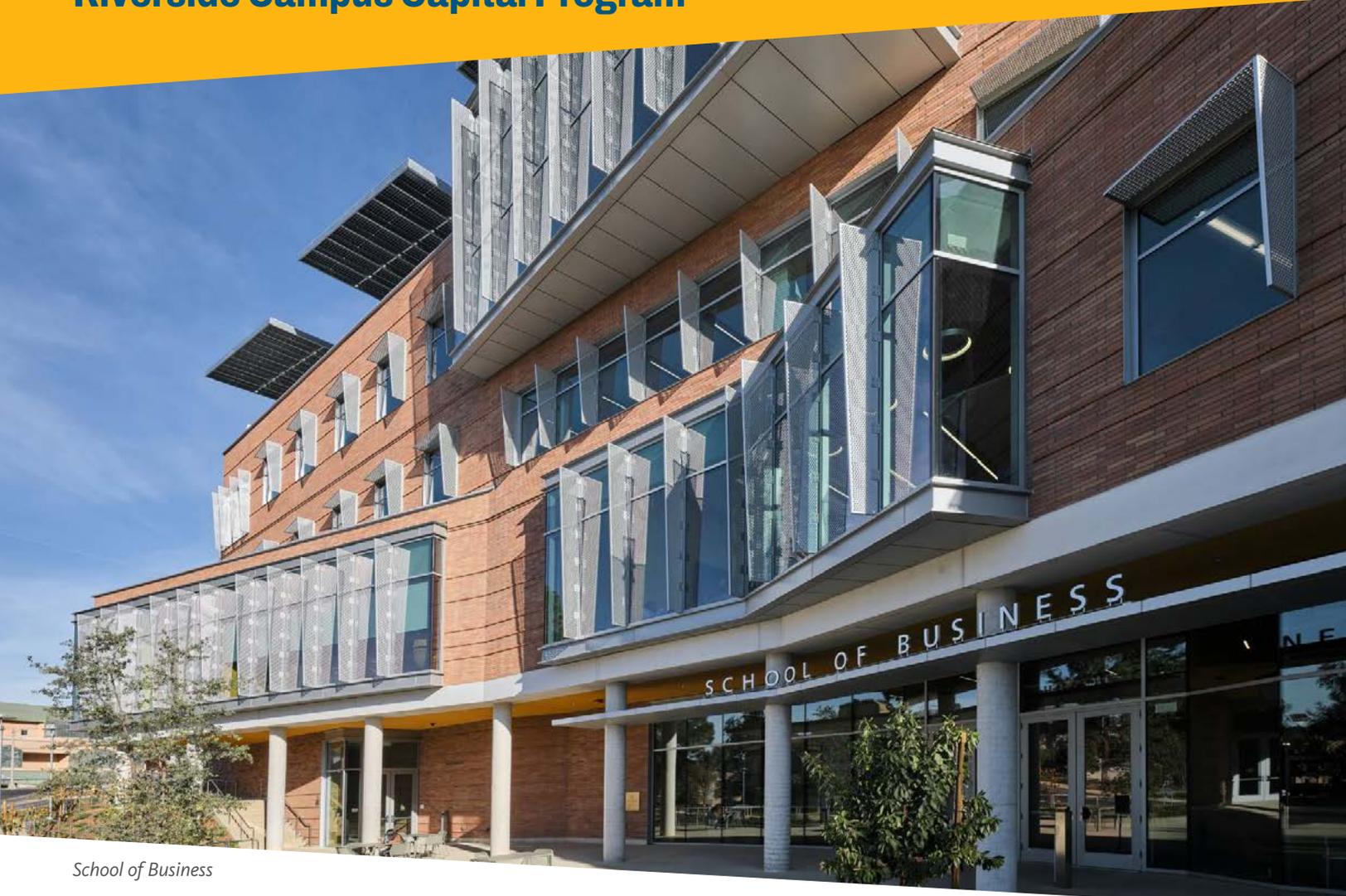
Unfunded Needs and Advocacy Priorities

Funding limitations significantly impact UC Riverside's ability to realize its goals. The proposed capital program identifies approximately \$5.6 billion in need, of which approximately 81% lacks funding sources. Unfunded needs include high-priority academic and research building renovations, critical infrastructure projects, and new capital projects supporting growing enrollment. Seismic retrofit prioritization challenges addressing other critical needs including restoration backlog, instructional facilities, decarbonization goals, and aging infrastructure improvements.

EXHIBIT 45. Proposed Capital Program Fund Sources (\$Ms)



Riverside Campus Capital Program



School of Business

Project Highlight

The building complements the School of Business’s existing space program and fully addressed the School’s enrollment-driven needs in pursuit of their aspiration to become the premier center of management research and education in the Inland Empire. The program includes classrooms and educational spaces, student support spaces, academic and administrative spaces, and flex spaces. The LEED Platinum building serves students, supports faculty research, and facilitates engagement with business leaders and community members from across the region. The School of Business Building received the Sustainable Design & Innovation Award as part of the Keep Riverside Clean and Beautiful Awards.

PROJECT NAME
School of Business Building

TYPE
New Construction

GSF
66,600 GSF

BUILDING USE
Instruction and Administrative Offices

PROJECT COMPLETION DATE
Fall 2024

PROJECT COST
\$90M

CONSTRUCTION COST
\$82M

ARCHITECT/CONTRACTOR
Moore Ruble Yudell Architects / McCarthy Building Companies, Inc.

Riverside Campus Capital Program



Project Highlight

The North District Phase 2 project is a joint initiative by UC Riverside and Riverside Community College, integrating community college students into the UC Riverside campus system while addressing high demand for on-campus housing. The project includes 1,568 new apartment-style beds, with 652 beds subsidized by the State's Higher Education Student Housing Grant Program, ensuring diverse students have access to safe and affordable housing options.

PROJECT NAME
North District Phase 2

TYPE
Housing

GSF
553,336 GSF

BUILDING USE
Student Housing

PROJECT COMPLETION DATE
Summer 2025

PROJECT COST
\$349M

CONSTRUCTION COST
~\$304M

ARCHITECT/CONTRACTOR
**SCB Architects /
McCarthy Building
Companies, Inc.**



UC Riverside Health Capital Program

UC Riverside Health’s (UCR Health’s) mission is to provide exceptional, compassionate, patient-centered care to the Inland Southern California region. The region is undergoing a dramatic demographic and economic transformation that will reshape its healthcare landscape over the next 10 to 15 years. As the Inland Southern California region’s population is growing while still having an inadequate supply of primary and specialty-care physicians, it presents a time-sensitive opportunity for UCR Health to invest in building healthcare capacity in the region, positioning itself as the leader in providing comprehensive, accessible, and equitable care for a fast-growing, underserved population.

As the only public academic health system in the heart of Inland Southern California, UCR Health integrates clinical care, medical education, and a strong commitment to health equity. By strategically expanding its ambulatory care and inpatient capacity in high-growth and underserved areas, UCR Health can serve thousands of new patients while reinforcing its academic and service missions for the UC Riverside School of Medicine.

CFP Identified Funding

Public Private Partnership (P3) in Capital Plan

Priority Areas

- Specialty Ambulatory Center development on new health sciences campus

- Expand network of ambulatory clinics and ancillary services throughout Inland Southern California

- Educating, training, and retaining physicians for the future

Key Target Areas

- New health sciences campus near UC Riverside planned

- Regional primary and specialty care expansion

- Improve quality and access to healthcare services for the Inland Empire

UC Riverside Health Capital Program

Capital Priorities

UCR Health advances the initial phase of clinical enterprise expansion in Riverside and Inland Southern California by expanding ambulatory clinic access and developing a Specialty Ambulatory Center on a new health sciences campus near UC Riverside. Success of SAC operations may facilitate future opportunities to acquire or construct a teaching hospital within the Riverside region, supporting the growing medical education program.

Location-Specific Focus Areas

Building Healthcare Capacity for Underserved Region

As the only public academic health system in Inland Southern California, UCR Health integrates clinical care, medical education, and health equity commitment. Strategic expansion focuses on ambulatory care and inpatient capacity in high-growth, underserved areas to serve thousands of new patients while reinforcing academic and service missions. UC Riverside is now moving forward with a multi-phased master plan health campus located at the Canyon Springs health sciences campus, with the first phase being the Specialty Ambulatory Center.

Recent Accomplishments

Foundation Building for Regional Expansion

UCR Health established a strategic planning framework for comprehensive clinical enterprise expansion, receiving UC Regents endorsement in May 2025. The School of Medicine Education Building 2 completion provides infrastructure supporting increased medical student enrollment.



UC Riverside Health Capital Program

Projects In Progress

Clinical Enterprise Expansion Gains Momentum

With UC Regents endorsement, UCR Health is finalizing agreements to develop a timeline for the creation of the health sciences campus and developing the clinic and service expansion plan.

Seismic Snapshot

Not Applicable

Restoration and Renewal Snapshot

UCR Health's clinical enterprise expansion focuses on new facility development rather than existing infrastructure renewal. Future ambulatory facilities and the proposed Specialty Ambulatory Center will incorporate modern building systems, energy-efficient design, and sustainable practices aligned with UC environmental goals and healthcare facility best practices for long-term operational efficiency.

2025-31 Outlook and Progress On Priorities

The 2025-31 period represents transformational growth for UCR Health as clinical enterprise expansion advances. Development of the Specialty Ambulatory Center and expanded ambulatory clinic network throughout Inland Southern California addresses regional healthcare access gaps while supporting medical education mission. Success may enable future teaching hospital development, positioning UCR Health as the region's premier academic health system.

Unfunded Needs and Advocacy Priorities

The Specialty Ambulatory Center is intended as a P3 project, leveraging public private partnership structures to advance healthcare access expansion. Additional funding needs include ambulatory clinic network development, medical education facility enhancements, and infrastructure supporting regional clinical enterprise growth. Strategic partnerships and innovative financing approaches will be essential for realizing comprehensive expansion goals.





UC San Diego, Ridge Walk North Living and Learning Neighborhood

San Diego Campus Capital Program

UC San Diego is committed to expanding access to a high-quality education, which requires continued investments in housing, classrooms, research, infrastructure, and student activity space to enhance the student experience. UC San Diego is guided by its Strategic Plan mission to be a destination public university that is student-centered, research-driven, patient-dedicated and service-oriented. The capital improvement program will continue to evolve to support the Strategic Plan and the 2018 Long Range Development Plan goals.



30

Active Projects



\$1.8B

Active Projects Investment



15

Completed Projects (FY 2024–25)



\$618M

Completed Projects Investment

CFP Identified Funding

\$1.9 billion in Capital Plan

Priority Areas

- Expanding affordable student housing
- Modern instructional and research facilities
- Improving infrastructure to support growth

Key Metrics

- 3,760 undergraduate student beds added in Fall 2024 and 2025
- Up to 3,300 additional beds to be added by 2030 (Pepper Canyon East District 1)
- Housing inventory projected to reach 27,000 beds by 2030

San Diego Campus Capital Program

Capital Priorities

UC San Diego's capital priorities align with its Strategic Plan and Long Range Development Plan. Under these plans, continued student enrollment growth is anticipated. Key goals include expanding on-campus housing to support affordability and student success, constructing modern instructional and research facilities, enhancing wellness and recreation spaces to support student well-being, and improving infrastructure to meet growing campus needs. Faculty and staff housing is also a major focus, including public private partnerships in the Morena Boulevard and Hillcrest districts.

Location-Specific Focus Areas

Aligning Capital Growth with Strategic Vision

As UC San Diego's population growth has continued, the campus is investing in flexible and future-ready spaces and expanding affordable on campus housing, athletic facilities, and other student activity spaces. A four-year housing guarantee at 20% below market—essential in an increasingly unaffordable market—continues to be a critical goal. With Ridge Walk North Living & Learning Neighborhood completing Fall 2025 and future Pepper Canyon East District 1 in early design, housing inventory will reach 24,700 beds by 2025 and approximately 28,000 by 2030.

EXHIBIT 46. Completed Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	10	2	3	15
	67%	13%	20%	100%
Total Budget	\$26M	\$24M	\$569M	\$618M
	4%	4%	92%	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.

Recent Accomplishments

Expanding Capacity and Renewing Campus Spaces

In FY 2024-25, 15 projects were completed that expanded housing and dining, delivered critical infrastructure upgrades across campus, updated instruction and research space, and retrofitted seismically deficient buildings. These accomplishments support UC San Diego's mission to enhance student experience while maintaining academic excellence and research capacity across the growing campus.



UC San Diego, Birch Aquarium

San Diego Campus Capital Program

Projects In Progress

Active Projects Support Enrollment, Housing, and Community Engagement

At the end of FY 2024-25, UC San Diego had 30 active projects underway. Major efforts include Ridge Walk Living & Learning Neighborhood providing 2,444 undergraduate student beds, new classrooms, student activity space, a new home for Thurgood Marshall College, and Brian C. Malk Hall for the Economics Department. Active projects span student support space such as student health and mental health, energy upgrades, infrastructure resiliency, athletics, research space upgrades, and alumni and community engagement spaces. The highly anticipated Triton Center, centralizing essential student programs and services with UC San Diego's first Alumni and Welcome Center, opens in 2026.

EXHIBIT 47. Active Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	19	5	6	30
	63%	17%	20%	100%
Total Budget	\$53M	\$75M	\$1.7B	\$1.8B
	3%	5%	92%	100%

Note: because of rounding, some totals may not correspond with the sum of the separate parts

Seismic Snapshot

5 Building Retrofits Completed = Safer Space

In FY 2024-25, five buildings were seismically retrofitted improving 114,000 GSF to compliant status, and six leases were vacated removing 23,176 rentable square feet of non-compliant space. 253 Regents-owned structures (approximately 6.1 million GSF) have non-compliant Seismic Performance Rating requiring seismic improvements and are anticipated to cost approximately \$1.2 billion, excluding restoration/renewal costs. Priority A buildings need approximately \$581 million for seismic compliance only, with no funding identified.

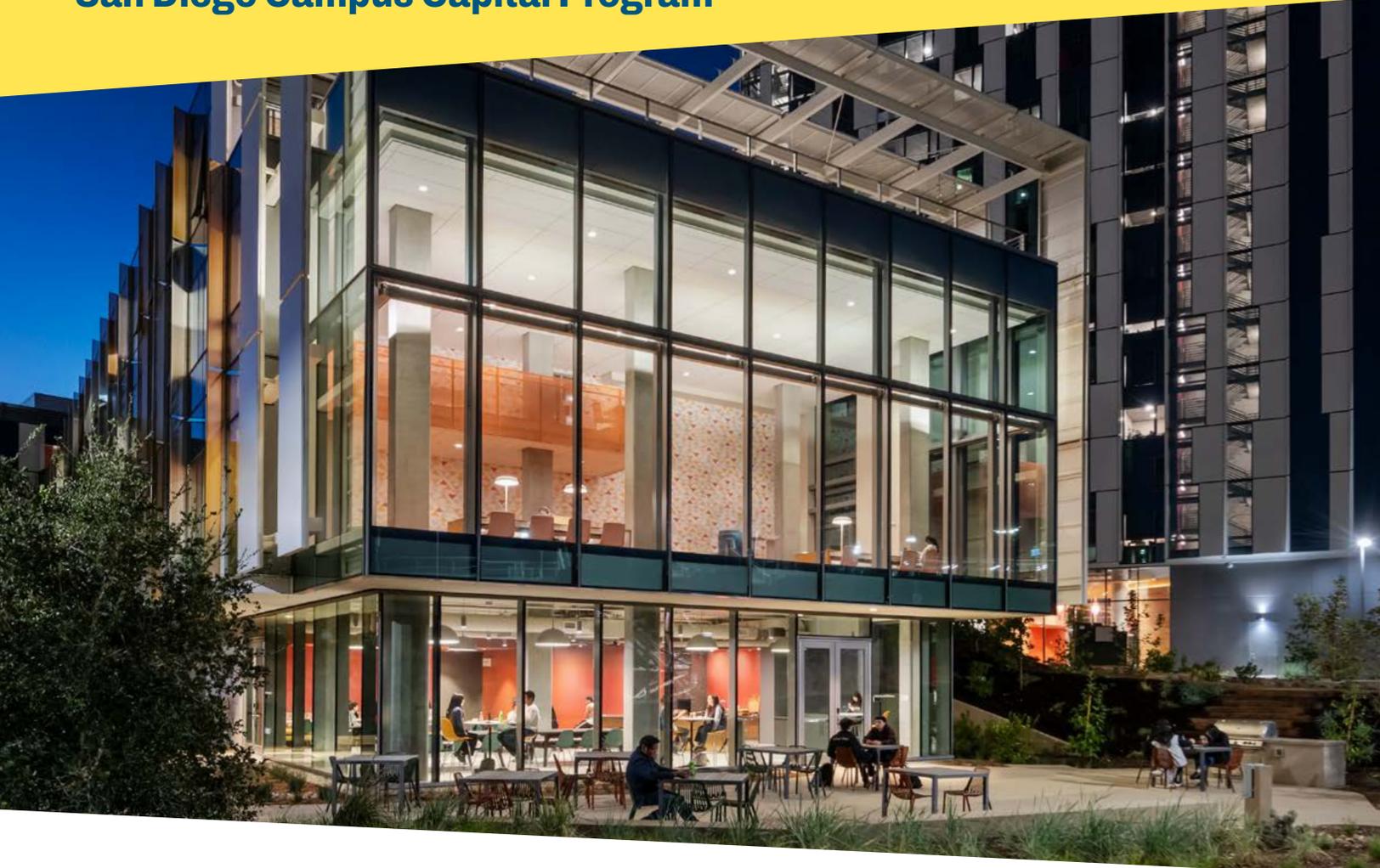
Restoration and Renewal Snapshot

Restoration and Renewal Progress Continues but More Work Ahead

In FY 2024-25, \$26 million of renewal and restoration needs identified in the Integrated Capital Asset Management Program were addressed. An additional \$54 million of funded active projects will address various other restoration and renewal needs in the near-term. An estimated \$12 million of needs were addressed through demolition of aged and deteriorating buildings. Despite this progress, significant unfunded need remains.



San Diego Campus Capital Program



Project Highlight

Pepper Canyon West Student Housing provides approximately 1,300 single-occupancy rooms for transfer and upper-division students responding to high demand for below-market on-campus housing. The project includes retail, open spaces in two large courtyards, and canyon trail access. Adjacent to UC San Diego Blue Line trolley and within five minutes of Gilman Transit Hub, it achieved LEED Gold certification with comprehensive sustainability features including low-flow fixtures, drought-tolerant landscaping, and green roofs. A \$100 million State grant enables discounted rent for income-eligible students.

PROJECT NAME

Pepper Canyon West Student Housing

TYPE

New Construction

GSF

580,500 GSF

BUILDING USE

Undergraduate Student Housing, Retail, Public Realm

PROJECT COMPLETION DATE

Completed September 2024

PROJECT COST

\$385M

CONSTRUCTION COST

\$270M

PROJECT DESCRIPTION AND STATUS

Two High-Rise (22-Story and 23-Story) Undergraduate Housing Buildings Completed on Schedule for Fall 2024 Move-In

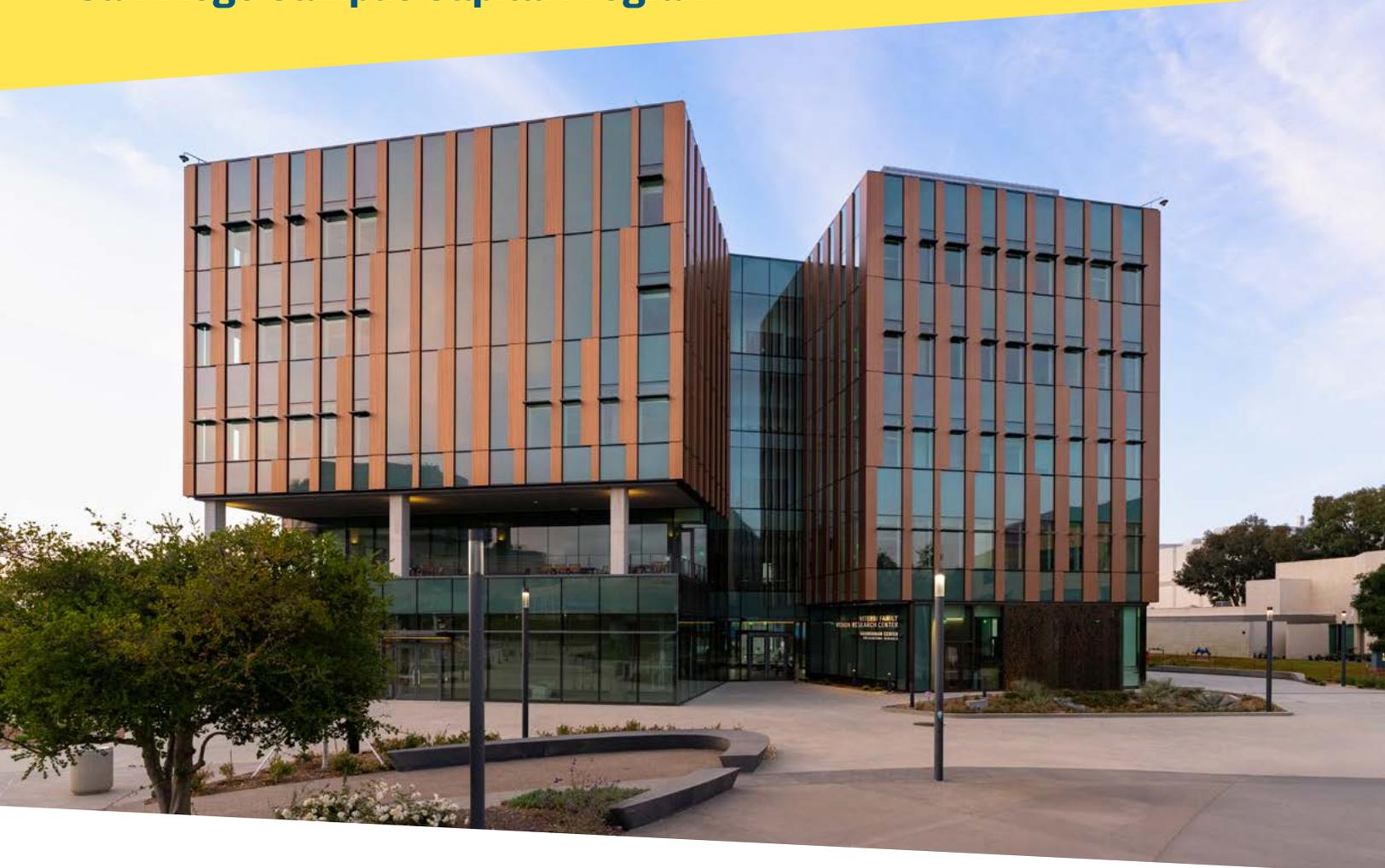
ARCHITECT

Perkins+Will

CONTRACTOR

Clark Construction Group

San Diego Campus Capital Program



Project Highlight

The Viterbi Family Vision Research Center is a state-of-the-art, all-electric laboratory and clinical trials facility dedicated to advancing eye and vision research. Made possible by transformative gifts from Andrew J. Viterbi (\$50 million) and Hanna and Mark Gleiberman (\$20 million), this facility features wet and dry labs for precision ophthalmology, administrative spaces, conference center, and café. Operating as an all-electric facility with sustainable design features, it's on track for LEED Gold certification while serving as a collaborative hub for interdisciplinary innovation in vision-related disease research.

PROJECT NAME
**Viterbi Family Vision
Research Center**

TYPE
New Construction

GSF
100,000 GSF

BUILDING USE
Research

PROJECT COMPLETION DATE
April 2025

PROJECT COST
\$152M

CONSTRUCTION COST
\$106M

PROJECT DESCRIPTION
AND STATUS
**Five-Story Vision
Research Building
Completed on Schedule
in April 2025**

ARCHITECT
**NBBJ, Limited
Partnership**

CONTRACTOR
**Rudolph and
Sletten, Inc.**



UC San Diego Health, McGrath Outpatient Pavilion

UC San Diego Health

UC San Diego Health Capital Program

UC San Diego Health, the region's only academic health system, is ranked as the best hospital in the San Diego region according to U.S. News & World Report's Best Hospital rankings. Additionally, it is perennially ranked as one of the top ten comprehensive academic medical centers in the nation for quality patient care by Vizient, a national healthcare performance organization. UC San Diego Health has achieved these goals while significantly growing inpatient and ambulatory infrastructure over the past several years, allowing it to care for more of the community and better support the educational and research mission of UC San Diego. UC San Diego Health is continuing this trend in the coming years with significant plans for rebuilding and expanding inpatient capacity and continuing to grow ambulatory care to advance its tripartite mission of clinical care, research, and education.



35

Active Projects



\$272M

Active Projects Investment



6

Completed Projects (FY 2024–25)



\$608M

Completed Projects Investment

CFP Identified Funding

\$2.7 billion in Capital Plan

Priority Areas

- Hillcrest Hospital replacement planning
- La Jolla campus outpatient capacity expansion
- East Campus Medical Center integration and improvements

Key Metrics

- McGrath Outpatient Pavilion Hillcrest opened July 28, 2025
- La Jolla Outpatient Pavilion will further expand ambulatory care services
- Regional expansion of inpatient beds at East Campus Medical Center and potential Joint Powers Authority with Palomar Healthcare District

UC San Diego Health Capital Program

Capital Priorities

Recent investment at the Hillcrest Campus in the form of the McGrath Outpatient Pavilion represents a great leap forward for that campus and has created capacity to serve central San Diego for many years to come. Patient demand at the La Jolla campus continues to be very strong and planning is underway for a new building to provide additional ambulatory and surgical, procedural capacity (La Jolla Outpatient Pavilion). In late 2023, UC San Diego Health acquired an acute care hospital (formerly Alvarado Medical Center, now UC San Diego Health – East Campus) to further enhance its ability to deliver sought-after, high-quality inpatient and outpatient services and support its growing position within the San Diego County region. A project is included in the Capital Financial Plan (CFP) for seismic and other capital improvements at the East Campus Medical Center. The East Campus acquisition facilitates the Hillcrest Hospital Replacement project by enabling relocation of inpatient behavioral health services from Hillcrest Campus to East Campus.



UC San Diego, Shiley Eye Institute

Location-Specific Focus Areas

Strategic Regional Partnership Development

In addition to new capital improvement projects and East Campus Medical Center acquisition, UC San Diego Health is pursuing a potential Joint Powers Authority (JPA) with the Palomar Healthcare District. The JPA will be a vehicle for advancing and growing healthcare capacities in the North County Inland region while potentially relieving capacity pressure on the La Jolla Campus. Significant capital investments are planned in the JPA to support incremental inpatient and outpatient services including completion of two shelled floors of the Escondido inpatient tower.

Recent Accomplishments

Major Campus Expansion and Modernization

Construction recently completed on several major projects on La Jolla and Hillcrest campuses, notably the Shiley Eye Institute Renovation in La Jolla and the first phase of the Hillcrest Campus Redevelopment Project that includes the McGrath Outpatient Pavilion and replacement parking garage. The McGrath Outpatient Pavilion opened to its first patients July 28, 2025. Other completed capital improvements include Trauma Bay renovation and medical equipment upgrades at Hillcrest hospital, equipment upgrades in Jacobs Medical Center operating rooms, and radiology equipment upgrades at Thornton Hospital.

EXHIBIT 49. Completed Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	4	-	2	6
	67%	-	33%	100%
Total Budget	\$6M	-	\$602M	\$608M
	1%	-	99%	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.

UC San Diego Health Capital Program

Projects In Progress

Multi-Campus Infrastructure Enhancement

Active projects span across all three Health campuses: Hillcrest, La Jolla, and East Campus Medical Center. Planning for Hillcrest Hospital replacement is underway. Other active projects include interior renovation of specialty pharmacy at Moores Cancer Center, interior renovation projects forming the Jacobs Center for Health Innovation on La Jolla Health campus, interior renovation of Emergency Department Staff Wellness Center and Lounge at Jacobs Medical Center, and interior renovations and medical equipment upgrades at Hillcrest hospital, Thornton hospital, Jacobs Medical Center, Shiley Eye Institute, and East Campus Medical Center.

Seismic Snapshot

Campus-Specific Compliance Status

All UC San Diego Health buildings on the La Jolla Campus, with the exception of one 33-year-old medical office building, are seismically compliant. In 2024-25, UC San Diego Health had 14 non-compliant acute care at Hillcrest, totaling 875,095 GSF. Some will be addressed through building demolition as the Hillcrest campus is redeveloped, providing opportunity to modernize facilities while achieving seismic compliance through strategic reconstruction efforts. The Capital Financial Plan includes a project to correct non-compliant structures at the recently acquired East Campus Medical Center.

Restoration and Renewal Snapshot

Strategic Renewal Through Redevelopment

Some older Hillcrest campus buildings with significant renewal needs will be demolished as part of the phased Hillcrest redevelopment plan. At the La Jolla campus, renewal needs in buildings over 30 years old, such as Thornton Pavilion and Perlman Ambulatory Care Unit, are being addressed as part of capital improvement projects, ensuring continued functionality while modernizing healthcare delivery capabilities.

EXHIBIT 50. Active Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	33	1	1	35
	94%	3%	3%	100%
Total Budget	\$105M	\$17M	\$150M	\$272M
	38%	7%	55%	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.



UC San Diego Health Capital Program

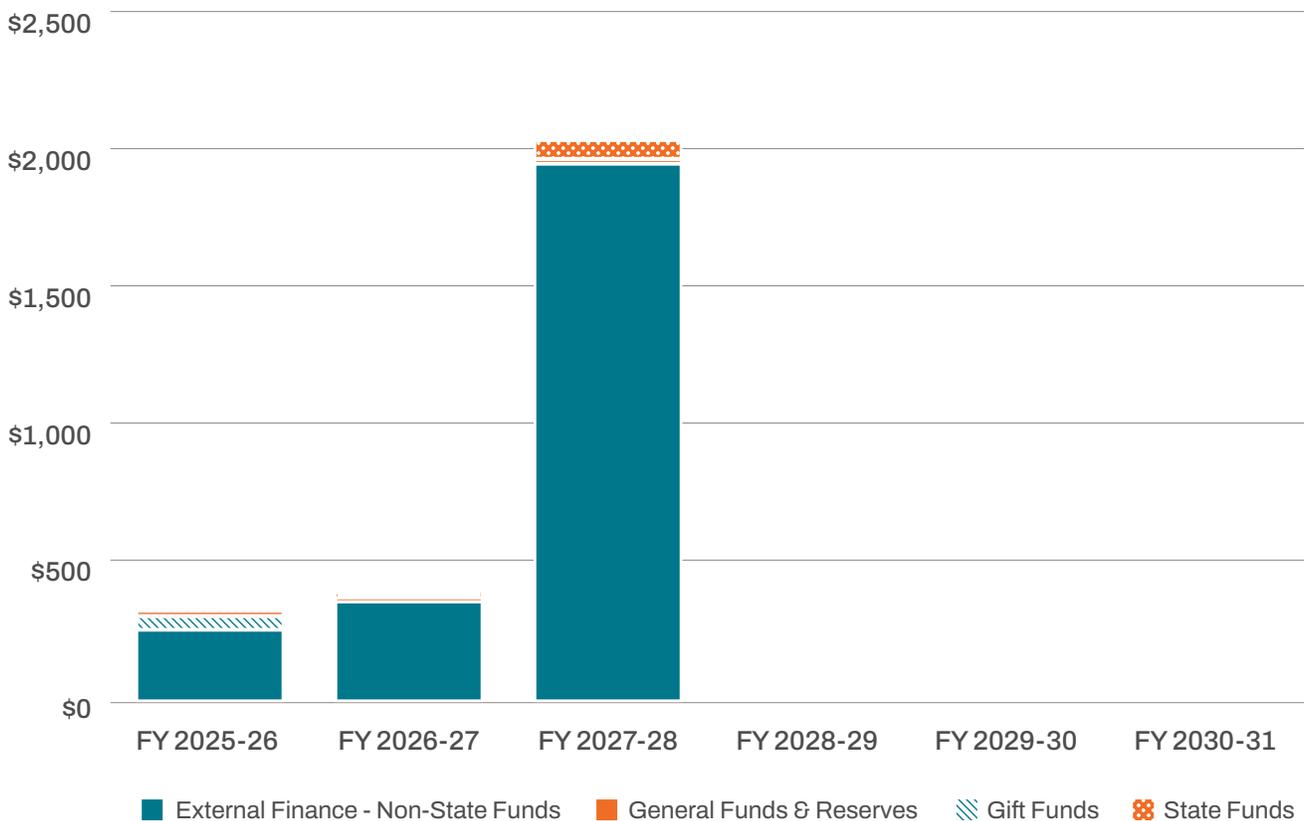
2025-31 Outlook and Progress On Priorities

UC San Diego Health has a significant proposed capital need totaling \$2.7 billion. These projects include the replacement inpatient hospital at Hillcrest and a new outpatient care center in La Jolla. Assuming the JPA with Palomar Health is finalized, there will be additional investment in growing services in that region along with the benefit of addressing current UC San Diego Health System capacity constraints while expanding regional healthcare access.

Unfunded Needs and Advocacy Priorities

Advocacy priorities for funding remain on seismic compliance. For UC San Diego Health, this is directly related to the most challenging project for funding, Hillcrest Hospital Replacement. Also, this project is most directly related to supporting underserved communities—communities where other health systems are walking away or remaining stagnant, making UC San Diego Health's continued commitment essential for regional healthcare access.

EXHIBIT 51. Proposed Capital Program Fund Sources (\$Ms)



UC San Diego Health Capital Program



Project Highlight

The McGrath Outpatient Pavilion is the first phase of the Hillcrest Campus redevelopment, featuring a six-level, 250,000 gross square foot facility designed to meet the growing demand for outpatient services. The McGrath OPP provides state-of-the-art diagnostic, treatment, and surgical spaces across several specialty areas, including oncology, neurosurgery, urology, ENT (ear, nose, and throat), and orthopedics. It also houses outpatient surgery operating rooms, endoscopy procedure rooms, advanced imaging, infusion services, and radiation oncology.

A key component of the McGrath OPP is the expansion of multispecialty cancer clinics and infusion centers, significantly increasing access to specialized care. This expansion enables UC San Diego Health and the Moores Cancer Center to enhance services as the region's only National Cancer Institute-designated Comprehensive Cancer Center.

The building's design incorporates a range of sustainable features aimed at energy efficiency. Angled louvers and deep overhangs on the exterior reduce solar heat gain by up to 50% in some areas, minimizing the need for cooling and enhancing overall environmental performance.

PROJECT NAME

McGrath Outpatient Pavilion

TYPE

New Construction

GSF

**263,000
(includes Central Utility Plant)**

BUILDING USE

Clinical

PROJECT COMPLETION DATE

July 2025

PROJECT COST

\$456M

CONSTRUCTION COST

\$312M

PROJECT STATUS

Opened to patients July 28, 2025

ARCHITECT(S)

Arcadis Inc.

CONTRACTOR

DPR Construction



UC San Francisco, Joan and Sanford I. Weill Neurosciences Building



San Francisco Campus Capital Program

UC San Francisco is a leading institution dedicated to advancing health worldwide through biomedical, clinical, and translational research; graduate-level education in the life sciences and health professions; and excellence in patient care. New investments are driven by the need to modernize education and research facilities, to provide facilities that support scientific discoveries and their application to real-world diagnostics and treatment, and to invest in seismic, deferred maintenance, and renewal needs across UCSF's campus sites.



20

Active
Projects



\$2.2B

Active Projects
Investment



17

Completed
Projects
(FY 2024–25)



\$129M

Completed
Projects
Investment

CFP Identified Funding

\$1.7 billion in Capital Plan

Priority Areas

- **Education**
- **Employee housing**
- **Policy compliance**

Key Metrics

- Provide new School of Dentistry education and clinic space with Center for Teaching and Learning by 2030
- Meet MOU 2030 housing commitment with City/County of San Francisco
- Address seismic condition of over 800,000 GSF for UC Seismic Policy compliance through 2035

San Francisco Campus Capital Program

EXHIBIT 52. Completed Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	12	3	2	17
	70%	18%	12%	100%
Total Budget	\$38M	\$37M	\$54M	\$129M
	29%	30%	42%	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.

Capital Priorities

UCSF's capital strategy is influenced by multiple, often-competing drivers including strategic growth and site infrastructure, seismic and life safety upgrades, scheduled renewal of building systems and finishes, investments to improve aging facilities and infrastructure, code compliance, and the need for housing, parking, and other support space. Each project is planned to advance mission-critical priorities while addressing commitments to the City and County of San Francisco and compliance with UC policies.

Location-Specific Focus Areas

UCSF's 2025-31 capital plan addresses critical space needs for education, interim solutions to meet parking demand at the Parnassus Heights campus site, meeting UC's seismic policy through 2035 and UCSF's employee housing commitment to the City and County of San Francisco through 2030, and initial investments in decarbonization targets. This framework lays the foundation to address remaining capital challenges in subsequent decades.

Recent Accomplishments

Clinical Skills and Research Modernization and Safety Improvements

In FY 2024-25, UCSF completed 17 major capital improvement projects addressing research modernization, education, and code and life safety improvements. A new Surgical Skills Center was relocated from outdated and undersized space to a new location meeting current clinical skills training requirements. Several projects addressed outdated research laboratory space in Health Sciences Research and Instruction (HSIR) towers and Medical Sciences Building. With completion of the HSIR Seismic and Life Safety Improvements Program that addressed fire alarm/sprinkler code issues and seismic resiliency, limited resources can now be maximized for programmatic laboratory improvements.

San Francisco Campus Capital Program

Projects In Progress

Innovation and Infrastructure Advancement

At the end of FY 2024-25, the 20 active major capital improvement projects included new construction and renovation aimed at addressing critical priorities, including advancement of research innovation and laboratory modernization, seismic compliance, and building infrastructure improvements to address renewal and energy efficiency needs while supporting UCSF's mission of advancing health worldwide.

Seismic Snapshot

Substantial Progress Toward Compliance

UCSF made measurable progress toward seismic compliance in FY 2024-25, removing almost 100,000 GSF of non-compliant space from its portfolio with decant and start of demolition of School of Nursing Building (SPR VI) and sale of Mount Zion Building N (SPR V). UCSF has reduced non-compliant space by approximately 776,000 GSF (28%) cumulatively since 2022 and has plans to address over 800,000 GSF more by 2035.

Restoration and Renewal Snapshot

UCSF continues systematic facility renewal efforts across multiple campus sites, addressing aging building systems, research infrastructure modernization, and deferred maintenance priorities. Coordinated renewal planning maximizes investment value while maintaining operational continuity for critical research and education programs.

In FY 2024-25, seven priority restoration and renewal projects identified by the Integrated Capital Asset Management Program (ICAMP) were completed, representing an investment of over \$5 million. These projects are part of the ongoing effort to address the currently estimated \$550 million restoration and renewal need identified by ICAMP. While current investment alleviates pressing high-priority issues, it falls short of driving significant long-term progress.

EXHIBIT 53. Active Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	11	3	6	20
	55%	15%	30%	100%
Total Budget	\$40M	\$49M	\$2.1B	\$2.2B
	2%	2%	96%	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.



San Francisco Campus Capital Program

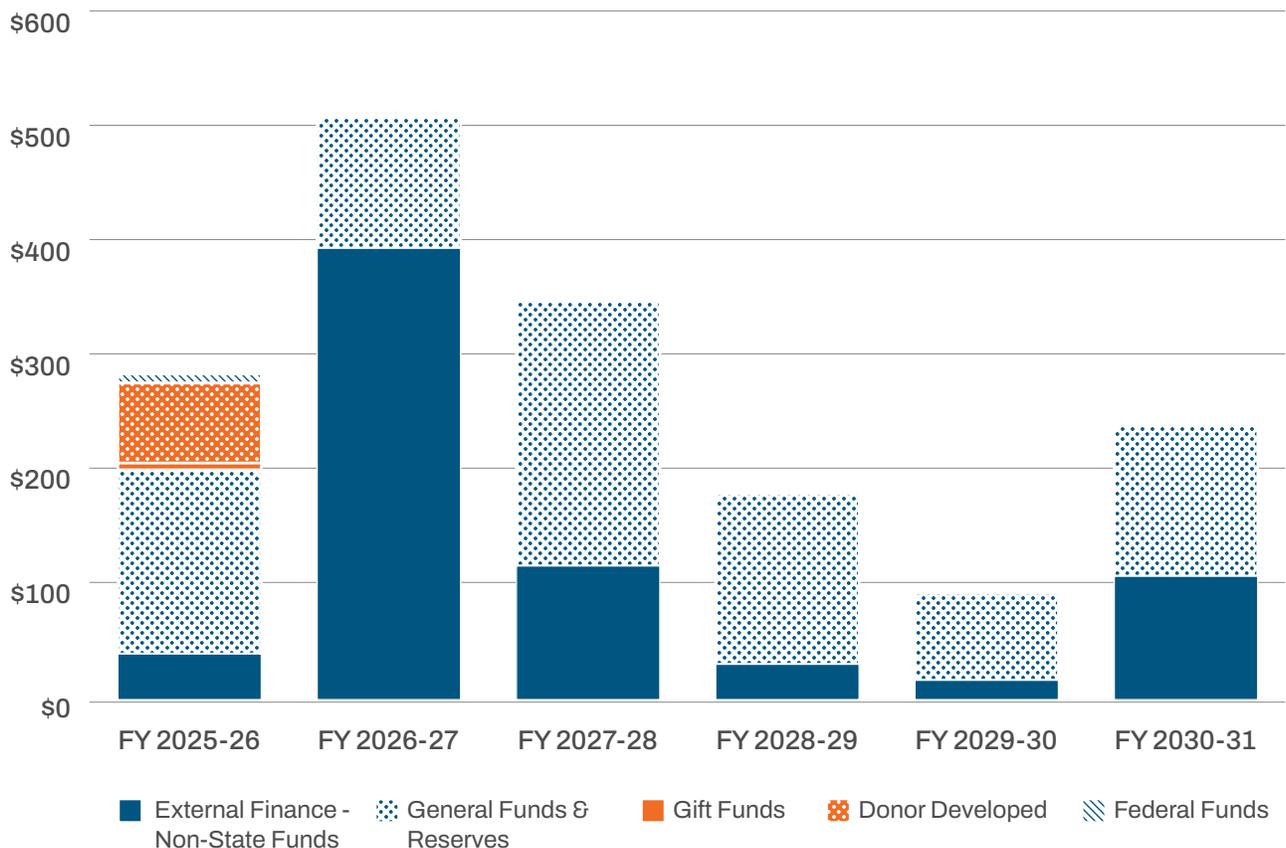
2025-31 Outlook and Progress On Priorities

The capital plan prioritizes mission-critical investments while addressing City commitments and Regents' policy compliance: provide replacement and expansion space for School of Dentistry education and clinics with new Center for Teaching and Learning by 2030; provide 330 units of employee housing to meet MOU commitment by 2030; provide additional parking capacity at Parnassus Heights for projected New Hospital demand; reduce space not meeting UC Seismic Safety Policy by approximately 803,400 GSF by 2035, for cumulative reduction of 1.5 million GSF or 53 percent from 2022 baseline; achieve initial investment toward decarbonization for up to 18% reduction in natural gas emissions by 2035; and continual investment in research modernization, equipment upgrades, and renewal.

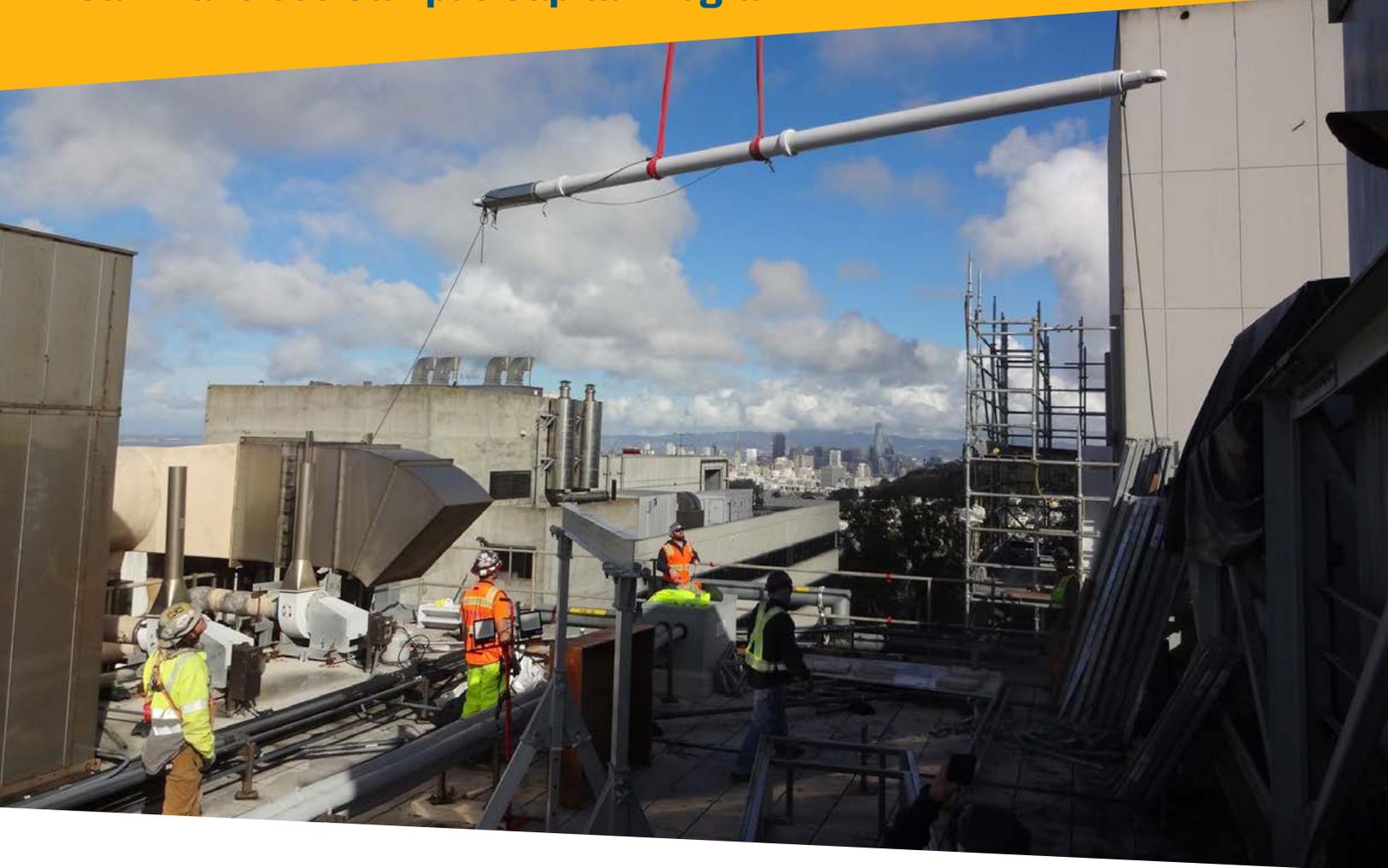
Unfunded Needs and Advocacy Priorities

Even with UCSF's continued investment to maintain and grow its physical plant to meet mission-critical priorities, significant capital challenges remain. Approximately \$2.4 billion is identified as not having a funding plan and represents a snapshot of UCSF's long-term needs, including: meeting interim 2035 and 2045 decarbonization targets; continued facilities investment needs for renewal and deferred maintenance; and minimum seismic compliance beyond 2035. Other needs not reflected above include meeting 2040 and 2050 housing commitments to the City, 2045 decarbonization goals, and continued modernization of research facilities for which strategies are still being defined.

EXHIBIT 54. Proposed Capital Program Fund Sources (\$Ms)



San Francisco Campus Capital Program



Project Highlight

The Parnassus Heights Health Sciences Instruction and Research (HSIR) Seismic and Life Safety Improvements Program consists of three projects that improved seismic performance from rating IV to III by installing seismic dampers and column splicing; added fire sprinklers for fully sprinklered buildings with corrected pipe pressure deficiencies; and addressed cracking, spalling and falling concrete ledges with repairs and recoating with new waterproofing systems.

The Program provided safer facilities in the event of major seismic events and better protection of laboratories and experiments. With completion of comprehensive seismic and life safety improvements, limited resources can now maximize programmatic laboratory renovations without having to simultaneously address code compliance issues, enhancing research capacity and efficiency.

PROJECT NAME

**Parnassus Heights HSIR
Seismic and Life Safety
Improvements Program**

TYPE

**Structural and Building
Systems Improvements**

GSF

400,000 GSF

PROJECT USE

Research

COMPLETION DATE

August 2025

PROGRAM COST

\$115M

PROGRAM CONSTRUCTION COST

\$70M

PROJECT STATUS

**Substantial Completion;
Project Closeout**

ARCHITECT

Perkins & Will

CONTRACTOR

Webcor Builders



UCSF Health, Bayfront Medical Center

UCSF Health Capital Program

UCSF Health-UCSF Medical Center has consistently ranked among the nation's top hospitals for patient care and safety, appearing on U.S. News & World Report's 2025-2026 Honor Roll as tied as the number 1 hospital in California and ranked best in the state for cancer, geriatrics, neurology and neurosurgery, pulmonology, and rheumatology. As a premier academic medical center and an innovator in developing new care protocols and disease management strategies, UCSF Health is committed to investing in its people, systems, and operations to make it easier for its providers and staff to make a significant impact on the health of its community.



24
Active
Projects



\$6.1B
Active Projects
Investment



8
Completed
Projects
(FY 2024-25)



\$506M
Completed
Projects
Investment

CFP Identified Funding

\$797 million in Capital Plan

Priority Areas

- Improving patient experience
- Strengthen market position
- Upgrade and modernize medical equipment

Key Metrics

- Complete new hospital projects in 2030 and 2031
- Expand access to health services across San Francisco counties
- 970,000 GSF undergoing seismic improvements

UCSF Health Capital Program

Capital Priorities

UCSF Health continues to experience record demand for its services, and space constraints limit its ability to fully meet the needs of the community. The recent acquisitions of two community hospitals, along with associated outpatient and urgent care clinics, will expand capacity and allow UCSF to alleviate pressure on existing facilities, treat more patients, and enhance critical healthcare services while maintaining its position as a premier academic medical center.

Location-Specific Focus Areas

Strategic Market Position and Infrastructure Improvements

The capital strategy is influenced by multiple, sometimes competing drivers: improving patient experience, implementing strategic initiatives to strengthen the market position, upgrading and modernizing medical equipment, and addressing seismic and life safety needs. UCSF Health partners with the campus to implement infrastructure and life safety improvements related to UCSF-wide initiatives, which are shown in the San Francisco campus chapter.

Recent Accomplishments

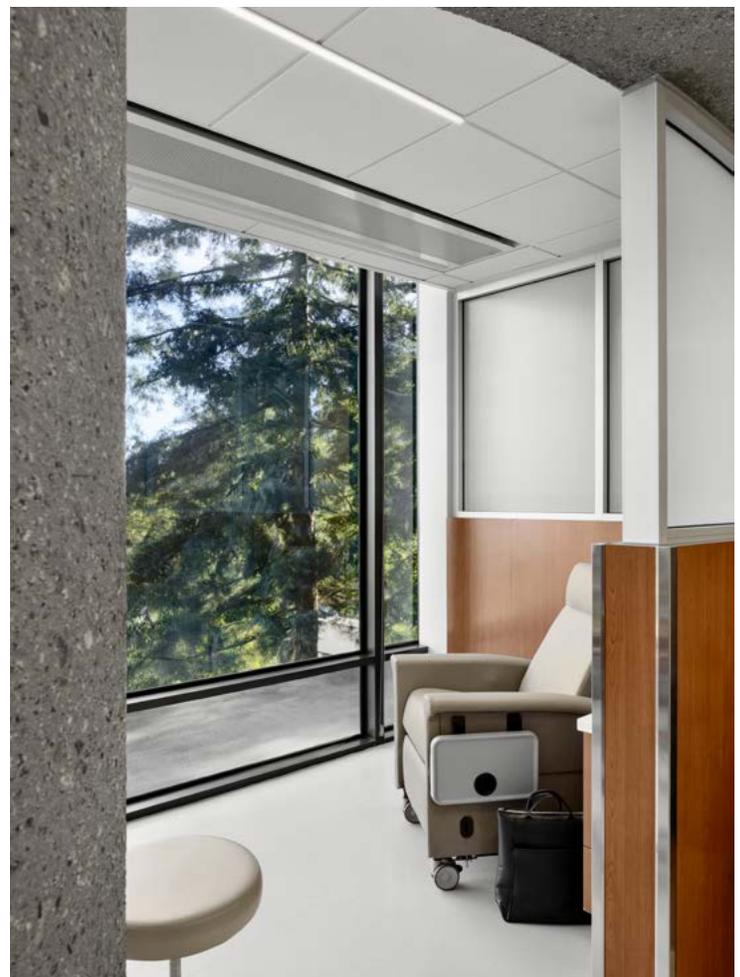
Outpatient Services Expansion and Clinical Modernization

In FY 2024-25, UCSF Health completed eight projects primarily focused on building system replacements, clinical support modernization, and new outpatient services. A new Peninsula Outpatient Center offers cancer care for adults, as well as comprehensive medical imaging and lab services. The Bayfront Medical Center at the Mission Bay campus site is home to a brand-new, convenient outpatient center for scheduled medical appointments as well as urgent care.

EXHIBIT 55. Complete Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	3	3	2	8
	38%	38%	25%	100%
Total Budget	\$15M	\$41M	\$450M	\$506M
	3%	8%	89%	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.



UCSF Health Capital Program

Projects In Progress

Major Capital Initiatives Across Multiple Campuses

At the end of FY 2024-25, the 24 active major capital improvement projects address critical UCSF Health priorities, including renewing clinical space, building systems, and specialized clinical equipment; addressing seismic compliance; and construction of the new Helen Diller Hospital at the Parnassus Heights campus and UCSF's Benioff Children's Hospital Oakland Modernization Program.

Seismic Snapshot

Comprehensive Compliance Program Underway

At the end of FY 2024-25, ten acute care buildings (approximately 1.5 million GSF) have a non-compliant rating under HCAI seismic rating systems for Structural Performance Category or Non-Structural Performance Category. Projects are underway to complete seismic improvements. UCSF Health continues to evaluate its facilities to understand and refine its priorities and plan for future improvements. The UCSF Health capital plan includes \$74 million to address seismic compliance through 2035 for three non-acute care buildings.

Restoration and Renewal Snapshot

In FY 2024-25, an estimated \$20 million of work was addressed as part of completed capital projects. These projects are part of the ongoing effort to maintain existing clinical facilities and infrastructure, coordinated with modernization of facilities and equipment when possible. Infrastructure investments are evaluated annually relative to strategic prioritization with cross-functional facility needs.

EXHIBIT 56. Active Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	12	7	5	24
	50%	29%	21%	100%
Total Budget	\$72M	\$96M	\$6.0B	\$6.1B
	1%	2%	97%	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.

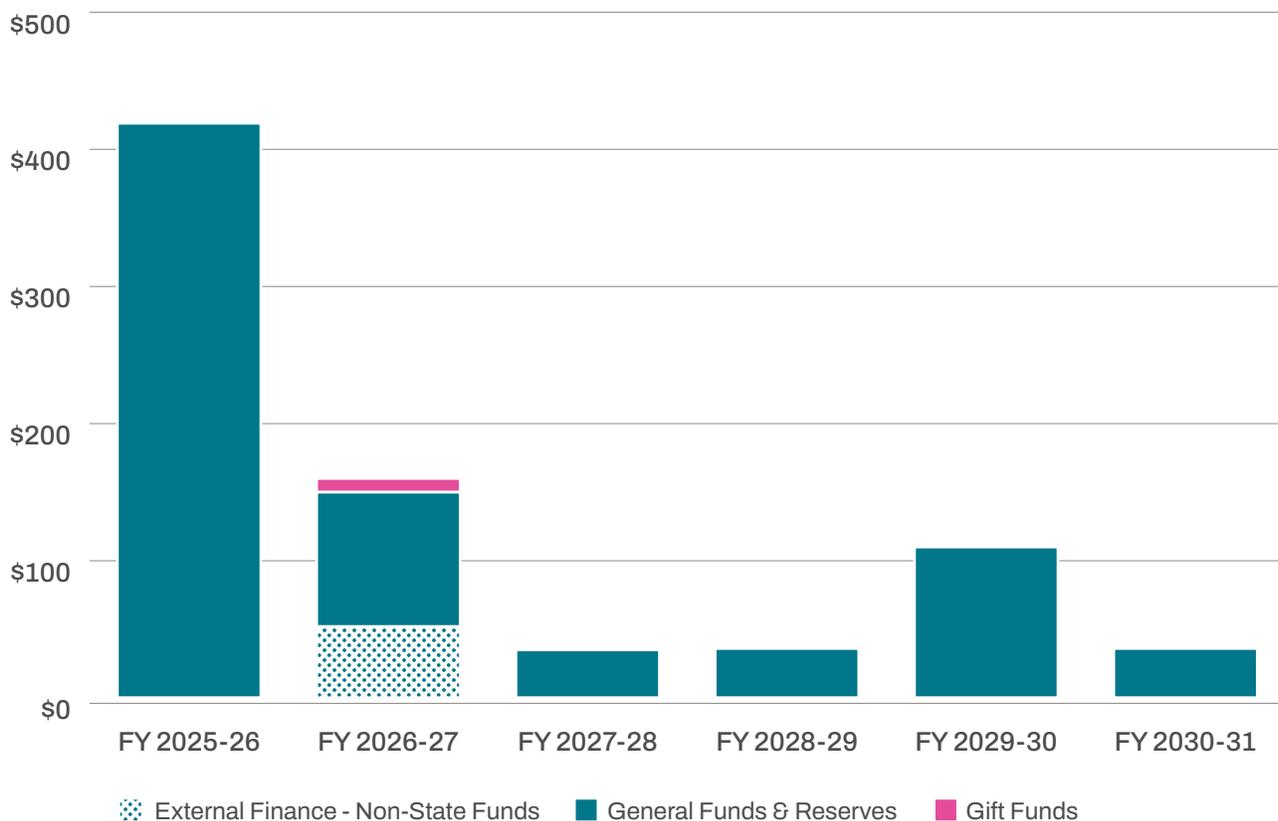


UCSF Health Capital Program

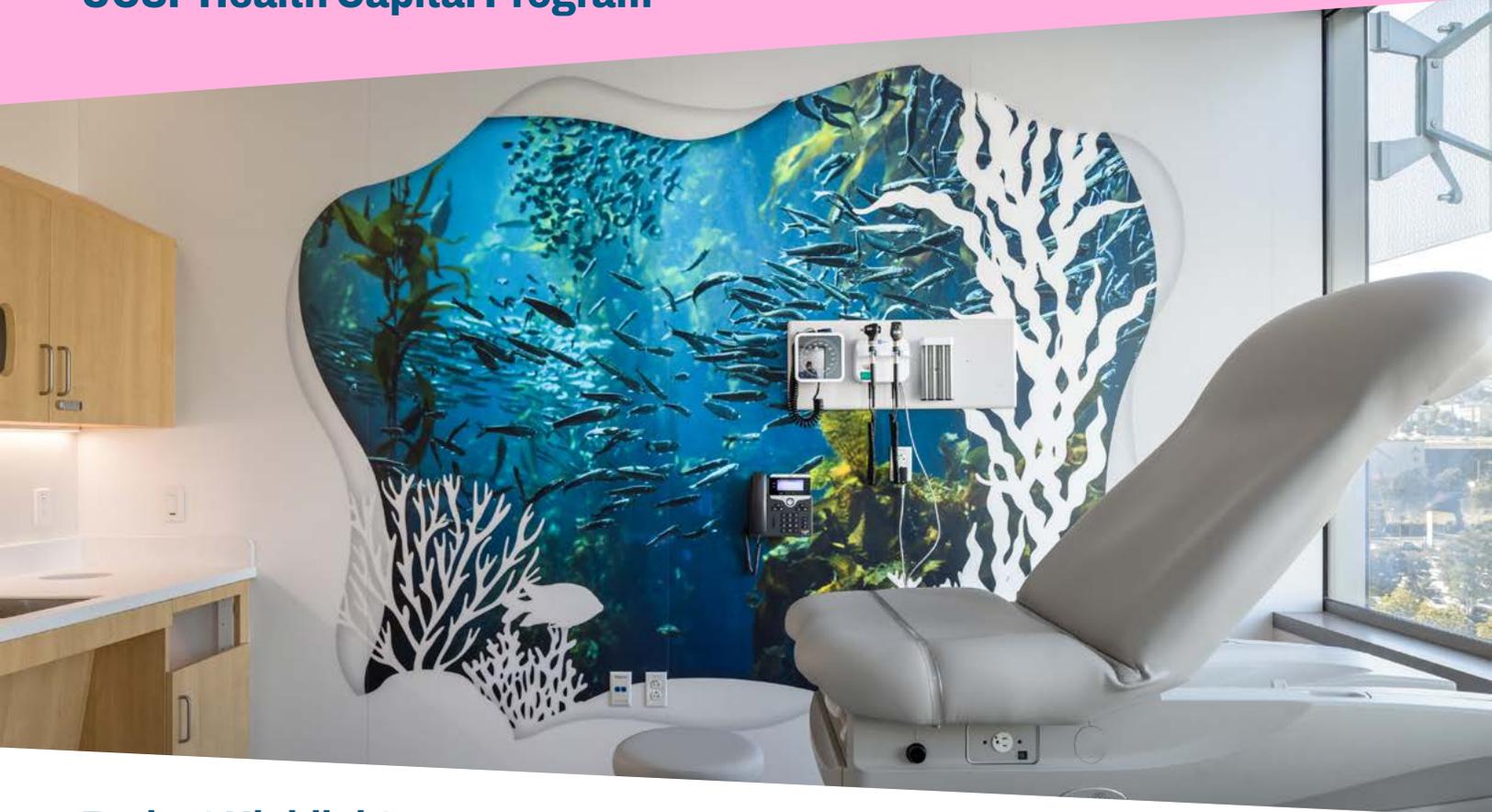
2025-31 Outlook and Progress On Priorities

UCSF Health's projects address patient experience improvements, strategic improvements to improve market position, upgrades and modernization of medical equipment, and seismic and life safety needs. The six-year outlook includes expansion and efficiencies for clinical support services, continued expansion of outpatient services, expansion and efficiencies for clinical support services, and comprehensive facility modernization supporting UCSF Health's mission as California's premier academic medical center.

EXHIBIT 57. Proposed Capital Program Fund Sources (\$Ms)



UCSF Health Capital Program



Project Highlight

UCSF Health recently completed an exciting transformation at the Gateway Medical Building (GMB) at its Mission Bay campus, creating a state-of-the-art pediatric clinic designed to inspire exploration and comfort for young patients and their families. The GMB 4A Pediatric Medical Specialties Clinic is now home to three clinics with overlapping specialties: The Stad Center for Pediatric Pain, Palliative, and Integrative Medicine; the Wellness Center for Youth with Chronic Conditions; and Pediatric Rehabilitation Services. Patients in this clinic live with pain and other chronic conditions, so the design team created a space that offers respite and engaging distraction. There is no central waiting room, but various seating nooks with scenes of Bay Area natural biomes, and there is an interactive digital waterfall that invites children to touch and hear animals from around Northern California. The clinic houses eight exam rooms, eight consult rooms, a multisensory room for children with autism, a physical therapy gym with swings and a climbing wall, as well as a community room for education, cooking classes, and movie nights. The space opened to patients in July 2025.

PROJECT NAME
**Gateway Medical
 Building Pediatric
 Multispecialty Clinics**

TYPE
Tenant Improvement

GSF
6,000 GSF

PROJECT USE
**Outpatient Pediatric
 Health Clinic**

COMPLETION DATE
February 2025

PROGRAM COST
\$10M

PROJECT CONSTRUCTION COST
\$6M

PROJECT STATUS
**Completed and
 Occupied**

ARCHITECT
NBBJ

CONTRACTOR
Dome Construction



UC SANTA BARBARA

UC Santa Barbara, East Campus Student Housing

Santa Barbara Campus Capital Program

The Campus Capital Program is focused on meeting three key challenges: supporting enrollment growth, addressing aging facilities, and meeting housing needs. Consistent with the campus's LRDP, student enrollment has grown over the last decade to 25,000 students, creating greater demand for housing and for academic and research spaces. Sustaining enrollment levels and retaining faculty requires investment in housing, and additional academic and research facilities. Along with investments in new buildings, the campus must also prioritize the renewal of aging facilities in order to maintain a safe and enriching environment and to become compliant with the UC Seismic Safety Policy.



5
Active Projects



\$632M
Total Capital Investment



5
Completed Projects (FY 2024–25)



\$21M
Completed Projects Investment

CFP Identified Funding
\$1.0 billion in Capital Plan

Priority Areas

- Additional academic and research space
- Affordable housing
- Renewal and restoration of aging facilities

Key Metrics

- 3,500 new student beds added across projects
- Infrastructure improvements and seismic remediation

Santa Barbara Campus Capital Program

Capital Priorities

The Santa Barbara campus has a capital need totaling \$4.5 billion which includes infrastructure, housing, academic facilities, seismic and life safety, and renewal and restoration. With limited resources to address these significant capital needs, the campus's 2025-31 Capital Financial Plan prioritizes projects with identified funding sources, focusing on supporting 25,000 students while addressing critical facility renewal requirements.

UC Santa Barbara, San Benito Student Housing



Location-Specific Focus Areas

Student Housing Drives Campus Development

Construction of new student housing to accommodate recent enrollment growth is one of campus's priorities. San Benito Student Housing will yield 2,224 new student beds with supporting amenities including retail, dining facilities, study rooms, and lounges in approximately 528,000 ASF. Project construction began spring 2025, with occupancy expected Fall 2027. East Campus Student Housing supports 1,276 new beds plus 412 replacement beds with renovated dining facilities, currently in design phase for Summer 2026 construction start.

Recent Accomplishments

Faculty and Staff Housing Expands Opportunities

The campus has made progress on expanding housing opportunities for faculty and staff, with expected benefits in recruitment and retention. In January 2025, the campus completed Ocean Walk at North Campus's final phase with 159 below-market for-sale units featuring two and three story townhomes, detached townhomes, and single-family ranch style homes.

In March 2025, the campus acquired Soltara, a newly constructed apartment community in downtown Santa Barbara, with 78 below-market units for faculty and staff.

EXHIBIT 58. Completed Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	4	1	-	5
	80%	20%	-	100%
Total Budget	\$6M	\$15M	-	\$21M
	30%	70%	-	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.

Santa Barbara Campus Capital Program

Projects In Progress

Research Housing Initiatives and International Education

KITP House project will develop housing for postdoctoral scholars, graduate fellows, and visiting scholars in 33 apartments (approximately 80 beds) plus programmable spaces. The 56,000 GSF development will be delivered as a donor-developed gift project with estimated budget under \$70 million.

The UC Education Abroad Program will renovate an empty building on West Campus's Devereux site to reinstate facilities on the UCSB campus. The \$9 million project concludes construction in December 2026.

Seismic Snapshot

Limited Resources Constrain Advancement Progress

With limited resources, advancement on campus seismic projects continues to be a challenge. Since 2021, Santa Barbara addressed cumulative 752,000 GSF of seismic improvements—22.33% of non-compliant space since the current program implementation. The campus completed Music Unit 1 seismic retrofit utilizing \$15 million State AB 94 funding mechanism, upgrading 38,472 GSF from SPR VI to IV while addressing deferred maintenance.

To accommodate San Benito Student Housing, campus demolished the Facilities Management Yard containing 19 non-compliant structures, avoiding \$10 million in compliance costs. 196 buildings totaling 2.57 million GSF remain non-compliant, requiring approximately \$650 million for seismic improvement.

Restoration and Renewal Snapshot

Renewal and restoration efforts have focused primarily on improvements to aging mechanical and electrical systems including switchgear, cooling towers, air handlers and fan coil units. A design-build strategy combined multiple mechanical projects at several buildings, creating more efficient and cost-effective project delivery. Additional renewal projects included elevator and lift replacements at Broida Hall and Biological Sciences II, plus exterior window replacement at Psychology building.

EXHIBIT 59. Active Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	4	-	1	5
	80%	-	20%	100%
Total Budget	\$7M	-	\$624M	\$632M
	1%	-	99%	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.

UC Santa Barbara Music Building



Santa Barbara Campus Capital Program



Photo Credit: Skidmore, Owings & Merrill and Mithun.

Project Highlight

The San Benito Student Housing project will construct approximately 2,238 beds (2,224 for upper-division undergraduate students and 14 for residential staff) in apartment-style units on the UC Santa Barbara Main Campus, helping meet on-campus housing demand and advancing 2010 LRDP housing goals. The residential apartment program is organized into four rows of six-to-eight story articulated bar-buildings that emphasize views to nature and frame courtyards and gardens integrated with surrounding native habitat.

"Our team is energized and excited by the progress of the San Benito development project. By adding 2,224 new beds in 2027 with San Benito, UC Santa Barbara is working to meet our student housing targets. Our team has been working diligently to present these projects to the UC Regents on time and on budget."

–Willie Brown, Associate Vice Chancellor for Housing, Dining & Auxiliary Enterprises

PROJECT NAME

San Benito Student Housing

TYPE

New Construction

GSF

726,995 GSF

BUILDING USE

Housing

PROJECT COMPLETION DATE

Fall 2027

PROJECT COST

\$624M

PROJECT STATUS

Under Construction

ARCHITECTS

Skidmore, Owings & Merrill and Mithun

CONTRACTOR

Webcor



UC Santa Cruz, Kresge College Academic Center

UC SANTA CRUZ

Photo Credit: Jason O'Rear

Santa Cruz Campus Capital Program

UC Santa Cruz is a globally recognized university known for high impact research, innovation and creativity. Since its founding in 1965, it has drawn students, faculty, and staff who are deeply committed to social justice and environmental sustainability. Its distinctive residential college system fosters belonging, academic support, and community. Offering students an array of transformative hands-on educational experiences, UC Santa Cruz stands apart as a university like no other.

16
Active
Projects

\$935M
Active Projects
Investment

5
Completed
Projects
(FY 2024–25)

\$17M
Completed
Projects
Investment

CFP Identified Funding

\$1.7 billion in Capital Plan

Campus Priorities

- **Expand housing for students and employees**

- **Upgrade and develop new research and teaching facilities**

- **Create vibrant student support and community spaces**

Key Metrics

- Targeting 2,000 new student beds by 2031

- \$3.0 billion currently unfunded

Santa Cruz Campus Capital Program

Balancing Capital Priorities

UC Santa Cruz’s capital program is driven by a bold vision to create a more sustainable, inclusive, and student-centered campus.

The campus continues to balance its key priorities along with much needed investments in decarbonization and electrification, seismic upgrades, deferred maintenance, and the renewal of aging infrastructure. Proposed projects will lay the foundation for a resilient, forward-looking campus aligned with the 2021 Long Range Development Plan.

EXHIBIT 61. Completed Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	5	-	-	5
	100%	-	-	100%
Total Budget	\$17M	-	-	\$17M
	100%	-	-	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.

Campus Context

Strategic Growth in a Complex Setting

Capital projects at UC Santa Cruz face significant challenges due to the campus’s remote setting, unique environment (including complex topography and geology), and an increasingly constrained budget environment. Nestled within a redwood forest and coastal ecosystem, development must carefully balance growth with environmental stewardship and regulatory compliance. These constraints often result in longer project timelines, increased permitting complexity, and higher construction costs. Compounding these challenges are economic pressures, including inflation, limited state funding, and reliance on uncertain sources such as gifts and grants. Despite these hurdles, the campus continues to advance a focused capital strategy centered on its most pressing priorities.

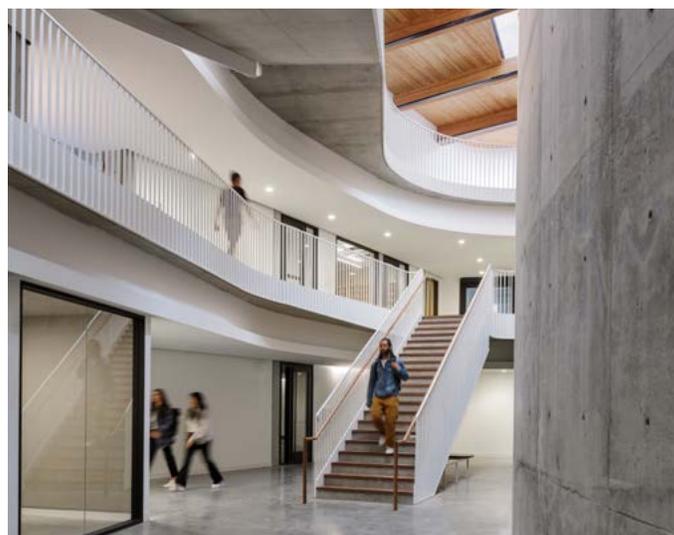
Recent Accomplishments

Living and Learning in Nature: Kresge College's Bold Renewal

Kresge College at UC Santa Cruz is in the midst of a major revitalization that honors its original character and embraces a forward-looking design. The project supports campus growth while staying true to Kresge’s distinctive architectural character and natural setting. The siting of the Academic Center and the three new residence halls complement the vibrant academic environment and UC Santa Cruz’s commitment to integrating living and learning into the surrounding nature.

Project Highlights

- New Academic Center and three five-story residence halls opened in Fall 2023.
- Kresge's total footprint expands from 133,000 to 200,000 square feet.
- Will accommodate nearly 600 additional students upon completion of Phase 2, with additional study areas and social lounges, a town hall, and student support space.
- Designed by Studio Gang, building on the legacy of original architects Moore and Turnbull



UC Santa Cruz, Kresge College Academic Center

Photo Credit: Jason O'Rear

Santa Cruz Campus Capital Program

Active Campus Projects

Addressing Critical Needs

UC Santa Cruz currently has 16 active, major capital projects focused on addressing critical campus priorities, including:

- Kresge College Non-Academic delivering 600 new student beds, student support space, and key circulation infrastructure.
- Student Housing West Hagar Development providing 120 housing units and a new childcare facility.
- Westside Research Park A/B Renovations delivering research and office space for engineering and physical science programs.
- Bay Tree Bookstore Renovation for Student Services creating a vibrant hub for student support and community engagement in the heart of campus.
- Heller Student Housing (formerly Student Housing West Heller Development), which will deliver nearly 2,400 new beds.



UC Santa Cruz, Kresge College Residential Hall

EXHIBIT 62. Active Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	7	2	7	16
	44%	12%	44%	100%
Total Budget	\$22M	\$28M	\$884M	\$935M
	3%	3%	94%	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.

Seismic Snapshot

Evaluations Completed, \$423 Million in Needed Seismic Improvements

At the end of FY 2024-25, 144 campus buildings totaling approximately 1.68 million GSF have a non-compliant Seismic Performance Rating (V or greater) requiring seismic improvements at an estimated cost of \$547 million. Priority Group A buildings have an estimated seismic compliance capital need of \$202 million. UC Santa Cruz continues assessing facilities to refine seismic priorities and plan future improvements.

Restoration and Renewal Snapshot

Critical Funding Needed for Sustained, Long-Term Progress

UC Santa Cruz has over \$557 million in high-priority restoration and renewal projects identified through the Integrated Capital Asset Management Program. Whenever possible, renewal work has been completed as part of larger capital projects and the campus continues investing in urgent issues. Identified funding for restoration and renewal is insufficient to make sustained, long-term progress that addresses the full scope of campus infrastructure needs.

Photo Credit: Jason O'Rear

Santa Cruz Campus Capital Program

Continued Challenges and Uncertainty

UC Santa Cruz has identified significant capital needs totaling \$4.6 billion to support both current enrollment and anticipated future growth. \$3.0 billion is associated with projects for which potential funding sources have not been identified, while \$1.7 billion has potentially identified sources including state funds, campus funds, debt financing, and external contributions.

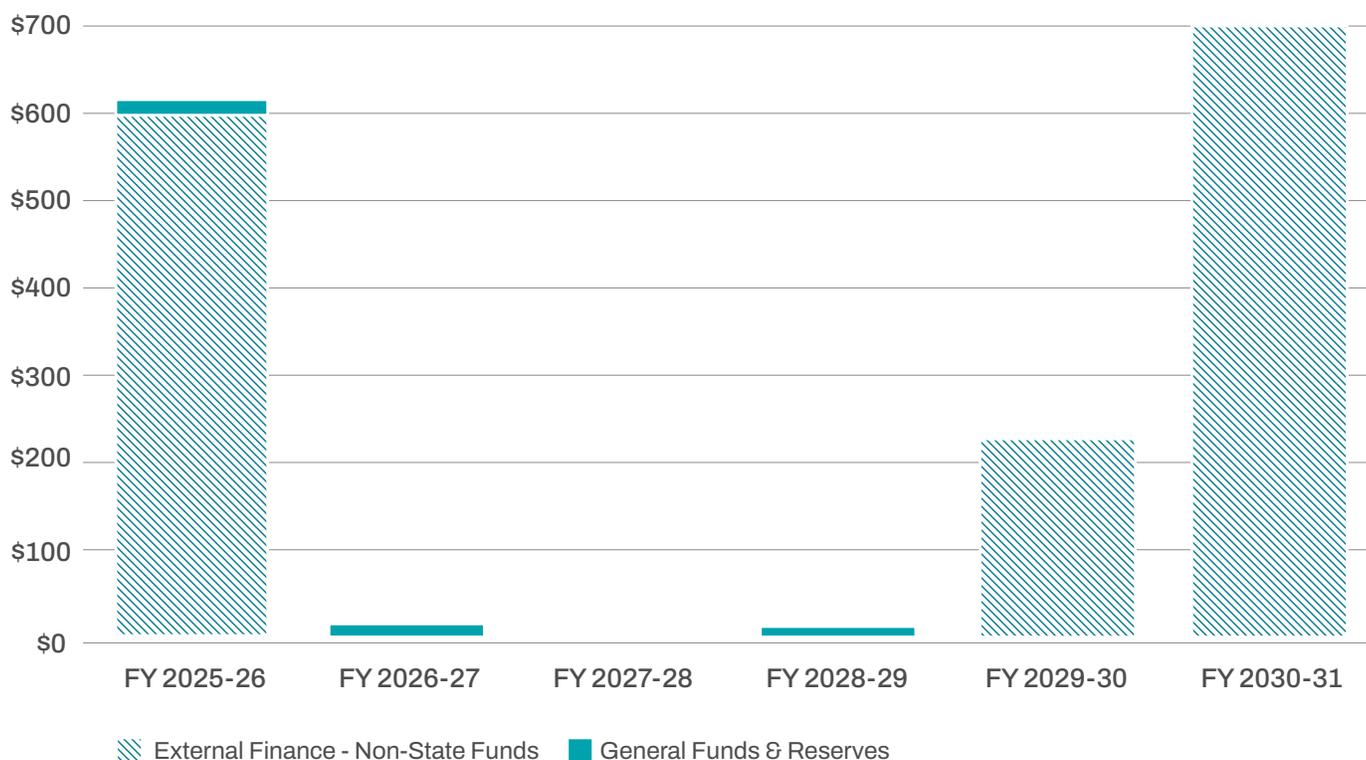
While these projects have an anticipated funding plan, funding is not guaranteed, particularly for sources dependent on external entities. The campus continues to face a highly challenging construction environment, marked by inflation, labor and material shortages, and supply chain disruptions. These conditions contribute to a high degree of uncertainty and as such, careful planning and flexibility remain critical to advancing capital priorities.

Critical Priorities Remain Unfunded

Critical priorities include expanding student and employee housing, addressing severe shortages in research and instructional space, enhancing student support facilities, and strengthening infrastructure through decarbonization and essential upgrades to aging systems.

Approximately 64% (\$3.0B) of proposed capital projects lack identified funding while 36% (\$1.7B) of proposed capital projects are expected to seek external financing. Many of the projects seeking external financing are CHES housing projects with a distinct internal revenue stream separate from the central campus.

EXHIBIT 63. Proposed Capital Program Fund Sources (\$Ms)



Santa Cruz Campus Capital Program



Project Highlight

UC Santa Cruz completed a major renovation and expansion of the Rachel Carson College Kitchen and Dining Room, modernizing the campus's least modern dining facility originally built in 1990. This project supports the campus's capital renewal goals and addresses growing demand from new student housing on the west side of campus. The transformation increased indoor seating from 277 to 450, and outdoor seating from 70 to 100. Improved kitchen functionality increased food production from 700,000 to 900,000 meals annually. The new display kitchen highlights fresh, made-to-order food and introduces new amenities, including a rotating demonstration bar and bakery.

Designed for a vibrant student experience, the facility features terraces, flexible gathering spaces, and panoramic Monterey Bay views. The bold, pitched roof echoes the nearby historic college, while new pathways enhance campus connections. Emphasizing sustainability, in honor of Rachel Carson, the project includes passive cooling, rainwater reuse, native landscaping, and oak habitat preservation to promote ecological health.

PROJECT NAME

**Rachel Carson College
Dining Expansion**

TYPE

Dining Commons

GSF

19,300

COMPLETION

2023

COST

\$36M

ARCHITECT

MITHUN

STATUS

Completed



UNIVERSITY OF CALIFORNIA
Agriculture and Natural Resources

Agriculture and Natural Resources Capital Program

UC Agriculture and Natural Resources (ANR) directs an extensive statewide network of research and extension activities that address regional challenges and issues in agriculture, environment, and community. UC ANR's structure—unique to the University system—connects UC with the people of California, enables it to respond to critical state needs, and achieves innovation in fundamental and applied research and education. ANR advances California's resilience through its Research and Extension Center (REC) system—11 sites encompassing over 13,000 acres with over 500,000 assignable square feet across the state while expanding workforce capacity with 100+ new academic positions and supporting increased grant funding exceeding \$100 million annually.



4
Active Projects



\$35M
Active Projects Investment



0
Completed Projects (FY 2024–25)



\$0
Completed Projects Investment

CFP Identified Funding
\$5 million in Capital Plan

Priority Areas

- **Water Resilience and Irrigation Systems for Research**
- **Site accessibility and road safety**
- **Fire safety and security**

Key Metrics

- Two irrigation wells and improved irrigation systems at all ten RECs
- Planned safety improvements for four bridges and road/entry acces to eight RECs
- Five new buildings for engagement and outreach at five RECs

Agriculture and Natural Resources Capital Program

Capital Priorities

UC ANR has a capital need totaling \$379 million, which includes building restoration and renewal work, seismic remediation, infrastructure, sustainability, food biomanufacturing, and new buildings to modernize aging facilities, many over 45 years old. The antiquated facilities limit overall effectiveness of research and extension programs while highlighting opportunities to enhance safety. ANR continues implementation of capital renewal programs utilizing ICAMP facilities assessment to identify high priority deferred maintenance needs and achieve UC Seismic Policy compliance.

Location-Specific Focus Areas

Statewide Infrastructure Modernization Priorities

\$5 million out of total \$379 million capital need has identified funding sources. UC ANR is building two new Engagement Centers at South Coast REC and Desert REC with plans for Lindcove REC Engagement Center and two Outreach Centers at Hansen REC and Elkus

Ranch. UC ANR has two irrigation well projects planned for Intermountain REC and West Side REC, plus water well rehabilitation, repair projects, and irrigation/sewer drainage improvements at all RECs. Planned projects include building retrofit, seismic remediation, sustainability, and infrastructure across all locations.

Recent Accomplishments

Planning Foundation for Future Growth

No major capital projects were completed during the fiscal year, with efforts focused on planning and design advancement for critical education facilities. UC ANR advanced strategic planning initiatives while developing comprehensive facility assessments to guide future modernization efforts across the statewide Research and Extension Center system.



Agriculture and Natural Resources Capital Program

Projects In Progress

Education Facilities Advance Through Design

South Coast REC Engagement Center completed Working Drawings phase, advancing toward construction readiness. Desert REC Engagement Center completed Working Drawings phase, supporting expanded research and community education programs. Both projects represent critical components in UC ANR's mission to advance agriculture, natural resources, and nutrition research while enhancing youth development programs throughout California.

Seismic Snapshot

Substantial Progress Reduces Non-Compliant Space

Completed 37 Seismic Tier 2 and 3 evaluations across ANR facilities. Nine buildings converted to compliant Seismic Performance Rating of IV or better, while 28 buildings have SPR of V requiring remediation. Remediation costs are projected to be \$21 million for Priority Group A buildings, \$6 million for Priority Group B buildings, and \$6 million for Priority Group C buildings, totaling \$33 million for comprehensive seismic compliance.

Restoration and Renewal Snapshot

\$112 million identified in deferred maintenance needs with funding not identified. \$263 million identified in renewal needs with funding not identified. The Integrated Capital Asset Management Program assessment reveals substantial infrastructure modernization requirements across aging facilities requiring comprehensive systems upgrades, equipment replacement, and facility improvements to support contemporary research and outreach programs.

EXHIBIT 64. Active Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	2	2	-	4
	50%	50%	-	100%
Total Budget	\$5M	\$30M	-	\$35M
	13%	87%	-	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.



Agriculture and Natural Resources Capital Program

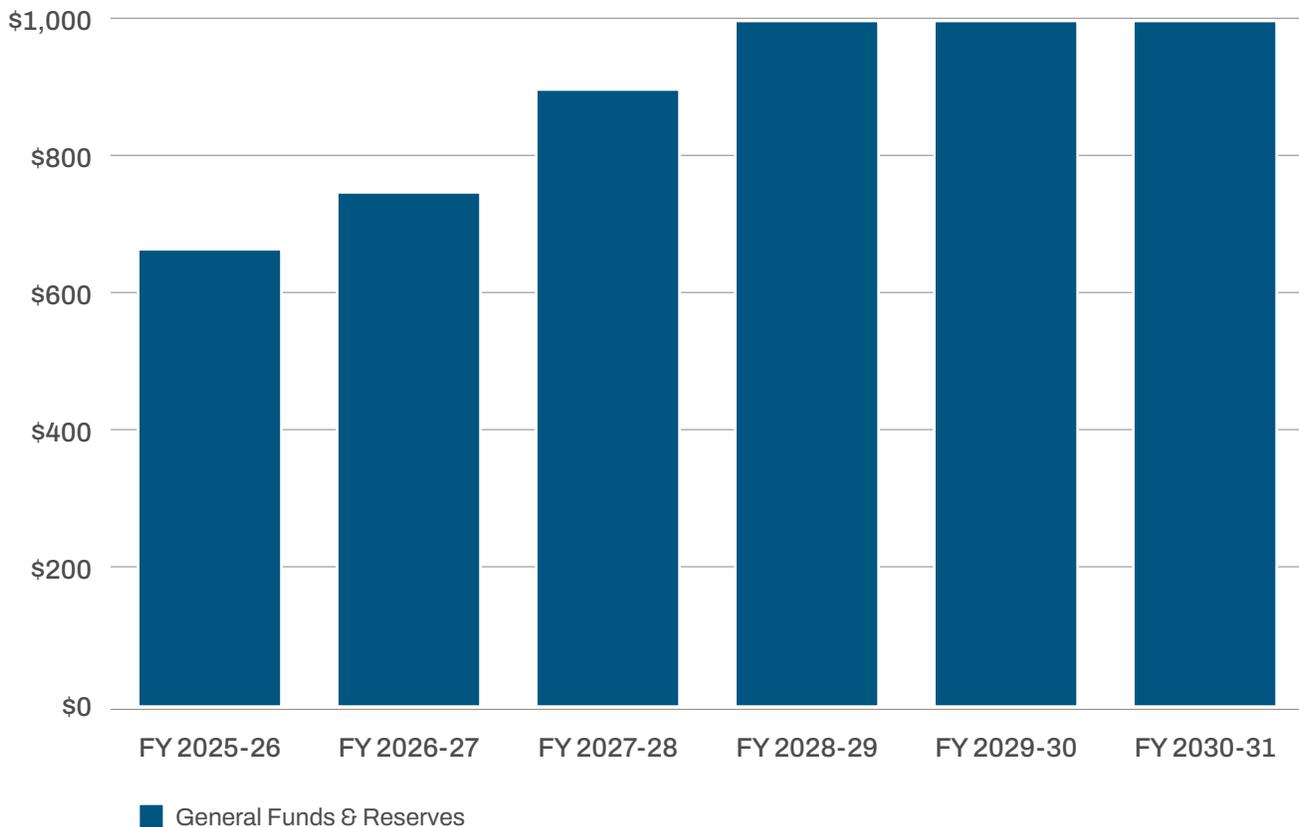
2025-31 Outlook and Progress On Priorities

Education and General Projects include Engagement Center at Lindcove REC, Outreach Centers at Elkus Ranch and Hansen REC, cattle system at Sierra Foothill REC, and greenhouses at multiple RECs. Infrastructure projects encompass water irrigation, road and bridge repairs, and fire safety and security improvements. Sustainability projects include EV chargers and solar panels. Additional priorities include deferred maintenance projects, seismic retrofit projects, and infrastructure projects for food biomanufacturing.

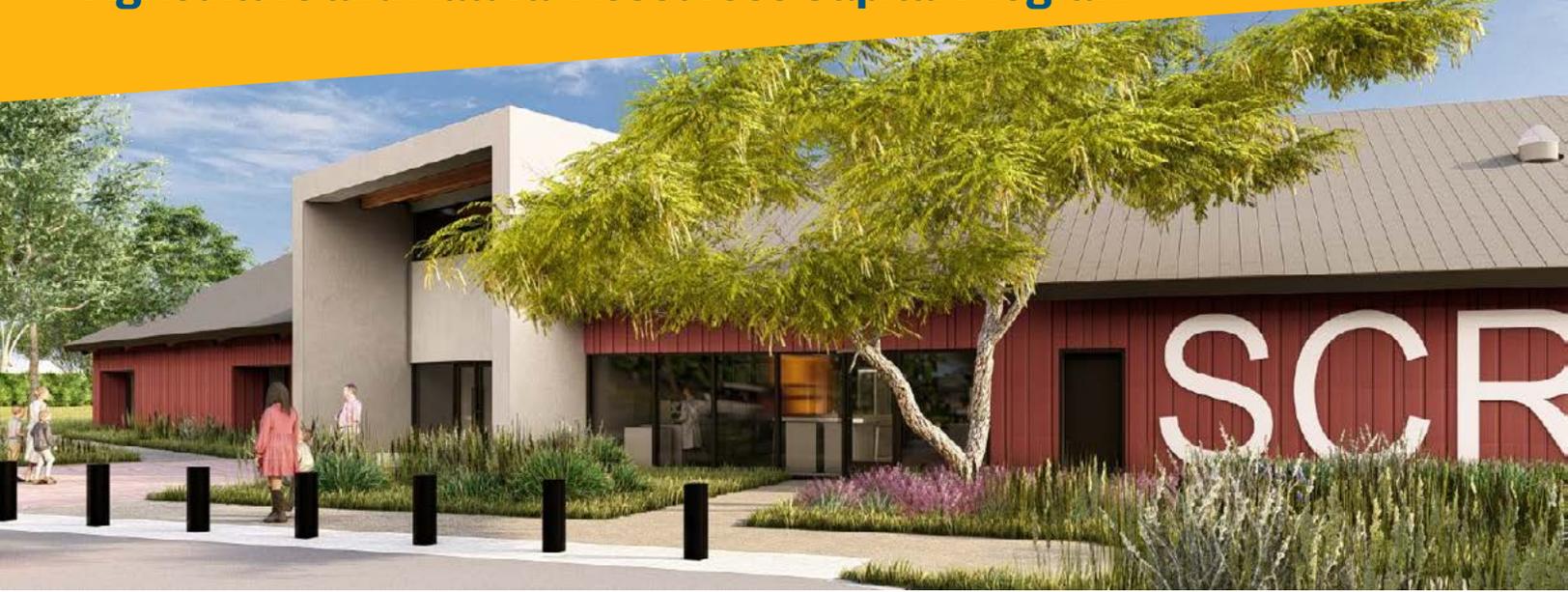
Unfunded Needs and Advocacy Priorities

Access to water and improved water efficiency continue as high priorities to maintain research and outreach. Fire and security upgrades are essential for researcher, staff, and community member safety at REC sites located in high wildfire risk areas. Fencing and security systems prevent trespassing. Bridges and road/entry access improvements address natural erosion and strengthen site operations and emergency response capabilities.

EXHIBIT 65. Proposed Capital Program Fund Sources (\$000s)



Agriculture and Natural Resources Capital Program



Project Highlight

The Engagement Center supports research and outreach to Southern California's unique agricultural, urban, and environmental interface, including agricultural research for Mediterranean climate plants, environmental stewardship for water conservation and soil health, urban horticulture efficiency, and UC Cooperative Extension outreach programs. South Coast REC bridges scientific research with practical application supporting agriculture, sustainability, and urban ecosystems in Southern California's most diverse regions.

"The South Coast REC Engagement Center will serve as the physical location anchoring research and extension activities around South Coast REC's Hub for Urban Living, a place where the community will see UC's strength in conducting research and then extending that knowledge to solve complex agriculture and natural resources issues."

–Darren Haver, Executive Director, Research and Extension Center System

PROJECT NAME

**South Coast REC
Engagement Center**

TYPE

New Construction

GSF

9,321 GSF

BUILDING USE

Research and Outreach

PROJECT COMPLETION DATE

2026 Q4

PROJECT COST

\$17M

CONSTRUCTION COST

\$12M

PROJECT STATUS

In Progress

ARCHITECT

Mithun Inc.

CONTRACTOR

TBD



Lawrence Berkeley National Laboratory Capital Program

Berkeley Lab is an open, unclassified federal research institution managed exclusively by the University of California for the U.S. Department of Energy (DOE) that advances the frontiers of science and technology through large multidisciplinary team science, core research programs, and advanced instruments and user facilities. Strategic capital investments are prioritized to transform the Lab's aging infrastructure into a modern, integrated, and fully mission-aligned environment for ground-breaking science.



2
Active Projects



\$377M
Active Projects Investment



1
Completed Projects (FY 2024–25)



\$165M
Completed Projects Investment

CFP Identified Funding
\$381 million in Capital Plan

Priority Areas

- **Seismic Safety and Modernization Project**

- **Linear Asset Modernization Project**

- **UC-supported collaboration facilities**

Key Metrics

- 47,743 GSF new multipurpose facility

- Comprehensive infrastructure renewal over next decade

Lawrence Berkeley National Laboratory Capital Program

Capital Priorities

The substantial majority of Berkeley Lab's proposed capital investment is Department of Energy sponsored. Select State sponsored investments include the UC Regents owned Chu Hall boiler plant efficiency upgrade and replacement (\$12 million), Hearst Avenue/ Cyclotron Road Horseshoe Curve Improvement Project (\$7 million), and UC Supported Collaboration and Learning Center (\$15 million). Berkeley Lab also supports investment at UC Berkeley for the proposed Berkeley Isotope Cyclotron Laboratory buildout of Etcheverry Hall to accommodate medical isotope program relocation from the Lab to UCB.

Location-Specific Focus Areas

Federal Research Mission Drives Infrastructure Needs

Berkeley Lab's unique position as a DOE-managed UC facility requires specialized capital planning that balances federal research mission requirements with UC academic collaboration needs. Infrastructure investments focus on supporting cutting-edge scientific instruments, user facilities, and multidisciplinary team science while maintaining compliance with both federal and UC standards for safety, sustainability, and operational efficiency.

Recent Accomplishments

Major Laboratory Facility Completed

The Lab recently completed construction on the 72,000 GSF Biological & Environmental Program Integration Center (BioEPIC) laboratory and office building, representing a \$165 million investment in advanced research capabilities and supporting Berkeley Lab's mission in environmental and biological sciences.



EXHIBIT 66. Completed Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	-	-	1	1
	-	-	100%	100%
Total Budget	-	-	\$165M	\$165M
	-	-	100%	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.

Lawrence Berkeley National Laboratory Capital Program

Projects In Progress

Comprehensive Safety and Infrastructure Modernization

The Seismic Safety and Modernization Project provides a new 47,743 GSF seismically safe multipurpose facility housing cafeteria, Health Services, conferencing, and site support space while demolishing existing seismically poor facilities (\$141 million). The Linear Asset Modernization Project will renew aged infrastructure over the next decade, including electricity, water, natural gas, compressed air, sewer, storm drain, process controls, and IT systems (\$236 million).

Seismic Snapshot

Full Compliance With Strategic Future Planning

Berkeley Lab maintains full compliance with UC Seismic Safety Policy. Recent seismic evaluations identified additional risks in federally owned buildings that the Lab plans to resolve with DOE support. Two proposed federal facilities—the Cross-disciplinary Research Facility & Modular Utility Plant and Research Facility at Bayview—advance goals of relocating activities from seismically poor facilities for demolition and replacement with modern facilities. Smaller retrofits will be funded through the Lab's small capital portfolio.

Restoration and Renewal Snapshot

Systematic Infrastructure Investment

Berkeley Lab addresses restoration and renewal needs through its annual \$30-40 million small capital projects portfolio, focusing on modernizing existing facilities and infrastructure to support evolving research missions. The Linear Asset Modernization Project represents the most comprehensive renewal investment, systematically upgrading critical utilities and infrastructure systems across the site.

EXHIBIT 67. Active Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	-	-	2	2
	-	-	100%	100%
Total Budget	-	-	\$377M	\$377M
	-	-	100%	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.



Lawrence Berkeley National Laboratory Capital Program

2025-31 Outlook and Progress On Priorities

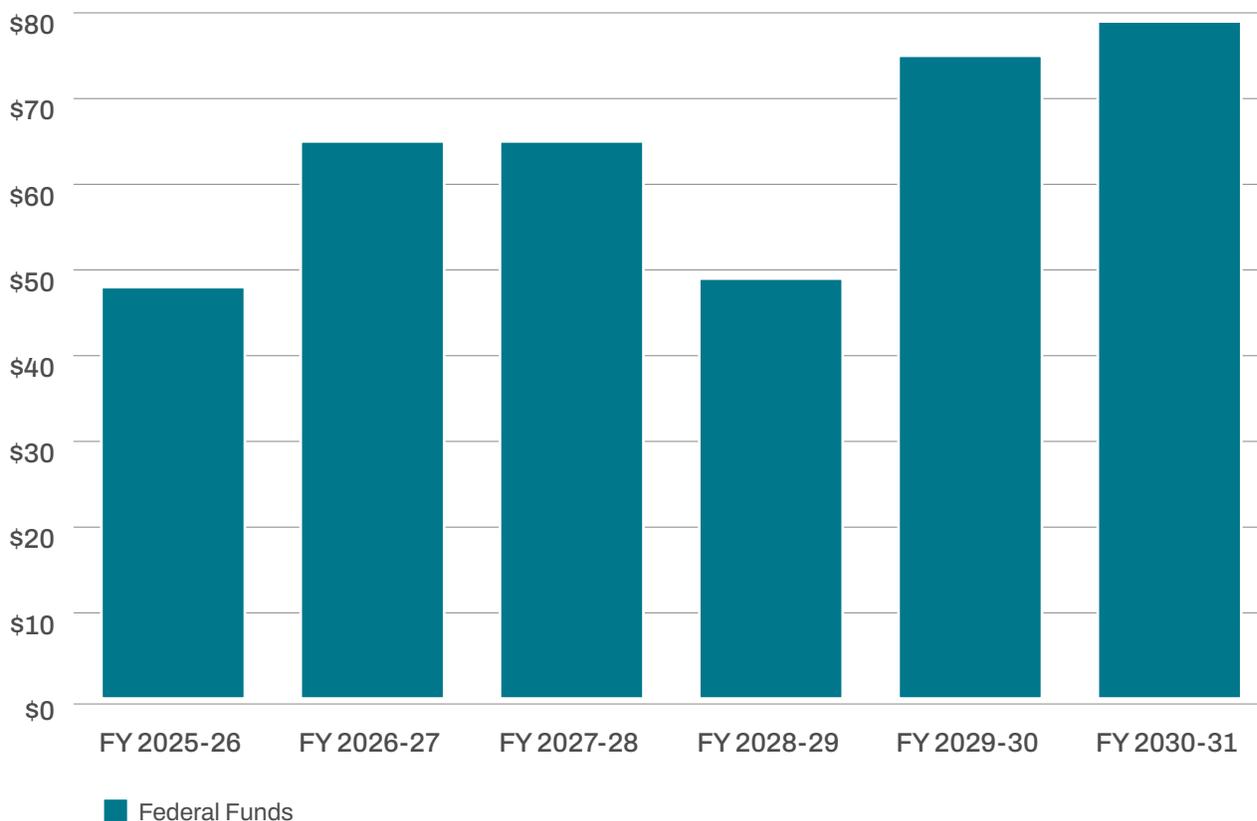
Strategic Federal and State Partnerships

Berkeley Lab's 2025-31 outlook centers on completing major infrastructure modernization while pursuing strategic UC partnerships. The \$987 million funded capital need reflects both DOE-sponsored research facility requirements and select UC investments supporting collaboration and shared resources. Priority focus remains on seismic safety, infrastructure renewal, and facilities that enhance UC Berkeley academic partnerships.

Unfunded Needs and Advocacy Priorities

Berkeley Lab's capital program depends heavily on federal DOE funding for major research infrastructure, with select UC investments supporting collaborative facilities and shared resources. Key advocacy priorities include continued DOE support for seismic improvements and infrastructure modernization, plus UC investment in collaboration facilities that strengthen the Lab's academic partnerships and research mission alignment with the broader UC system.

EXHIBIT 68. Proposed Capital Program Fund Sources (\$Ms)





Systemwide and Office of the President Capital Program

The Office of the President serves as the systemwide headquarters of the University of California, providing leadership and coordination across the UC system. It oversees fiscal and business operations while assisting in the academic and research missions of all UC campuses, laboratories, and medical centers. The Systemwide and Office of the President Capital Program ensures that capital projects align with the University's mission. This program encompasses initiatives that directly benefit individual campuses while also offering broader support to the entire UC system through projects and resources managed centrally by the Office of the President.



3

Active Projects



\$6M

Active Projects Investment



1

Completed Projects (FY2024–25)



\$2M

Completed Projects Investment

CFP Identified Funding

\$17 million in Capital Plan

Priority Areas

- Restoration and Renewal
- Fire and Life Safety
- Seismic Remediation

Key Metrics

- \$25+ million in six-year capital needs identified
- Regional libraries supporting all UC campuses
- State Capitol presence strengthened through facility consolidation

Systemwide and Office of the President Capital Program

Capital Priorities

The Systemwide and Office of the President Capital Program addresses three critical challenges: renewing aging infrastructure, investing in mission-aligned facilities that support the University's systemwide priorities, and ensuring alignment with the UC strategic vision. Key goals include modernizing essential infrastructure, advancing projects that strengthen academic, research, and clinical excellence, and securing new funding streams for systemwide needs that remain unfunded. UCOP remains committed to a capital vision that tackles urgent deferred maintenance and lays the foundation for a stronger, more resilient future for the entire University of California system, though recent funding gaps prove increasingly challenging.

Location-Specific Focus Areas

Safeguarding UC's Knowledge Infrastructure

The Office of the President recognizes the essential role UC Regional Libraries play in supporting campus needs and is committed to addressing facility restoration and safety challenges. Through the capital outlay program, the Systemwide and Office of the President Capital Program will prioritize urgent fire and life safety improvements at the Northern Regional Library, while continuing to seek additional funding to address aging infrastructure and restore deteriorating facilities that serve the entire UC system.

Recent Accomplishments

Strengthening UC Facilities

Recent accomplishments include completing the roof replacement at the Oakland office building, which houses Office of the President employees. Looking ahead, a roof replacement is also planned for the UCPATH facility at UC Riverside. Together, these projects address critical facility needs for UC's central payroll system and Office of the President's administrative space, reflecting strong stewardship of systemwide resources and commitment to maintaining safe, reliable facilities.

EXHIBIT 69. Completed Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	1	-	-	1
	100%	-	-	100%
Total Budget	\$2M	-	-	\$2M
	100%	-	-	100%

Note: because of rounding, some totals may not correspond with the sum of the separate parts



Systemwide and Office of the President Capital Program

Projects In Progress

Creating Synergies Through Consolidation

The Systemwide and Office of the President Capital Program is focused on strengthening the University's presence in the State Capitol. By consolidating functions into a single facility, the program aims to improve operational efficiency and foster greater synergy between academic programs and administrative functions that support UC's statewide mission and legislative engagement efforts.

Seismic Snapshot

Seismic Upgrades to Safeguard UC's Mission

The Systemwide and Office of the President Capital Program has identified more than \$200 million in needed seismic remediation across facilities that support UC campuses. These investments are critical to ensure safety, resilience, and continued functionality of infrastructure that serves the entire University of California system while maintaining essential services for all locations.

Restoration and Renewal Snapshot

Aging Facilities and Funding Challenges

The Systemwide and Office of the President's facilities are aging, and the capital program focuses on addressing long-standing deferred maintenance needs. While the Office of the President continues seeking solutions to meet these urgent demands, progress remains significantly constrained by lack of identified funding. The total investment required to restore aging and deteriorating facilities in the six-year capital outlay is estimated to exceed \$25 million.

EXHIBIT 70. Active Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	3	-	-	3
	100%	-	-	100%
Total Budget	\$6M	-	-	\$6M
	100%	-	-	100%

Note: because of rounding, some totals may not correspond with the sum of the separate parts



UCOP, 1111 Franklin Street Roof Terrace

Systemwide and Office of the President Capital Program

2025-31 Outlook and Progress On Priorities

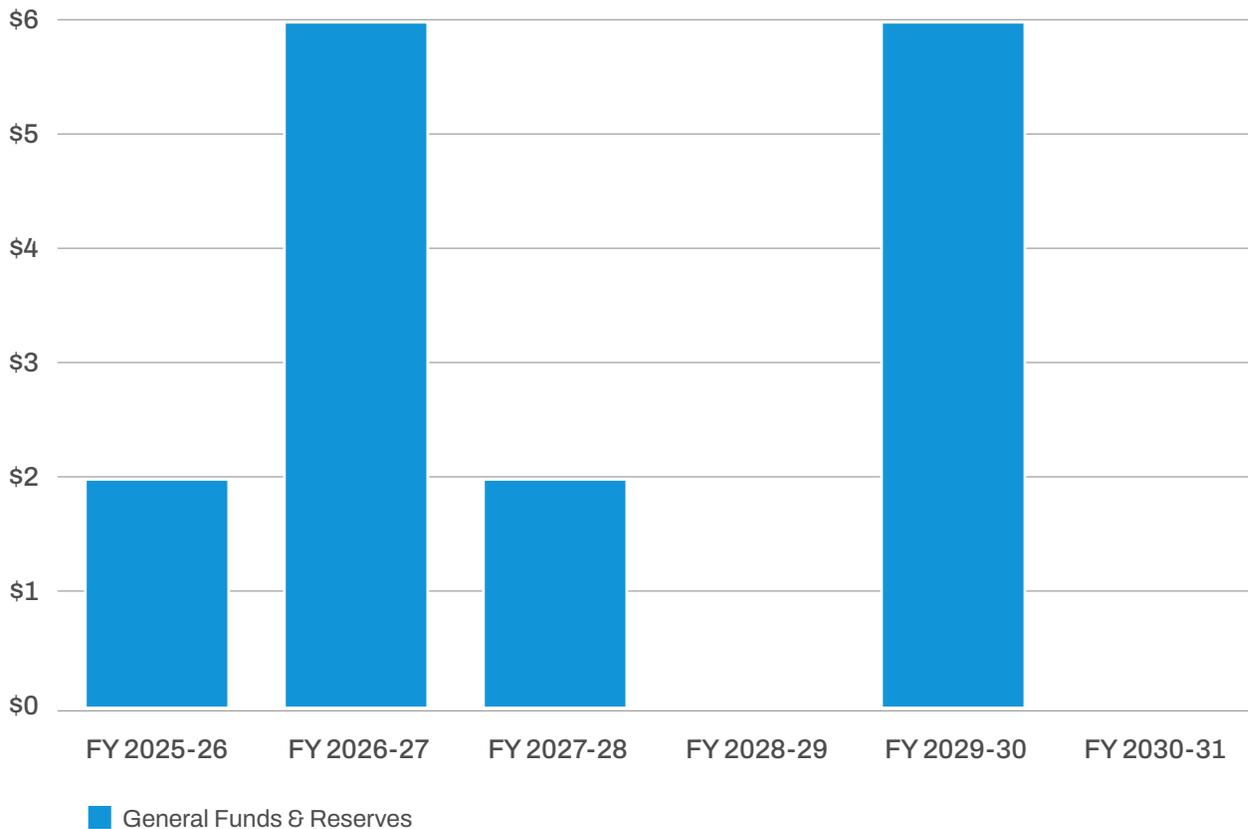
The Systemwide and Office of the President's six-year capital outlook includes more than \$26 million in proposed investments to address aging facilities, with focus on fire and life safety improvements, deferred maintenance, and strengthening UC's presence in the State Capitol. These investments are essential to restoring, preserving, and improving facilities that play a critical role supporting UC campuses across the system. A sizable portion advances the University's academic mission by funding regional libraries serving all campuses, supporting policy and teaching initiatives in State Capitol, and sustaining systemwide services such as UCPath.

Unfunded Needs and Advocacy Priorities

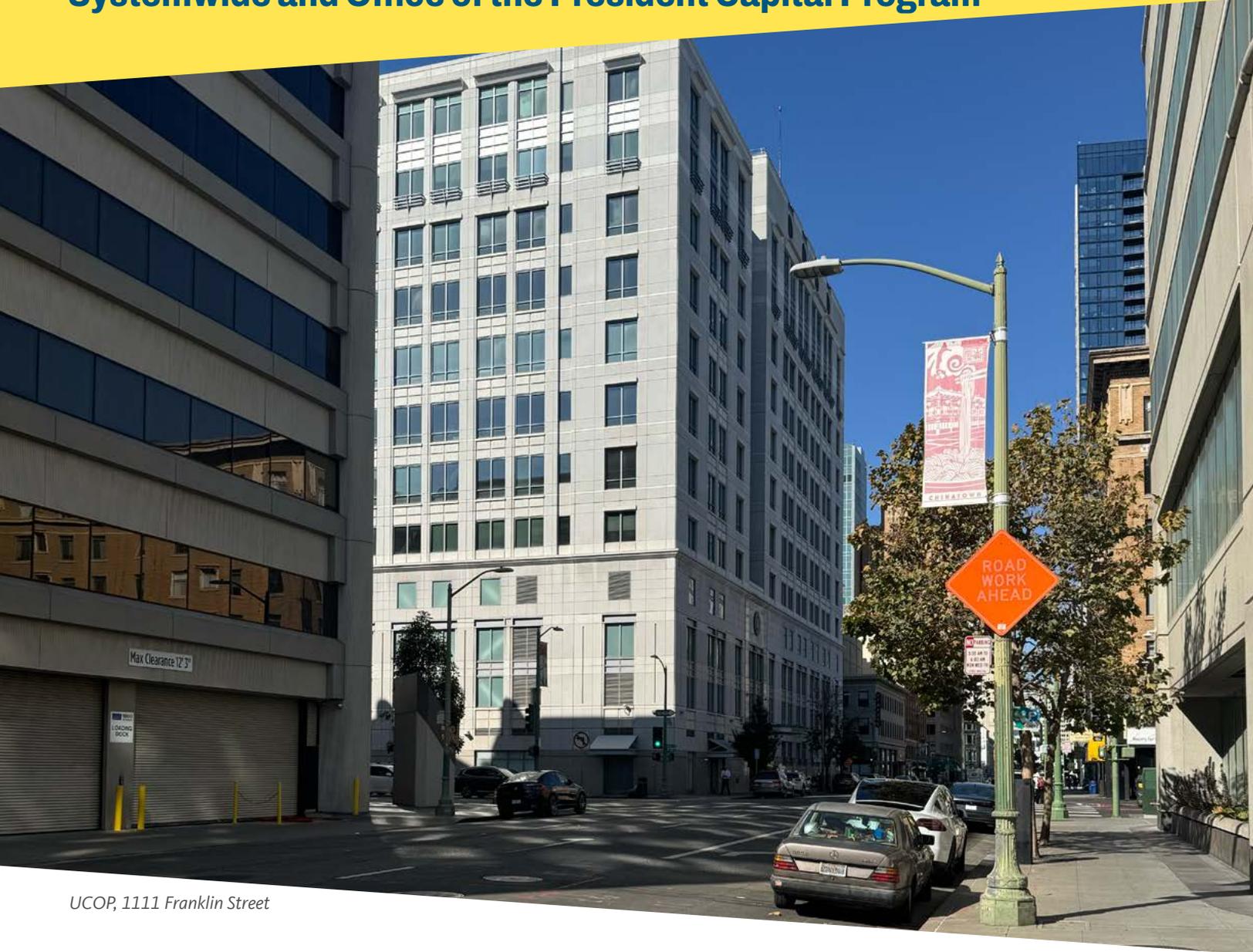
Strategic Partnerships Needed

Approximately 38% of the Systemwide and Office of the President's proposed capital plan remains unfunded, including infrastructure renewal projects critical to fire and life safety that support campuses with research, teaching, and administrative services. Addressing these unmet needs will require strategic partnerships and support from campuses plus shared commitment to advancing aligned systemwide goals that benefit the entire UC system.

EXHIBIT 71. Proposed Capital Program Fund Sources (\$Ms)



Systemwide and Office of the President Capital Program



UCOP, 1111 Franklin Street

Project Highlight

This essential infrastructure project extends the life of the roof by another 30 years, ensuring continued safe and reliable operations for Office of the President administrative functions. The investment demonstrates strong stewardship of systemwide resources while maintaining critical facilities that coordinate University of California operations across all campuses and medical centers.

PROJECT NAME
**Roof Replacement for
 1111 Franklin Street,
 Oakland, CA**

TYPE
Renovation

BUILDING USE
Administrative Offices

COMPLETION DATE
December 5, 2024

PROJECT COST
\$2M

CONSTRUCTION COST
\$1M

PROJECT STATUS
Complete

CONTRACTOR
Pioneer Contractors, Inc