

**THE CITY UNIVERSITY OF NEW YORK  
VICE CHANCELLOR EMMA ESPINO MACARI**



**TESTIMONY ON THE FIVE-YEAR CAPITAL BUDGET REQUEST**

**BEFORE THE**

**NEW YORK STATE DIVISION OF THE BUDGET  
JOHN F. CAPE, DIRECTOR**

**NOVEMBER 14, 2005  
ALBANY, NEW YORK**

**Good afternoon Budget Director Cape, DOB staff and legislative representatives. I am Emma Macari, Vice Chancellor for Facilities Planning, Construction and Management. On behalf of The City University of New York and Chancellor Goldstein, I thank you for the opportunity to discuss our current and five-year capital budget request. Upon the conclusion of my remarks, I will be happy to answer questions or respond to comments you may have. To illustrate my testimony today, I would like each of you to have this presentation document (attached).**

**CUNY is the Nation's largest urban university, comprised of 11 senior colleges, 6 community colleges, a graduate school, a law school and a school of biomedical education. More than 223,000 students are enrolled in degree credit courses, and another 247,000 are enrolled in adult and continuing education courses at campuses located in all New York City boroughs. During the past year, two CUNY graduates have received Rhodes Scholarships; and a Truman Scholar, a Goldwater Scholar and the winner of the national Intel Science Talent Search contest all chose to attend CUNY Colleges. All of us at The City University of New York take great pride in the panoply of major awards recently received by current and future CUNY students. Their outstanding achievements are a reflection of CUNY's increased academic standards and the fertile educational environment CUNY offers New York's best students.**

**The primary objective of the Capital Building Program is to provide facilities that support the University's mission. Existing structures are renovated and**

**new ones are built, to the highest possible standards of efficiency and quality within our resources, for teaching, learning, and to enrich campus life. Our requested projects emanate from Board of Trustee approved College master plans and from ongoing condition assessments of the exiting building stock. These projects, and the master plans, are developed in close consultation with College communities. On October 7, 2005 Chancellor Goldstein testified before the New York State Senate and Assembly Committees on Higher Education. In his testimony Chancellor Goldstein outlined the University's "compact" proposal for funding the operating budget. He shared a plan that includes an unprecedented commitment to philanthropic funding in order to enhance the investment initiatives. In terms of the capital budget bricks and mortar from private contributions will come in the form of naming opportunities across the campuses.**

**The age and condition of our space inventory, which includes approximately 26.2 million gross square feet in about 300 buildings, demand that we maintain our assets. The next few pages of my presentation will provide you with examples that illustrate why most of our projects are intended to improve existing facilities.**

**The chart on page 3 illustrates the distribution of our buildings by age. As you can see, over 11 million square feet of that space was built before 1960. In other words, over 40% of our inventory is more than 40 years old.**

**City College, as shown on page 4, exemplifies the age range of our buildings at the Senior Colleges. Shepard Hall, the collegiate Gothic structure in the**

background, is one of our oldest buildings, dating to 1907. To preserve this and other venerable Gothic structures that make up the North Campus, we have invested over \$200 million to restore the facades of these buildings.

The photographer of this picture was standing in The North Academic Center (the “NAC”) looking across Convent Avenue to Shepard Hall. You can see the side of NAC on the left in this photo. The NAC was built in 1982. Although considerably newer, this building also needed infrastructure renovations.

Similar age ranges exist at the Community Colleges, such as Bronx Community College, as seen on page 5. Gould Library, the top photo, was designed by the renowned architect Stanford White and built in 1898. And Community Hall, the lower two photos, was designed by the modernist architect Marcel Breuer, was built in the 1960s. Despite their age difference, both structures have needed considerable capital investment to maintain their functionality.

As mandated by the Division of the Budget, projects in the capital plan are grouped into the following categories:

Health & Safety projects and Facilities Preservation projects which include those projects that ensure the integrity of existing buildings. Typical among the Health and Safety projects are fire alarm system installations and emergency exit renovations. Examples of Facility Preservation projects are façade restorations and new roofs.

Projects in the ADA & Asbestos categories respond to building codes and other mandates. And Technology Upgrades improve the University’s technology

**infrastructure and build information systems that facilitate the work of individual Colleges, as well as the sharing of data throughout the integrated University.**

**Our energy conservation projects aim to reduce energy consumption in compliance with Executive Order 111. For all of these groups we request lump sum funding under CUNY-Wide Senior College and Community College/Medgar Evers umbrellas. As you know, the Community College and Medgar Evers request is funded 50/50 by the City and State. The funds are then distributed according to priorities established in the condition assessment studies completed in the early 1990s. The estimated cost for completing the work at Senior Colleges as identified in those studies totaled \$600 million, for which we received \$ 363.7 million since 1990. But you must bear in mind that all \$363.7 million was not appropriated at one time; the systems that were new or in good condition in the early 1990s have now served the University for 10-12 years and now require replacement; and, unforeseen deterioration has occurred due to lack of funding in the operating budget for routine maintenance.**

**This past May, I received City Office of Management and Budget's annual Asset Information Management Report for the Community Colleges and Medgar Evers. The report is generated from visual surveys and contains an inventory with condition assessment and maintenance schedules. It details \$54.8 million worth of repairs required to bring the Community Colleges and Medgar Evers assets up to a state of good repair. We have matching appropriations from the State and City that total \$20.4 million for this work. I will provide you with the details of our request for additional funding, later in my testimony.**

**So that you can better appreciate how these CUNY Wide funds are spent, I have included some photographs from the field. On page 7, on the left you see water damage in the Library at Bronx Community College. On the top right is a photo showing water infiltration into electrical equipment at the College of Staten Island, and the lower right shows a hazardous stairwell exit in Frese Hall at Queens College, due to a sprinkler system malfunction.**

**On page 8, you see façade cracks at City College's Shepard Hall and façade repairs at the Marshak Building. Also shown here is the damaged parapet at Hostos Community College, which has since been repaired.**

**On page 9, is a photo showing construction of curb cuts at Queens College, an example of our ADA projects. And on page 10, is a flow chart of the University's ERP initiative, which received funding through the CUNY Wide technology program. The Enterprise Resource Program will create unified systems for financial, human resource and student information management. All facilities data in the ERP will be compiled from the space inventory database currently in use by the Space Management unit of my office.**

**We also have two other categories of projects: Renovation projects and New Construction projects. Renovation projects upgrade facilities as needed to accommodate programmatic changes, and New Construction projects correct existing space deficits at campuses with an inadequate space-to-student ratio and reduce or eliminate the need for leased space. In these last two categories we request project-specific, individual campus projects as apposed to the CUNY Wides.**

**In compliance with the State Division of the Budget and the City Office of Management and Budget requirements, every year the University submits a new *Capital Outlay Program*, our an annual request in book form, which includes both a five-year plan and detail for the projects requested in the first year. I am pleased to furnish you with a copy of the 2006/2007 edition.**

**Each year, my staff in the Office of Facilities Planning, Construction and Management revises the University's previous five-year submission. We remove the first year and add a new fifth year, thereby creating a "rolling" five-year plan. Up until 1998, the State responded to our submissions with yearly appropriations.**

**Some of the Projects completed during that time were: The renovation and addition to the Brooklyn Library, as seen on page 11. The project included a 105,000 square foot addition and full renovation of the existing building. The project expanded seating from 600 to 2,317 seats and it reopened in the Fall of 2002.**

**Three-fourths of the landmark B. Altman Department Store Building was acquired to provide a consolidated campus for the Graduate School and University Center. Photographs of the building are on page 12. A gut renovation of the space provided a total of 379,000 net assignable square feet that replaced, enhanced and consolidated the existing Graduate School space which had been spread over three leased facilities in mid-town Manhattan. The building was open for classes in the Fall of 2000.**

**On page 13 includes photos of the rehabilitation and gut renovation of Frese Hall at Queens College. This 20,600 gross square foot building is one of the**

**College's original Spanish-style quadrangle buildings. It houses two lecture halls and offices for the College's Student Activities. This project was completed in 2000.**

**Funding was received to renovate space at CCNY for the Sophie Davis School of Biomedical Education, as seen on the next page. The interior of Harris Hall was reconfigured and improved for that program and a gross anatomy lab was built in Marshak. It was completed in 2003.**

**In 1998, the New York State Executive Budget recommended, and the Legislature authorized, an unprecedented five-year capital budget program for CUNY for the years 1998 through 2002. That appropriation is represented by the yellow bars on page 18. We are very grateful that the State committed \$1 billion for bonded projects and \$25 million for moderate rehabilitation projects. We have bonded \$843.5 million of that appropriation and plan to access the remaining re-appropriations in conjunction with the new five-year appropriation that came in 2004.**

**Before I move on to our new five-year appropriation and our FY 2006-07 request, I'd like to bring that \$1 billion appropriation to life by sharing with you some of the projects it funded.**

**First, on page 19, the William and Anita Newman Vertical Campus. This project began its funding during our yearly appropriations phase, but the equipment portion (\$22.3 million) came in the five-year appropriation. More than half of Baruch College's programs and spaces have now been consolidated into this state-of-the-art facility, totaling 785,000 GSF. The award-winning design of this modern educational**

facility features more than 120 “smart” classrooms and computer labs. It opened in late August of 2001 for the start of classes.

The Consolidated Computer Center project at Lehman College on page 20, created the backbone of the College’s emerging technology programs. A 30,000 square foot addition was built in portions of the open courtyard of this 1970’s building to provide teaching laboratories was completed in 1999. In the five-year plan we received funding to build on this project by creating a multi-media facility in connection with the Consolidated Computer Center. We are about to begin construction on the 20,000 square foot space below an existing courtyard that will provide a two-story studio space for the multi-media center.

Powdermaker Hall, on page 21, contained 40% of the classrooms at Queens College, as well as offices and dry laboratories. The building had not undergone significant upgrade since it was constructed in 1962, and the building’s systems had deteriorated. This project was a total gut rehabilitation and upgrade of the entire structure, including the exterior envelope of the facility, which was redesigned to provide insulation from disruptive noise emanating from nearby LaGuardia Airport. The building reopened for classes in the fall of 2003

The Academic Village building, shown on page 22 was the first project proposed in the Master Plan of 1998, to serve as a gateway and link to the Kingsborough campus. This 40,000 square foot building houses the College’s admissions and student-related functions in a welcoming modern building that also

**serves community-related programs and general instruction. It was completed August 2003.**

**The York College Child Care Center currently under construction is shown on page 23. The structure incorporates the façade of the historic landmark St. Monica’s Church. The 10,000 GSF Center will provide a facility for the care of up to 110 children. It will have playroom and study areas, outdoor playgrounds, a food service area, and office and support spaces. The building will be completed this coming March.**

**On the next page is the 500 Grand Concourse building At Hostos Community College. We received funding to begin renovate the building in the 1998-2003 appropriation. This project intends to provided numerous improvements to an old “tire factory” building including infrastructure rehabilitation and code compliance work. The first phase of the project included renovation of existing teaching and student services facilities for the Allied Health Sciences program. The teaching labs for dental hygiene, including a community dental clinic off the newly renovated lobby, were completed in 2004. Next phases will include more programmatic and infrastructure upgrades.**

**Acquisition funds for Center 3, a 885,000 gross square foot building shown on page 25, at LaGuardia were included in the five-year appropriation. Additionally, funds were provided to begin renovating the building. The first phase consisted of constructing new classrooms and a one stop student services center. Phase one was completed in 2005.**

**In 2004, the New York State Executive Budget recommended, and the Legislature authorized, a second five-year capital budget program for CUNY, the plan covers years 2004 through 2008. Furthermore, in 2005, the Executive Budget recommended, and the Legislature authorized a significant increase to the second five-year plan. We are very appreciative of the Governor's commitment to a five-year capital plan that recommends, over its life, \$1.68 billion in bonded projects and \$25 million in moderate rehabilitation projects. It is consistent with overall University priorities and builds upon State activity over the years in support of a long-term, visionary approach to the rehabilitation and construction of much needed physical infrastructure.**

**In May of this year, for the first time ever, the Mayor of New York City responded to the University's petition for a multi-year commitment with a four-year appropriation that completely matches the State's commitment to the Community Colleges. We know that the five-year appropriations granted by the State in 1998 and 2004 laid the ground work for the Mayor to follow.**

**The long-range capital budget plan is significant and gratifying for several reasons. First, it reveals a unique perspective on and commitment to higher education. Second, not only will this capital plan provide funding to upgrade the physical plants at CUNY, but it will also allow us to pursue new initiatives to meet our programmatic needs and most urgent goals. This kind of support is a true investment in our senior and community colleges.**

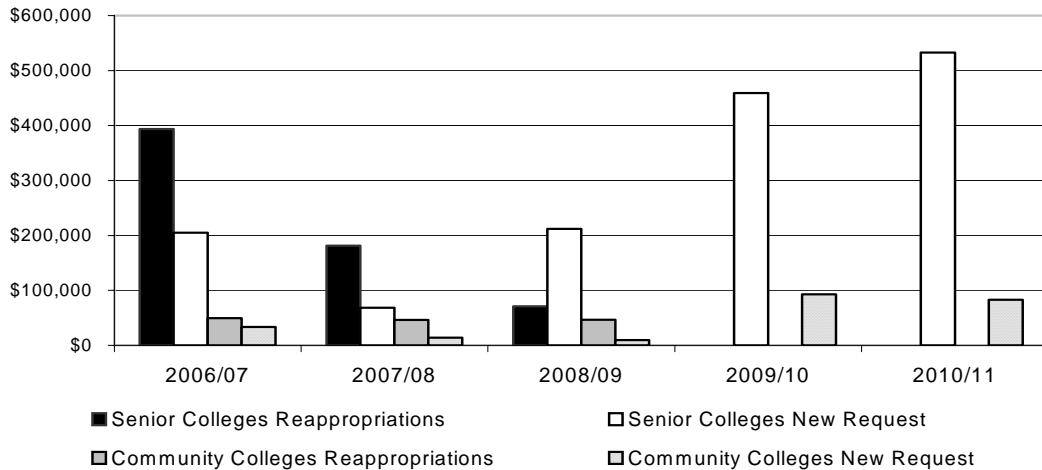
I'd like to now share with you the FY 2006-07 through 2010-11 *Capital Outlay Program*. This book details the University's five-year forecast for the acquisition, design, construction and equipment-purchasing phases of new or renovated CUNY facilities. The projects identified in the book fall into several categories and are separated by tabs according to topic. Some of the tab features include:

- Trustees resolution summarizing the goals and objectives of the five year capital budget plan;
- Basis of CUNY's capital program;
- Statistical summary that offers facility data for each campus;
- Priority list of projects and the criteria upon which we base our priorities;
- Five-year summary of our request;
- CUNY Wide project descriptions and cost estimates;
- Single campus project descriptions and cost estimates;
- Site maps specifying the location of each project;
- Funding history from City and State sources;
- Break-down of projects by category and fund type (bonded or minor rehabilitation).

## **FIVE-YEAR CAPITAL BUDGET OVERVIEW**

**(2006-07 through 2010-11)**

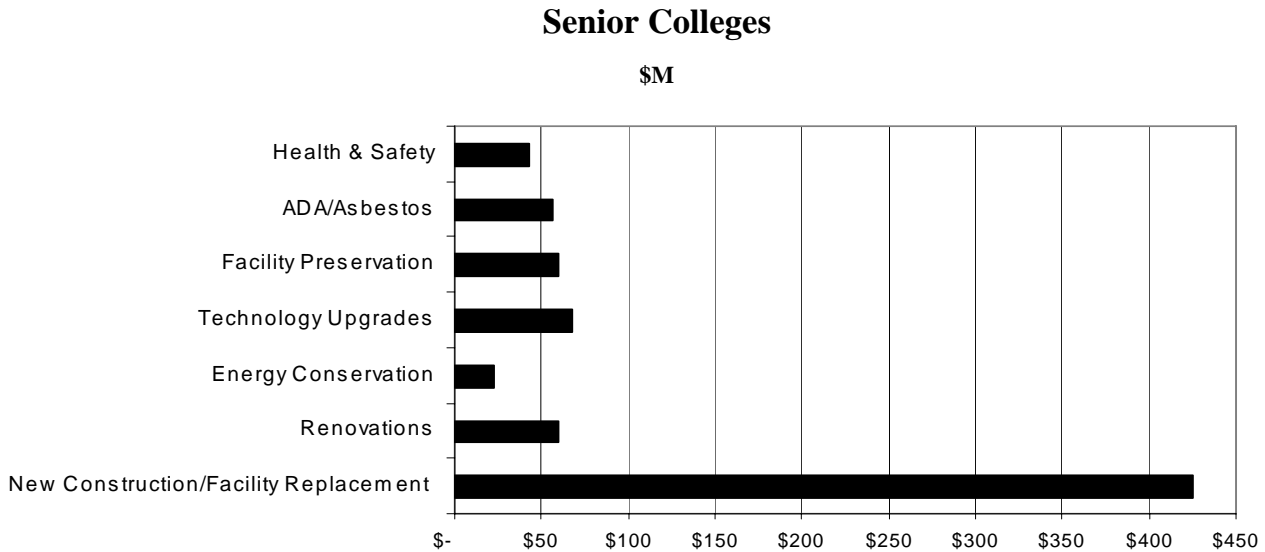
**\$2.9 Billion**



**This chart reflects budget totals for CUNY’s senior and community colleges, as proposed in the *Capital Outlay Program* (see SUMMARY OF REQUEST tab), and is in accordance with the five-year State recommended budget. Years One and Two of the State’s 2004-2008 five-year budget appropriated approximately \$949 million for bonded and minor rehabilitation projects. CUNY’s proposed distribution of the remaining \$733 million is divided over the next three years (2006 through 2008) in amounts that range from \$67 million to \$389 million for senior colleges, represented by the black bars, and \$45 million to \$48 million for community colleges, represented by the solid grey bar. To the remaining three years of this plan, new fourth and fifth years have been added. Also, we are requesting additional funding during the first three years for three initiatives: 1. New funding for matching grants programs, that will assist the colleges in garnering private donations by providing State funds on a 2 to 1 or 1 to 1 matching basis; the CCNY Science Facility; and the Graduate School of**

**Journalism. 2. For immediate work required at Marshak and 3. Funding to address escalation increases due to recent economic changes.**

**Breakdown of Project Categories (2006-2011)**



The projects identified in the *Capital Outlay Program* fall into several classifications and are grouped into one of the above categories. Individual campus projects approved over the five-years involving new construction/facility replacement include \$352 million for Phase II (the Haaren Hall extension) at John Jay College, \$76.3 million for the West Quad Building at Brooklyn College and \$54.6 million for the renovation of Powdermaker Hall at Queens College. Costs for new construction are exceedingly higher than costs required for projects that fall into other categories. However, new structures also provide remedies to health & safety or code compliance issues that exist in the facilities that are being replaced.

Projects that target health & safety, facility preservation and ADA/asbestos code compliance issues will range between \$150 million and \$300

annually. CUNY-wide projects in these categories remain our highest priority (See PRIORITY LIST tab for detailed prioritized order of projects). State approved funding over the next five years (1998-2003) for senior colleges includes \$130 million for CUNY-wide projects that fall under the health and safety, facilities preservation, asbestos removal, energy conservation and ADA compliance categories. Other CUNY-wide projects which are scheduled for appropriations include \$33.7 million for the implementation of an Infrastructure Network/Telecommunications system, \$20 million for Science and Technology Equipment and \$20 million for the continuation of the Education Technology Equipment initiative.

I wish to take this opportunity to review, briefly, the major projects and construction activities currently underway at our senior colleges for which we ask your continued support in fiscal year 1999-2000.

Implementation for the first stage of Phase II design at John Jay College, for which we request \$76 million, will bring us one step closer to our goal of constructing a facility that will eliminate a 45% space deficit that currently exists at the College. The first phase of construction funds of \$17.8 million are requested for the West Quad Building at Brooklyn College, a project which calls for the completion of the quadrangle and unification of the campus. Continued funding in support of facility preservation at City College's Shepard Hall is requested at \$12 million.

**Additionally, funds to implement the next phase of CUNY's University-wide educational technology are requested in the amount of \$4 million. Continuation of this project will establish technology research and develop video conferencing and distance learning centers. Support in the amount of \$6 million for the Infrastructure/Network Telecommunications project will help install in CUNY buildings proper wiring and other equipment to deliver network connectivity to classrooms, labs, and faculty and administrative offices. Funding for a new initiative, which addresses alterations and improvements to CUNY libraries, is requested in increments of \$2.7 million over the next four years. Year one funding will create instructional laboratories in libraries and replace all existing old generation hardware and networking.**

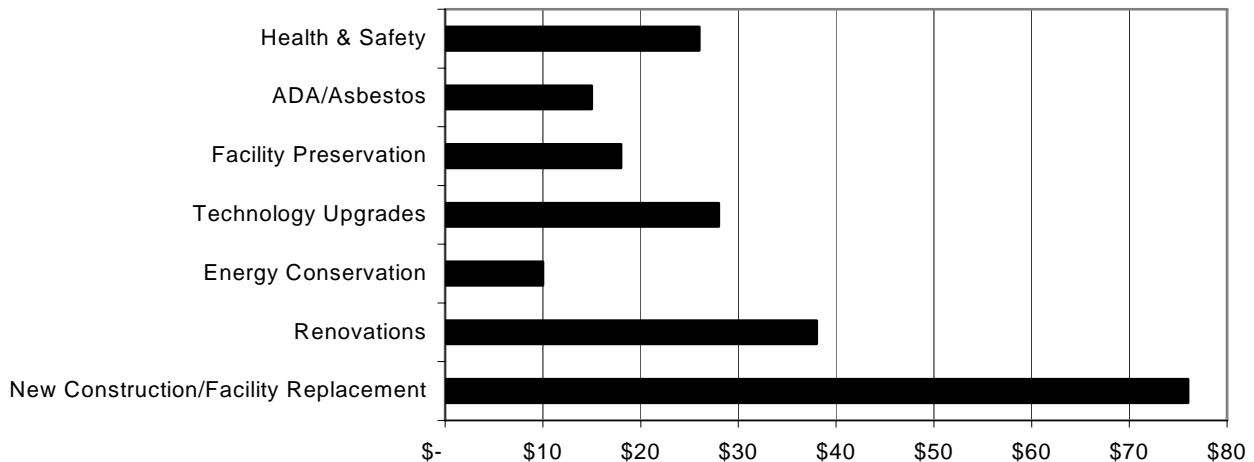
**Our 1999-2000 budget proposal also calls for funds to support the design, construction and equipment phases of childcare facilities to be located at Baruch College and York College.**

**Construction is scheduled to begin at Powdermaker Hall at Queens College in 1999. The final increment of \$26.9 million will complete the construction and equipment phases and will bring the building to occupancy. Another important project at Queens College, for which the State contributed \$15 million, is The Center for Molecular and Cellular Biology. Because of State support, the project is quickly advancing to the design development stage.**

**Breakdown of Project Categories (1999-2002)**

**Community Colleges**

\$M



**CUNY’s community colleges show the greatest need over the next five years for renovations, new construction and technology improvements. As you know, community colleges and one senior college, Medgar Evers College, are supported by two funding sponsors: the State of New York and City of New York. Both were generously supportive of two major projects in the 1998 budget. We received, in equal amounts from both sponsors, \$18.2 million for design and construction of the Academic Village Complex at Kingsborough Community College and \$20 million for the acquisition of the Center III facility at LaGuardia Community College.**

However, our community colleges have needs that go beyond the financing of these two projects. These needs are expressed in the 1999/2000 *Capital Outlay Program*. Many of the projects have been previously proposed and have been recommended by the State but have not been recommended or matched by the City.

Obtaining funding, however, is only part of the solution. We need to ensure that, once received, the funds are spent wisely. Toward this goal and in accordance with a recent Memorandum of Understanding between CUNY and our construction partner, the Dormitory Authority of the State of New York (DASNY), it was agreed that both parties will be active participants in all phases of a project in order to provide a more effective implementation.

In the midst of urban education and remediation issues being addressed at the senior college level, we expect the outcome will result in increased enrollment at the community colleges. At the least, we need to:

- expand and reconfigure classrooms to accommodate current, as well as future, enrollments;
- remedy space issues at campuses such as Medgar Evers College and Manhattan Community College and at Bronx Community College, all of which have major projects proposed;
- invest funds in technology and infrastructure in order to provide state-of-the-art technology equipment to our classrooms and libraries. As more and more progress is made in the area of

**electronic dissemination of information, the University is required to spend larger sums of money just to stay up-to-date.**

**We are working with the City in an effort to increase financial support for our community colleges. Hopefully, University representatives will serve as an effective voice for the pressing needs of our urban school facilities by encouraging City of New York leaders to support quality educational facilities as an integral part of quality educational and technical programs. Our efforts are endorsed by the University's Board of Trustees, who diligently review all the projects presented to our funding sponsors. We are hopeful that we will be successful in mobilizing action to increase funds for our community college facilities.**

**This concludes my prepared statement and I am now available to respond to questions.**