

Office of the President

TO MEMBERS OF THE FINANCE AND CAPITAL STRATEGIES COMMITTEE:

ACTION ITEM

For Meeting of March 15, 2023

**BUDGET, SCOPE, EXTERNAL FINANCING, AND DESIGN FOLLOWING
CONSIDERATION OF AN ADDENDUM TO THE 2018 LONG RANGE
DEVELOPMENT PLAN ENVIRONMENTAL IMPACT REPORT PURSUANT TO THE
CALIFORNIA ENVIRONMENTAL QUALITY ACT, TRITON CENTER, SAN DIEGO
CAMPUS**

EXECUTIVE SUMMARY

UC San Diego proposes the Triton Center project to provide expanded and centralized space for specialized instructional support, student health, and well-being services (including mental health), and other student academic services and resources to meet the needs of a rapidly growing and diverse student population. Triton Center would include an alumni and welcome center, multipurpose space for various campus programs, public realm improvements, and accessible parking. By serving as a welcoming and inclusive arrival destination for the campus, Triton Center would implement a key component of the strategic redevelopment of the University Center Urban Core district as identified in the campus' 2018 Long Range Development Plan.

The project would replace a collection of 1940s-era, one-story/low-density buildings currently in the University Center area of campus. These buildings are costly to maintain and energy-inefficient, and several have poor Seismic Performance Ratings of V and VI per the UC Seismic Safety Policy. The proposed mixed-use redevelopment would optimize the land use of this central site with the programmatic and cost efficiencies of a larger-scaled project leveraging shared resources and infrastructure. It would improve seismic safety for core support programs and retire restoration needs by demolishing structures that have exceeded their useful life.

The Triton Center funding plan proposed in this item includes external financing and campus funds. Fund sources may be revised at a later date, pending the availability of State funds and gifts. A portion of the project supporting student academic resources and mental health services has been included in the University's request for one-time 2023-24 State Capital Outlay funding. In addition, fundraising for Triton Center is actively underway, and gift proposals to support the project are in discussion.

In March 2022, the Regents approved \$16.25 million of preliminary plans funding for the project, funded from campus funds. The proposed project scope remains consistent with the description presented in the March 2022 Regents item.

The Regents are being asked to (1) approve the project budget of \$428.2 million, to be funded with external financing (\$403.2 million) and campus funds (\$25 million); (2) approve \$403.2 million in external financing; (3) approve the project scope; (4) adopt the California Environmental Quality Act Findings; and (5) approve the design of the Triton Center project.

RECOMMENDATION

The President of the University recommends that the Finance and Capital Strategies Committee recommend to the Regents that:

- A. The 2022-23 Budget for Capital Improvements and the Capital Improvement Program be amended as follows:
 - From: San Diego: Triton Center – preliminary plans – \$16.25 million to be funded with campus funds.
 - To: San Diego: Triton Center – preliminary plans, working drawings, construction, and equipment – \$428.2 million to be funded with external financing (\$403.2 million) and campus funds (\$25 million).
- B. The scope of the Triton Center project be approved. The project shall provide a total of approximately 419,300 gross square feet (gsf), including 192,100 assignable square feet (asf) / 318,700 gsf of new space for Student Health and Well-Being, Student Academic Resources, Campus Administration (including approximately 542 asf Chancellor’s office space), Alumni Center, and multipurpose space. The project shall also provide about 175 parking spaces and district utilities in a partially above-grade, partially below-grade structure of approximately 100,600 gsf. Public realm improvements shall include accessible pedestrian and micromobility circulation that is safety-oriented, a central plaza that affords seating and gathering, and necessary infrastructure updates to serve the building and surrounding precinct. The scope includes demolishing eight buildings within the project boundary and removing approximately 119 existing surface parking spaces.
- C. The President be authorized to obtain external financing in an amount not to exceed \$403.2 million, plus additional related financing costs to finance the Triton Center. The President shall require that:
 - (1) Interest only, based on the amount drawn, shall be paid on the outstanding balance during the construction period.

- (2) As long as the debt is outstanding, general revenues from the San Diego campus shall be maintained in amounts sufficient to pay the debt service and to meet the related requirements of the authorized financing.
 - (3) The general credit of the Regents shall not be pledged.
- D. Following review and consideration of the environmental consequences of the proposed Triton Center project, as required by the California Environmental Quality Act (CEQA), including any written information addressing this item received by the Office of the Secretary and Chief of Staff no less than 48 hours in advance of the beginning of the Regents meeting, testimony or written materials presented to the Regents during the scheduled public comment period, and the item presentation, the Regents:
- (1) Adopt the CEQA Findings for the Triton Center project, having considered the 2018 Long Range Development Plan (LRDP) Environmental Impact Report (EIR) for the La Jolla Campus and Addendum No. 11 to the 2018 LRDP EIR for the Triton Center project.
 - (2) Make a condition of approval the implementation of applicable mitigation measures within the responsibility and jurisdiction of UC San Diego, as identified in the Mitigation Monitoring and Reporting Program adopted in connection with the 2018 LRDP EIR.
 - (3) Approve the design of the Triton Center project, San Diego campus.

BACKGROUND AND PROJECT DRIVERS

Enrollment at UC San Diego increased by 47 percent (over 13,000 students) between fall 2011 and fall 2022 to nearly 42,000 students¹. Student facilities in the center of campus have not kept pace. With continued enrollment growth, the recent arrival of light rail service (Blue Line Trolley) in November 2021, and in alignment with the 2018 UC San Diego Long Range Development Plan objectives, the campus proposes redeveloping a major portion of the University Center.

Existing student services and other essential campus functions are housed in a collection of low-density facilities in poor condition with significant renewal, restoration, and seismic improvement needs. Many of these facilities are the oldest buildings on campus, several constructed in 1942 when the land was still part of Camp Matthews². Not only are these buildings outdated and insufficient to meet current needs, but they continue to deteriorate,

¹ Excluding clinical residents. Enrollment data source: <https://www.universityofcalifornia.edu/infocenter/fall-enrollment-glance>

² Camp Matthews was a United States Marine Corps military base from 1917 until 1964, when the base was decommissioned and the land was transferred to the University of California.

representing a significant maintenance liability, and some have already been vacated due to health and safety concerns.

The proposed project would enable programs and services to expand to reach a greater number of students and would accomplish the following objectives:

- Support increasing demands due to enrollment growth and increase access to services for all students;
- Support student success, including eliminating graduation gaps amongst different socioeconomic status populations and improving time-to-degree;
- Support diversity, equity, and inclusion goals of the campus;
- Redevelop and improve the underutilized University Center as a “town center” in proximity to transit and multimodal connections;
- Improve seismic resilience and address high-priority renewal and restoration needs; and
- Meet campus sustainability objectives.

A focal point of the Triton Center program is expanding support of diversity, equity, and inclusion in programs promoting student success. For example, the Transfer Student Success Hub provides specific outreach and services for a typically underserved student population. The Teaching + Learning Commons actively supports and partners with campus programs that address educational inequities and utilizes equity and asset-based frameworks that encourage educators to examine how their instructional practices support equitable outcomes for students³. The Triton Center would provide a permanent home for the Transfer Student Success Hub and much-demanded expansion space for Teaching + Learning Commons programs.

In addition, the proposed project would support campus efforts to be a student-centered, research-focused, service-oriented public university as outlined in the UC San Diego Strategic Plan⁴. This would be accomplished by providing facilities to house various student support services and other services and programs at the heart of the campus and by creating an engaging, pedestrian-oriented campus gateway that welcomes students, faculty, staff, alumni, and visitors alike.

PROJECT DESCRIPTION

The project would replace older low-density structures and build new, higher-density, energy-efficient, sustainability-focused, and seismically compliant facilities. (Refer to Attachment 4 – Project Location and Attachment 5 – Project Site.) The project would address about \$55.9 million of identified restoration and renewal needs and about \$16 million of seismic capital needs, largely through demolition of existing buildings.

³ UC San Diego Teaching + Learning Commons – Equity, Diversity, and Inclusion: <https://commons.ucsd.edu/what/edi.html>

⁴ UC San Diego: Defining Our Future (2014). <http://plan.ucsd.edu/>

The proposed Area Summary is as follows:

TABLE 1: Project Area Summary (ASF)

STUDENT ACADEMIC RESOURCES			
Flexible Learning Classrooms	# of Rooms	ASF each	ASF
40 Seat Classroom ¹	3	1,100	3,300
50 Seat Flexible Learning ¹	2	1,250	2,500
Teaching + Learning Commons (includes study space, administrative and academic advising offices, and workstations)			3,500
Transfer Student Success Hub (includes peer review space, administrative and academic advising offices, and student family space)			3,500
Shared Academic Resources (includes peer review space, conference, and study rooms)			9,200
Global Initiatives (includes reception, administrative and advising offices, community hub, conference rooms, student workstations, and study and collaboration space)			13,400
Campus Support (includes administrative office, shared meeting, reception, and conference space)			39,000
Retail			1,600
Subtotal - Student Academic Resources			76,000
HEALTH AND WELL-BEING SERVICES			
Student Health Services			35,600
Mental Health Program and Counseling			13,500
Primary Care, Center for Occupational and Environmental Medicine, Wellness Center			5,400
Retail			1,200
Subtotal – Health and Well-Being Services			55,700
MULTIPURPOSE			
Shared Program and Event^{1,2}			20,000
Experiential Gallery and Exhibition			15,500
Retail			2,300
Campus Support, Facilities Maintenance (FM) (includes police substation, facilities maintenance for the public realm, and facilities management support)			5,400
Subtotal – Multipurpose			43,200
ALUMNI AND WELCOME CENTER			
Welcome Center			6,500
Alumni Center			10,600
Subtotal – Alumni and Welcome Center			17,100
TOTAL PROJECT ASF			192,000

Notes:

- (1) Spaces can be combined into a single larger flexible learning space.
- (2) Includes ancillary, pre-function area, storage, A/V, and projection booth

Student Academic Resources

The Student Academic Resources building that will be part of the proposed Triton Center would provide collaboration and study space to support student academic success, including expanded new space for the Teaching + Learning Commons (TLC), new permanent space for the Transfer Student Success Hub and Global Initiatives, and other campus support space as described below.

Teaching + Learning Commons⁵: The TLC's mission is to enhance learning and increase academic success, increase access to education beyond the campus, analyze and assess academic and instructional success and initiatives, and actively promote equity and inclusion through its programs and services. TLC provides tutoring and academic counseling and supports collaborative learning with flexible, open spaces available to all students. TLC currently has a significant presence in Geisel Library, and the space has been heavily utilized since the program's inception. TLC will continue to have a significant presence in Geisel Library but requires expanded space to better serve a diverse population's needs and meet growing demand. The proposed site at Triton Center would specifically suit the needs of transfer students in close collaboration with the Transfer Student Success Hub described below.

Transfer Student Success Hub: The Transfer Student Success Hub was launched in January 2020 and is temporarily housed in the Biomedical Library events room. Locating it in the Triton Center, in the heart of campus, would better serve the unique needs of transfer students, who represent approximately 25 percent of the undergraduate population at UC San Diego (roughly 8,000 students). The campus recognizes that transfer students face unique challenges – the Transfer Student Success Hub focuses on specialized advising, streamlined access to campus resources, professional development, peer coaching, and community building. The Transfer Student Success Hub has an established partnership with the TLC and other academic enrichment programs.

Global Initiatives and Campus Administration: Global Initiatives serves a core clientele of more than 14,000 students, over 2,700 visiting international faculty and scholars, and more than 500 student and scholar dependents. For California residents and other domestic students, study abroad opportunities greatly enrich their learning experience by providing unique cultural perspectives and expanding their global network. The benefits to a student's education and career are significant.

The Campus Administration program will utilize flexible space configurations, and UCSD will evaluate space needs in a post-COVID environment, considering new modes of working appropriately for the type of work conducted. See Attachment 7 for more information.

⁵ UC San Diego Teaching + Learning Commons: <https://commons.ucsd.edu/who/index.html>

Student Health, Mental Health, and Well-Being

The student health and well-being space would include urgent care, primary care, wellness, and Counseling and Psychological Services (CAPS). With increased enrollment, it is critical that UC San Diego provide expanded access to student mental health services to support student academic success, personal development, and well-being. Student Health Services is located in a facility originally built in 1974, located near the Geisel Library. The program has outgrown current facilities and will be further strained as enrollment grows.

A small amount of space is also included for staff wellness services and a Center for Occupational and Environmental Medicine.

Alumni and Welcome Center

UC San Diego is one of only two campuses in the UC system without a dedicated Alumni Center. As of 2020, the UC San Diego Alumni Association served more than 204,000 graduates. As the UC San Diego alumni population continues to grow, it is critical that the campus create a welcoming venue that serves as a gathering space for alumni to connect better. A welcoming and open Alumni Center would provide space for professional and career development advising and other offerings, such as alumni-student mentoring programs which support the undergraduate student population. The Alumni Center would also include event space that could be used for donor development opportunities and fundraising functions.

The Alumni Association office is currently located in the Price Center, with many related programs scattered among different locations on campus, which does not support the needs of the growing population of alumni and students. Building a central, visible, and permanent Alumni Center would strengthen the alumni bond and motivate philanthropy.

Multipurpose Building

The Multipurpose Building would include a 500-person event space and ancillary program to host various activities, from academic and student programs to special events and symposiums. The campus determined that this program is necessary to support large events for which there is not currently adequate space. This building would also feature exhibition space and/or a gallery that could host rotating exhibits, digital art experiences, curricular activities, and house University-owned collections. The facility would offer flexible space for students to host diverse cultural arts and education outreach opportunities and would promote the campus as a cultural destination for the San Diego region, consistent with the mission and vision statements of the UC San Diego Strategic Plan⁶.

Additional program information for the Triton Center can be found in the action item F3 for the March 2022 Regents meeting, *Preliminary Plans Funding, Triton Center, San Diego Campus*.

⁶ UC San Diego: Defining Our Future (2014). <https://plan.ucsd.edu/>

Public Realm Improvements

Proposed improvements would activate a pedestrian-focused environment proximate to the new UC San Diego Blue Line Trolley station at Pepper Canyon and create a welcome center for the San Diego campus, which currently does not exist. Emphasis would be placed on creating accessible pedestrian and micromobility⁷ circulation that is safety-oriented, a central plaza that affords seating and gathering, and necessary infrastructure updates to serve the building and surrounding precinct.

Rupertus Lane would be transformed with new paving, lighting, and landscaping to prioritize accessible pedestrian circulation and micromobility traffic, with vehicular access restricted to service vehicles as needed. This connection would be the primary east/west circulation spine between Library Walk and the light rail station at Pepper Canyon. New circulation pathways would also facilitate north/south travel between the existing Gilman Transit Hub and other parts of the University Center.

Up to 195 existing surface parking spaces would be inaccessible during and after the construction of Triton Center, and 119 of these spaces would be removed permanently. However, the proposed Project would include a partially above-ground parking structure (approximately 175 spaces) incorporated as a part of Building D in the southeast corner of the project site to accommodate displaced parking and increase accessibility in the University Center Urban Core.

Parking is necessary to meet the specific needs of Triton Center visitors. These include alumni and donors, many of whom are seniors requiring accessible spaces, prospective students and their families, who are coming to campus for the first time to participate in a tour, those seeking care at the Health and Well-Being Building, and others who rely upon accessible spaces for proximal access to the various services offered in the University Center. The campus carefully considered the reduced parking demands associated with the Trolley and has determined that 175 spaces are the minimum necessary to accommodate parking needs at the core of the campus.

PROJECT DESIGN

Building Design and Physical Design Framework

The project architecture, site plan, and landscaping are consistent with the UC San Diego Physical Design Framework. The building's exterior character, guided by the Physical Design Framework, will be compatible in architectural style and color with surrounding campus neighborhoods.

⁷ Micromobility refers to a range of small, lightweight vehicles operating at speeds typically below 15 mph and driven by users personally. Micromobility devices include bicycles, e-bikes, electric scooters, electric skateboards, shared bicycles, and electric pedal assisted bicycles.

The University Center neighborhood of UC San Diego has been imagined as a hub of activity in an urban, mixed-use setting creating a true heart of campus. Triton Center will support campus efforts to be a student-centered, research-focused, and service-oriented public university as outlined in the UC San Diego Strategic Plan. This is to be accomplished by providing student support services at the heart of the campus and by creating an engaging, pedestrian-oriented campus gateway that welcomes students, faculty, staff, alumni, and visitors.

The Triton Center project will redevelop 9.2 acres occupied by Myers Drive, Rupertus Lane, Russell Lane, and eight aging, low-density structures. The project replaces the old structures with four new, higher-density, sustainability-focused buildings, ranging in height from four to six stories (refer to Attachment 6, Design Graphics):

1. Student Academic Resources Building (Building A)
2. Student Health, Mental Health, and Well-Being (Building B)
3. Alumni and Welcome Center (Building C)
4. Multipurpose Building (Building D)

The buildings house distinct programs, with complementary architecture that takes care to differentiate the buildings, intended to create a village around a central plaza, with the Alumni and Welcome Center's media mesh shade screen acting as a beacon.

The core design tenets of Triton Center include:

- Arrival Gateway: Create a gateway at the center of campus that is identifiable and welcoming.
- Campus Heart: Create a destination for a culture that is always active.
- Multimodal Nexus: Support connections to the greater campus and public realm.
- Shared Amenities and Social Ecosystem: Provide common spaces and shared amenities for the campus community and visitors.
- Accessible to All: Contribute to health, safety, and welfare and be welcoming to all.
- High-performance buildings: Demonstrate the University's commitment to sustainability.

The project is consistent with the 2018 Long Range Development Plan (LRDP) (Attachment 10). The buildings will be designed to visually define the "town center" envisioned by the 2018 LRDP and reinforce the unique individual character of each respective building based on its function and purpose. Each proposed building would incorporate ground floor setbacks or arcades, providing shading for south-, east-, and west-facing storefronts and creating pedestrian-centered spaces for movement along building edges. Together, the proposed buildings would frame the pedestrian-oriented open spaces throughout the project site. See also Attachment 8, Support of Long Range Development Plan Objectives.

Architectural design, use of materials, and program configuration respond to the conceptual framework established around community experience, social ecosystem, program functionality, micro-climate, and connection to the site. Landscape design will focus on resiliency, creating a

robust landscape that is immersive, diverse, minimal in its maintenance requirements, and sustainable from a water usage standpoint.

Use of Materials

The shared color and materials palette for the buildings of the proposed Triton Center would complement existing surrounding buildings and balance with the natural surroundings (refer to Attachment 6, Design Graphics). The structure and cladding of the buildings would include concrete, metal, glazing for natural light, and rain screen panels. Conservative use of smooth plaster finishes would provide additional depth to the distinct texture of body materials. Natural wood used at the ground plane or for amenities, decking, or benches would create a blend of the proposed structures with their natural surroundings. Similarly, tree and plant landscaping would be carefully selected to provide coherent transitions to the surrounding development.

Sustainable Practices

The project will comply with the University of California Policy on Sustainable Practices. The Sustainable Practices Policy establishes goals for green building, clean energy, transportation, climate protection, facilities operations, zero waste, procurement, food service, and water systems. A full range of sustainability practices for building design and operations is included in the budgeting, programming, and design effort for the project. The project is targeting Leadership in Energy & Environmental Design™ (LEED) Platinum certification, with LEED Gold at minimum, and is performing a WELL Building analysis for the Student Health and Well-Being Building, focused on health-first factors.

The project will connect to campus electricity, heating, and cooling systems. Campus electricity comes from multiple sources. First in line is the campus's onsite renewable power production, including solar photovoltaics. The design will include infrastructure for an all-electric district heat pump chiller loop. However, the majority of the campus's electricity, heating, and cooling needs are provided by the UC San Diego central plant, which will begin receiving carbon-free biogas through UC's Biomethane Program in 2025, coinciding with the planned completion of this project. UC's policy goal is to provide at least 40 percent biomethane. Any electricity demand beyond the central plant production is provided by imported carbon-free electricity supplied by UC's Clean Power Program.

Building Energy modeling is maintained to ensure 20 percent below Title 24 energy requirements, and the Triton Center project buildings have been analyzed by the UC Operational Carbon and Energy Assessment for New Construction (OCEAN) Tool. Results are provided in Attachment 9. The OCEAN Tool identifies high-level estimates of target site energy use, utility costs, and operational greenhouse gas emissions for the proposed project. Building performance metrics are being compiled within UC's capital projects database and will be utilized to compare and assess future projects.

Project Implementation and Schedule

The campus is utilizing the Construction Manager/General Contractor (CM/GC) delivery method. The CM/GC delivery model locks teams in early and affords opportunities to heighten interest in the project within the subcontractor community, engage the team early in the process, obtain real-time market pricing through each project phase, and fine-tune subtrade construction costs to fit the overall project construction budget.

The campus is committed to promoting and increasing participation of Small Business Enterprises (SBEs) and Disabled Veteran Business Enterprises (DVBES) in all purchasing and contract business, subject to any applicable obligations under State and federal law, collective bargaining agreements, and University policies. The campus regularly communicates with interested contractors and consultants to provide information about how to find opportunities to work at the campus and to encourage them to respond to the annual announcement soliciting interest to perform services. Providing qualified SBEs and DVBES with the maximum opportunity to participate will be encouraged with the selected design professionals and contractors with the goal of meeting 25 percent participation.

UC San Diego has established the Small Business First Program⁸ to augment the commitment to small, disadvantaged, and diverse businesses. Outcomes of this program thus far include 3,500 small business suppliers integrated into the campus procurement system, \$92 million in annual small business spending, and 13 percent of total business spending directed to small businesses.

Project completion is anticipated by winter 2026.

Seismic Safety Policy

As stated above, the proposed project would demolish a collection of outdated buildings with poor seismic safety ratings. The new construction will comply with the University of California Seismic Safety Policy and independent seismic peer review.

Funding Plan and Financial Feasibility

As shown in Attachment 1, Project Sources and Uses, the total project budget is \$428.2 million and would be funded from external financing (\$403.2 million) and Campus Funds (\$25 million). Over a ten-year period, the campus is projected to have a minimum modified cash flow margin of 8.9 percent and debt service coverage of 1.4x as required by the University's Debt Policy (Debt Policy). Days' cash on hand in the Short Term Investment Pool (STIP)/Total Return Investment Pool (TRIP) is 83 days as of December 31, 2022, which does not meet the requirements of the University's Debt Policy, and an exception has been granted by the Office of the Chief Financial Officer at this time. Additional information about the project budget and financial feasibility is provided below and in Attachments 1 and 3.

⁸ UC San Diego Small Business First Program: <https://blink.ucsd.edu/buy-pay/small-business/small-business-first/index.html>

Student Academic Resources, Health and Well-Being Services, Alumni Center, and Public Realm

The project budget for Student Academic Resources, Health and Well-Being, Alumni Center, and Public Realm is \$410.6 million and would be funded from external financing (\$385.6 million) and campus funds (\$25 million). The estimated debt service at a planning rate of 4.25 percent is \$23 million per year, including principal and interest, over a 30-year term.

Fundraising for the Triton Center is actively underway, and major gift proposals to support the project are in discussion. Unlike gift sources that have been applied to past capital projects, the donor intent and timing of gifts for Triton Center may take on many different forms. Recent donor conversations specific to the project have included gifts for significant programming within the space, in-kind collections, and capital/construction funding that is pledged over time. The campus is seeking approval for long-term external financing for the project rather than standby or interim financing due to the still-to-be-determined nature of donor support and will reduce the level of external financing as gifts are realized and applied during the course of construction.

Parking Auxiliary

The project budget for the Parking program and district utilities is \$17.6 million and would be funded from external financing. The debt service related to the Parking program would be sourced from parking revenues. The estimated debt service at a planning rate of 4.25 percent is \$1,049,000 per year, including principal and interest, over a 30-year term. The parking scope entails the construction of replacement and accessible parking spaces and access displaced by the Triton Center. Over a ten-year period, the campus is projected to have an overall auxiliary system debt service coverage of at least 1.1x as required by the Debt Policy; however, the auxiliary project debt coverage ratio is projected to be 0.2x in FY26, falling short of the 1.0x Debt Policy requirement. An exception to the Debt Policy, specifically to leverage the total revenues of the parking program consistent with how UCSD parking programs operate, has been granted by the Office of the Chief Financial Officer.

CEQA COMPLIANCE

Pursuant to the California Environmental Quality Act (CEQA), Addendum No. 11 to the 2018 LRDP Environmental Impact Report (EIR) (SCH#2016111019) has been prepared for the Triton Center project (Attachment 11). The project is within the scope of and fully analyzed in the 2018 LRDP EIR (Attachment 12). None of the circumstances that would trigger subsequent or supplemental environmental review under Public Resources Code Section 21166 and CEQA Guidelines Sections 15162 or 15163 have occurred or are present. Findings (Attachment 13) have been prepared to support the University's determination that the proposed project would not require major revisions to the 2018 LRDP EIR (Attachment 10).

Key to Acronyms

ASF	Assignable Square Feet
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CAPS	Counseling and Psychological Services
CEQA	California Environmental Quality Act
CM/GC	Construction Manager/General Contractor
DVBE	Disabled Veteran Business Enterprise
EIR	Environmental Impact Report
GSF	Gross Square Feet
LEED TM	Leadership in Energy and Environmental Design
LRDP	Long Range Development Plan
OCEAN	UC Operational Carbon & Energy Assessment for New Construction
SBE	Small Business Enterprise
TLC	Teaching + Learning Commons

Attachments

Attachment 1:	Project Sources and Uses
Attachment 2:	Comparable Project Information – Table and Scatterplot
Attachment 3:	Summary of Financial Feasibility
Attachment 4:	Project Location Map
Attachment 5:	Project Site Map
Attachment 6:	Design Graphics
Attachment 7:	Post-COVID Space Evaluation
Attachment 8:	Support of Long Range Development Plan Objectives
Attachment 9:	UC Operational Carbon & Energy Assessment for New Construction (OCEAN) Tool
Attachment 10:	Addendum #11 to the 2018 LRDP EIR https://drive.google.com/file/d/1-D30wNkVNUXavOIMHFd9LtnpXwxfZxlc/view
Attachment 11:	UC San Diego 2018 Long Range Development Plan https://drive.google.com/file/d/1-BSIAq5pOSYbFH6nQ1wuc-BY0CEmxxqn/view
Attachment 12:	UC San Diego 2018 LRDP EIR https://plandesignbuild.ucsd.edu/planning/lrdp/la-jolla.html#Environmental-Impact-Report
Attachment 13:	CEQA Findings

ATTACHMENT 1

PROJECT SOURCES AND USES
TRITON CENTER

PROJECT SOURCES	Total	Percent of Total
External Financing	\$403,200,000	94%
Campus Funds	\$25,000,000	6%
Total Sources	\$428,200,000	100%

USES Cost Category	Health & Wellbeing	Student Academic Resources	Multipurpo se	Alumni & Welcome Center	Parking & District Services	Public Realm	Total	Percent of Total
Site Clearance ^(a)	\$1,400,000	\$1,200,000	\$1,350,000	\$375,000	\$125,000	\$650,000	\$5,100,000	1.3%
Building Construction	\$57,445,000	\$95,745,000	\$55,765,000	\$49,300,000	\$12,190,000	\$500,000	\$270,945,000	70.0%
Exterior Utilities	\$7,700,000	\$7,450,000	\$2,950,000	\$2,175,000	\$3,000,000	\$6,000,000	\$29,275,000	7.6%
Site Development	-	-	-	-	-	\$17,500,000	\$17,500,000	4.5%
A/E Fees ^(b)	\$6,965,000	\$8,065,000	\$10,445,000	\$1,050,000	\$250,000	\$500,000	\$27,275,000	7.1%
Campus Administration ^(c)	\$1,760,000	\$1,760,000	\$1,945,000	\$450,000	\$260,000	\$370,000	\$6,545,000	1.7%
Surveys, Tests, Plans, Specs	\$901,000	\$598,500	\$853,000	\$126,500	\$60,000	\$128,200	\$2,667,200	0.7%
Special Items ^(d)	\$5,040,000	\$3,505,000	\$4,930,000	\$500,000	\$335,000	\$260,000	\$14,570,000	3.8%
Contingency	\$3,142,115	\$3,867,690	\$2,890,008	\$1,783,196	\$476,544	\$753,247	\$12,912,800	3.3%
<i>Total P-W-C</i>	<i>\$84,353,115</i>	<i>\$122,191,190</i>	<i>\$81,128,008</i>	<i>\$55,759,696</i>	<i>\$16,696,544</i>	<i>\$26,661,447</i>	<i>\$386,790,000</i>	<i>100%</i>
Groups 2 & 3 Equipment	\$6,050,000	\$3,400,000	\$5,300,000	\$1,760,000	\$300,000	\$800,000	\$17,610,000	
<i>Project Total Uses</i>	<i>\$90,403,115</i>	<i>\$125,591,190</i>	<i>\$86,428,008</i>	<i>\$57,519,696</i>	<i>\$16,996,544</i>	<i>\$27,461,447</i>	<i>\$404,400,000</i>	
Interest During Construction	\$5,791,333	\$7,128,667	\$5,326,667	\$3,286,667	\$878,333	\$1,388,333	\$23,800,000	
Grand Total	\$96,194,448	\$132,719,857	\$91,754,675	\$60,806,363	\$17,874,877	\$28,849,780	\$428,200,000	

(a) Includes all landscaping and site improvements.

(b) Includes Executive Architect (as part of the design-build team) and other professional design contract costs.

(c) Campus Administration includes campus staff time for planning and management, plan reviews, and construction inspection.

(d) Special Items include a detailed project program, pre-design studies, environmental documentation and monitoring, plan check fees, hazardous material consultant and testing, independent seismic and lateral plan reviews, LEED consulting services, parking impact charges, local jurisdiction fees, commissioning, pre-construction services, artwork and implementation, value engineering and peer reviews.

FUNDING SCHEDULE BY PHASE

Preliminary Plans	\$22,450,000
Working Drawings	\$22,110,000
Construction	\$342,230,000
Total P-W-C	\$386,790,000
Groups 2 & 3 Equipment	\$17,610,000
Interest During Construction	\$23,800,000
Total Project	\$428,200,000

PROJECT STATISTICS

	Health & Wellbeing	Student Academic Resources	Multipurpose	Alumni & Welcome Center	Parking & District Services	Total Project ^(g)
ASF ^(e)	55,700	76,000	43,200	17,200	-	192,100
GSF ^(f)	88,700	126,000	70,000	34,000	100,600	419,300
Efficiency Ratio: ASF / GSF	0.63 to 1.00	0.60 to 1.00	0.62 to 1.00	0.51 to 1.00	-	0.46 to 1.00
Construction Cost / ASF	\$1,031	\$1,260	\$1,291	\$2,866	-	\$1,410
Construction Cost / GSF	\$648	\$760	\$797	\$1,450	\$121	\$646
PWC Cost / ASF	\$1,514	\$1,608	\$1,878	\$3,242	-	\$2,013
PWC Cost / GSF	\$951	\$970	\$1,159	\$1,640	\$166	\$922
Group 2&3 Equipment Cost/ASF	\$109	\$45	\$123	\$102	-	\$92
Grand Total Cost/GSF	\$1,084	\$1,053	\$1,311	\$1,788	\$178	\$1,021
Grand Total Cost/ASF	\$1,727	\$1,746	\$2,124	\$3,535	-	\$2,229

(e) ASF is the Assignable Square Footage and represents the net usable area.

(f) GSF is the Gross Square Footage and includes the total area, including usable area, stairways, and space occupied by the structure itself.

(g) “Total Project” column in this table excludes Public Realm Improvements.

ATTACHMENT 2

**UC San Diego
Triton Center – Student Health Center
Comparable Construction Analysis
January 2023**

List of Construction Costs Available for Comparison

#	<i>Project Name</i>	<i>City/ Campus</i>	<i>GSF</i>	<i>Md. Pt. Const Yr</i>	<i>Building Construction Cost*</i>	<i>Adj. Building Cost**</i>	<i>Adj. Building Cost / GSF**</i>	<i>Total Project Cost*</i>	<i>Adj.Total Project Cost**</i>	<i>Adj. Total Project Cost/ GSF**</i>
						AVERAGES	\$926			\$1,325
1	UCSD - 5148 Triton Center - Student Health Center	San Diego	88,700	2024	\$57,445,000		\$648	\$96,194,448		\$1,084
2	UCSD - La Jolla Outpatient Pavilion (aka Koman Family Outpatient Pavilion)	San Diego	154,000	2016	\$97,944,000	\$148,331,000	\$963	\$0	\$0	\$0
3	UCSF - Precision Cancer Medicine Building at Mission Bay	San Francisco	179,650	2018	\$150,439,000	\$175,875,000	\$979	\$282,800,000	\$330,615,000	\$1,840
4	UCD - Student- Athlete Performance Center - Health Clinic Program	Davis	11,000	2021	\$10,100,000	\$11,965,000	\$1,088	\$14,093,000	\$16,695,000	\$1,518

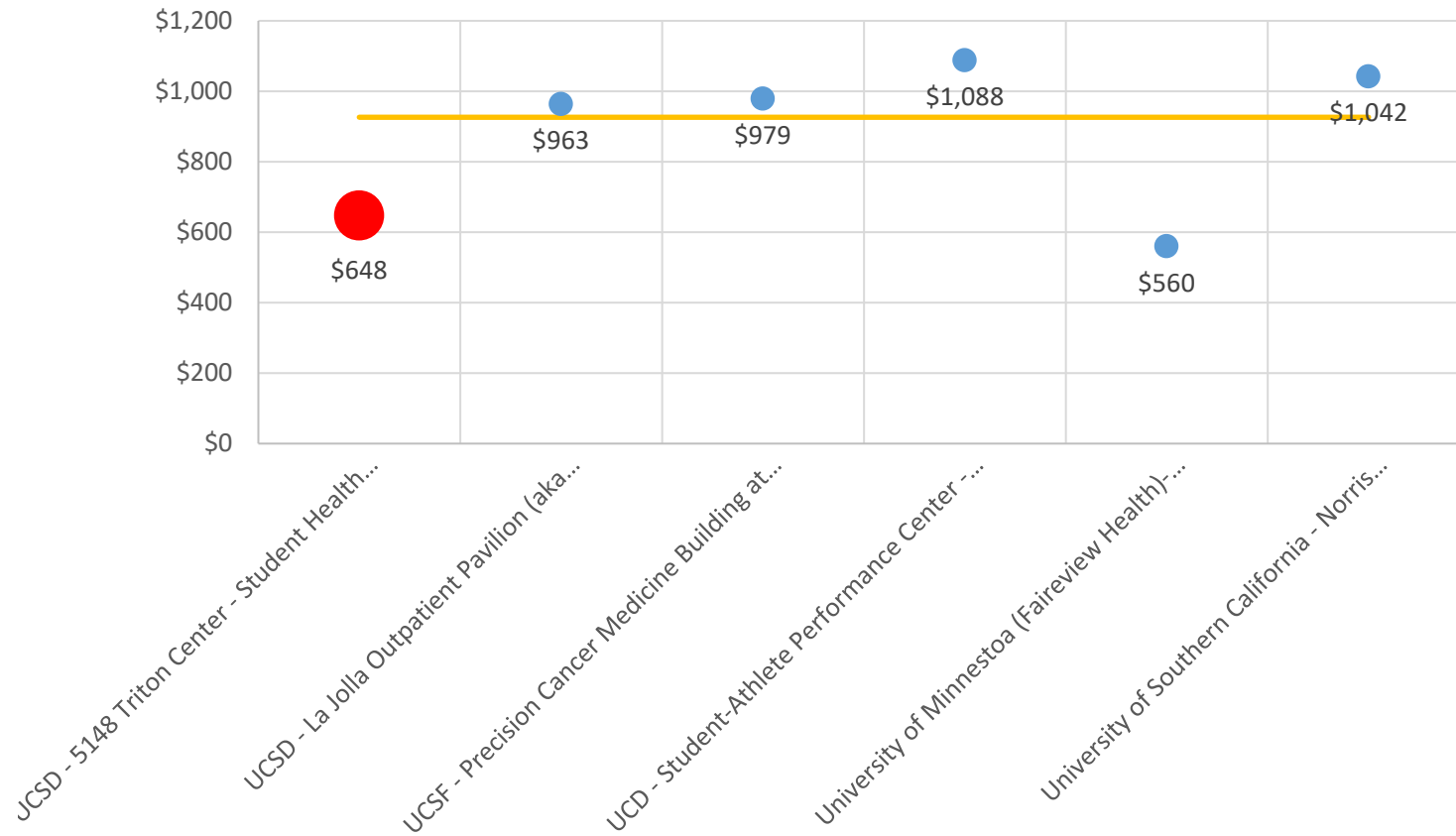
#	<i>Project Name</i>	<i>City/ Campus</i>	<i>GSF</i>	<i>Md. Pt. Const Yr</i>	<i>Building Construction Cost*</i>	<i>Adj. Building Cost**</i>	<i>Adj. Building Cost / GSF**</i>	<i>Total Project Cost*</i>	<i>Adj.Total Project Cost**</i>	<i>Adj. Total Project Cost/ GSF**</i>
5	University of Minnesota (Fairview Health)-Twin Cities Clinics and Surgery Center	Minneapolis	344,760	2014	\$119,783,414	\$192,945,000	\$560	\$149,463,803	\$240,754,000	\$698
6	University of Southern California - Norris Healthcare Center	Los Angeles	118,408	2016	\$83,211,222	\$123,363,000	\$1,042	\$99,229,456	\$147,111,000	\$1,242

* For University of California projects “building construction cost” is line 1 of the CIB form; “total project cost” is the Grand Total Project cost on the CIB or budget and includes total P-W-C (including interest during construction) and Group 2 & 3 equipment.

** All comparable projects have been adjusted to the project city and year using a combined factor of RS Means City Cost Index (to account for location) and RLB Construction Cost Index (to account for prior years).

**TRITON CENTER – HEALTH AND WELL-BEING
COMPARABLE CONSTRUCTION ANALYSIS
January 2023**

**ADJUSTED BUILDING COSTS PER GSF
WITH LINE OF AVERAGE**



TRITON CENTER – STUDENT ACADEMIC RESOURCES BUILDING
COMPARABLE CONSTRUCTION ANALYSIS
January 2023

List of Construction Costs Available for Comparison

#	<i>Project Name</i>	<i>City/ Campus</i>	<i>GSF</i>	<i>Md. Pt. Const Yr</i>	<i>Building Construction Cost*</i>	<i>Adj. Building Cost**</i>	<i>Adj. Building Cost / GSF**</i>	<i>Total Project Cost*</i>	<i>Adj.Total Project Cost**</i>	<i>Adj. Total Project Cost/ GSF**</i>
						AVERAGES	\$768			\$1,033
1	UCSD - 5148 Triton Center - Student Academic Resource Center	San Diego	126000	2024	\$95,745,000		\$760	\$132,719,858		\$1,053
2	UCLA - Teaching and Learning Center for Health Sciences	Los Angeles	110,000	2015	\$68,414,000	\$106,236,000	\$966	\$94,644,000	\$146,966,000	\$1,336
3	UCDH - Medical Center North Tower Office Addition	Davis	130,000	2018	\$55,760,000	\$73,719,000	\$567	\$87,500,000	\$115,682,000	\$890
4	UCB - Tolman Hall Seismic Replacement	Berkeley	325,000	2014	\$130,826,000	\$192,114,000	\$591	\$185,000,000	\$271,667,000	\$836
5	UCM - Downtown Center	Merced	67,400	2016	\$31,232,000	\$44,454,000	\$660	\$45,116,000	\$64,216,000	\$953
6	UCD - International Complex Phase 1	Davis	55,305	2015	\$20,202,000	\$30,106,000	\$544	\$29,837,000	\$44,465,000	\$804
7	UCLA - Anderson School of Management Addition	Los Angeles	63,750	2018	\$52,408,000	\$68,759,000	\$1,079	\$70,835,000	\$92,935,000	\$1,458
8	UCSD - Ridge Walk Academic Complex	San Diego	195,000	2019	\$88,034,000	\$114,070,000	\$585	\$118,138,000	\$153,078,000	\$785
9	UCSC - Kresge College Academic	Santa Cruz	36,000	2020	\$35,000,000	\$40,558,000	\$1,127	\$44,920,000	\$52,053,000	\$1,446
10	UCD - Teaching and Learning Complex	Davis	100,000	2021	\$59,000,000	\$73,014,000	\$730	\$86,337,000	\$106,845,000	\$1,068
11	UCR - Student Success Center	Riverside	62,000	2020	\$43,574,000	\$53,803,000	\$868	\$60,430,000	\$74,615,000	\$1,203

#	<i>Project Name</i>	<i>City/ Campus</i>	<i>GSF</i>	<i>Md. Pt. Const Yr</i>	<i>Building Construction Cost*</i>	<i>Adj. Building Cost**</i>	<i>Adj. Building Cost / GSF**</i>	<i>Total Project Cost*</i>	<i>Adj.Total Project Cost**</i>	<i>Adj. Total Project Cost/ GSF**</i>
12	UCSD - Design and Innovation Building	San Diego	71,000	2020	\$44,317,000	\$55,747,000	\$785	\$67,000,000	\$84,281,000	\$1,187
13	UCI - Sue and Bill Gross Nursing and Heath Sciences Hall	Irvine	71,500	2021	\$49,447,000	\$62,173,000	\$870	\$72,000,000	\$90,530,000	\$1,266
14	UCI - Susan and Henry Samueli College of Health Sciences Building	Irvine	108,200	2021	\$76,037,000	\$95,606,000	\$884	\$113,000,000	\$142,082,000	\$1,313
15	UCLA - Teaching and Learning Center for Health Sciences	Los Angeles	110,000	2015	\$68,414,000	\$106,236,000	\$966	\$94,644,000	\$146,966,000	\$1,336
16	Cornell University - Klarman Hall	Ithaca	67,511	2014	\$45,332,961	\$81,321,000	\$1,205	\$62,701,516	\$112,477,000	\$1,666
17	Univ. of Notre Dame - Walsh School of Architecture	Notre Dame	97,232	2017	\$36,729,903	\$63,379,000	\$652	\$44,459,847	\$76,718,000	\$789
18	Univ. of Notre Dame - Jenkins Nanovic Hall	Notre Dame	181,440	2016	\$61,865,597	\$108,106,000	\$596	\$73,806,163	\$128,971,000	\$711
19	Univ. of Southern California - Jill and Frank Fertitta Hall	Los Angeles	104,555	2015	\$70,474,252	\$109,435,000	\$1,047	\$79,959,482	\$124,164,000	\$1,188
20	Univ. of Alabama - North Lawn Hall	Tuscaloosa	90,225	2015	\$26,788,000	\$48,340,000	\$536	\$31,982,000	\$57,712,000	\$640
21	Auburn Univ. - Delta Aviation Education Building	Auburn	47,756	2018	\$15,701,218	\$27,797,000	\$582	\$17,400,000	\$30,804,000	\$645
22	Auburn Univ. - Graduate Business Building	Auburn	105,000	2018	\$40,233,427	\$71,227,000	\$678	\$45,000,000	\$79,666,000	\$759
23	Univ. of Georgia - Science Learning Center	Athens	122,500	2015	\$37,174,000	\$73,261,000	\$598	\$48,000,000	\$94,597,000	\$772

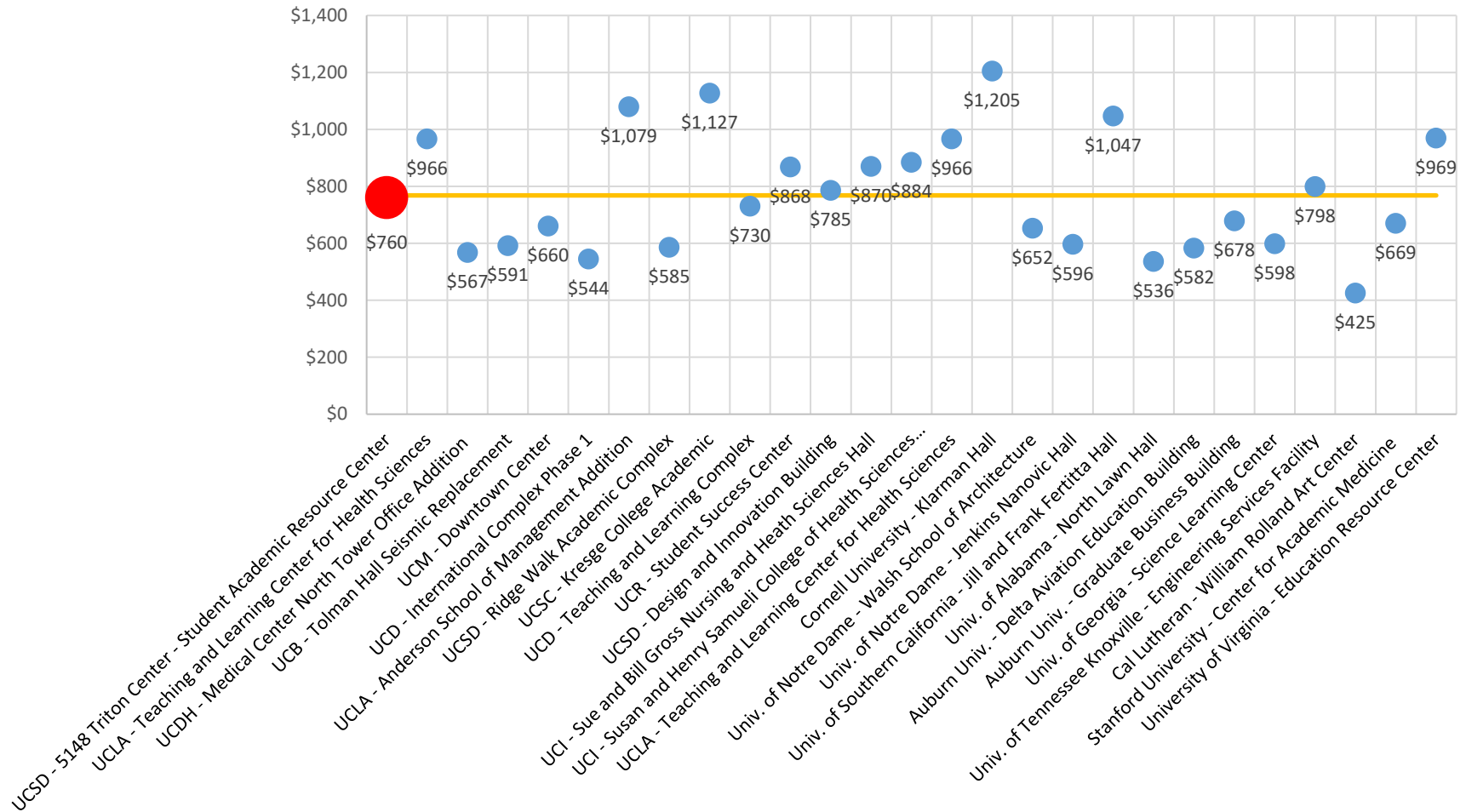
#	<i>Project Name</i>	<i>City/ Campus</i>	<i>GSF</i>	<i>Md. Pt. Const Yr</i>	<i>Building Construction Cost*</i>	<i>Adj. Building Cost**</i>	<i>Adj. Building Cost / GSF**</i>	<i>Total Project Cost*</i>	<i>Adj.Total Project Cost**</i>	<i>Adj. Total Project Cost/ GSF**</i>
24	Univ. of Tennessee Knoxville - Engineering Services Facility	Knoxville	232,250	2020	\$112,865,000	\$185,427,000	\$798	\$129,000,000	\$211,936,000	\$913
25	Cal Lutheran - William Rolland Art Center	Thousand Oaks	20,388	2016	\$5,972,000	\$8,667,000	\$425	\$8,900,000	\$12,917,000	\$634
26	Stanford University - Center for Academic Medicine	Palo Alto	197,712	2019	\$111,509,568	\$132,367,000	\$669	\$167,857,488	\$199,255,000	\$1,008
27	University of Virginia - Education Resource Center	Charlottesville	45,290	2016	\$23,359,853	\$43,864,000	\$969	\$30,050,000	\$56,427,000	\$1,246

* For University of California projects “building construction cost” is line 1 of the CIB form; “total project cost” is the Grand Total Project cost on the CIB or budget and includes total P-W-C (including interest during construction) and Group 2 & 3 equipment.

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TRITON CENTER – STUDENT ACADEMIC RESOURCES BUILDING
COMPARABLE CONSTRUCTION ANALYSIS
January 2023

ADJUSTED BUILDING CONSTRUCTION COSTS PER GSF
WITH LINE OF AVERAGE

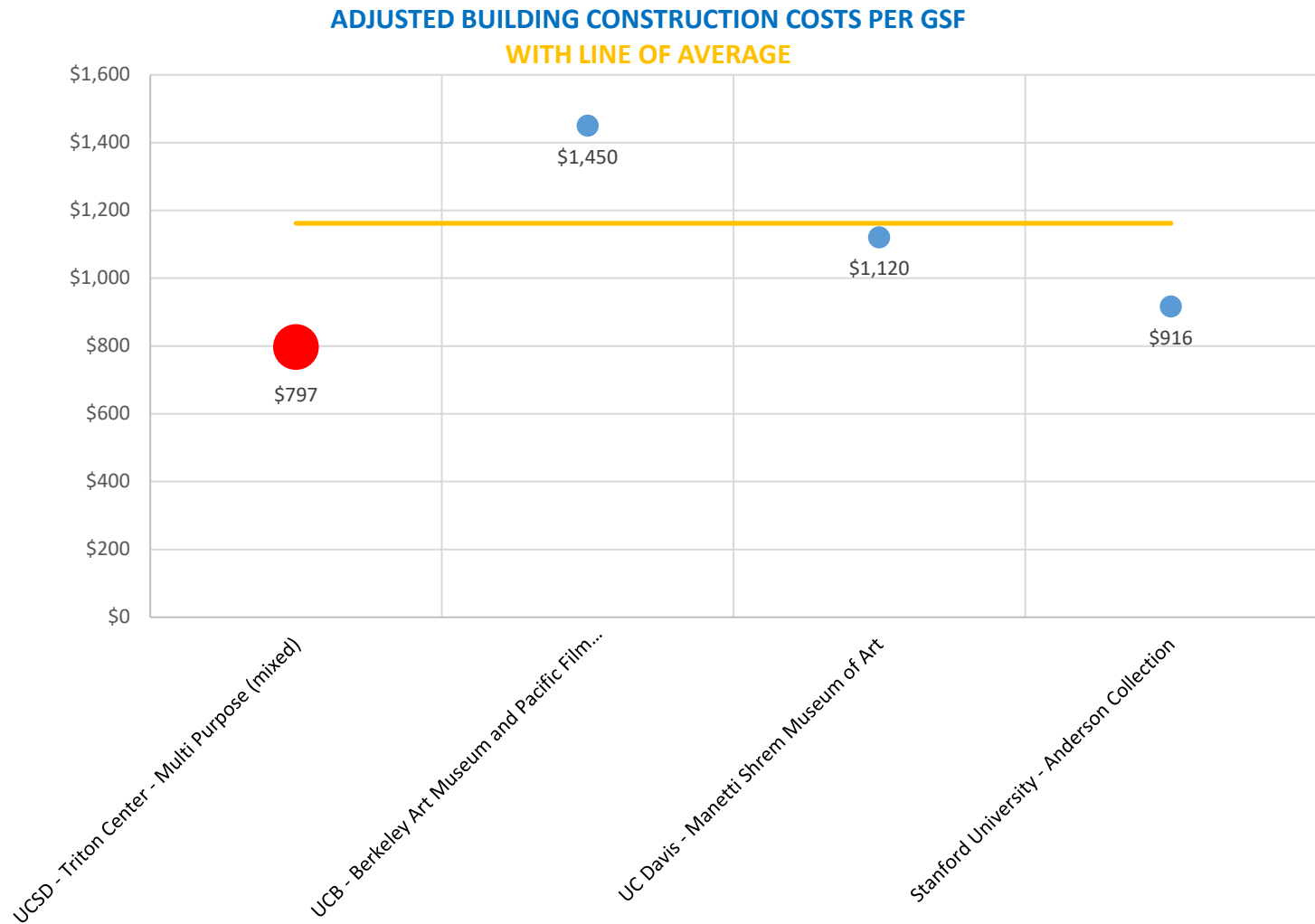


**TRITON CENTER - MULTIPURPOSE (MIXED)
COMPARABLE CONSTRUCTION ANALYSIS
January 2023**

List of Construction Costs Available for Comparison

#	Project Name	City/ Campus	GSF	Mid Pt. Const Year	Building Construction Cost*	Adj. Building Cost**	Adj. Building Cost / GSF**	Total Project Cost*	Adj.Total Project Cost**	Adj. Total Project Cost/ GSF**
					COMP AVERAGES		\$1,162			\$1,761
1	UCSD - Triton Center - Multi Purpose (mixed)	San Diego	70000	2024	\$55,765,000		\$797	\$91,754,674		\$1,311
2	UCB - Berkeley Art Museum and Pacific Film Archive	Berkeley	83,500	2013	\$78,177,000	\$121,060,000	\$1,450	\$112,000,000	\$173,436,000	\$2,077
3	UC Davis - Manetti Shrem Museum of Art	Davis	30,760	2015	\$22,823,920	\$34,462,000	\$1,120	\$0	\$0	\$0
4	Stanford University - Anderson Collection	Palo Alto	33,487	2015	\$20,645,405	\$30,676,000	\$916	\$32,571,465	\$48,396,000	\$1,445
	* For University of California projects “building construction cost” is line 1 of the CIB form; “total project cost” is the Grand Total Project cost on the CIB or budget and includes total P-W-C (including interest during construction) and Group 2 & 3 equipment.									
	** All comparable projects have been adjusted to the project city and year using a combined factor of RS Means City Cost Index (to account for location) and RLB Construction Cost Index (to account for prior years).									

TRITON CENTER - MULTIPURPOSE (MIXED)
COMPARABLE CONSTRUCTION ANALYSIS
January 2023



TRITON CENTER – ALUMNI AND WELCOME CENTER
COMPARABLE CONSTRUCTION ANALYSIS
January 2023

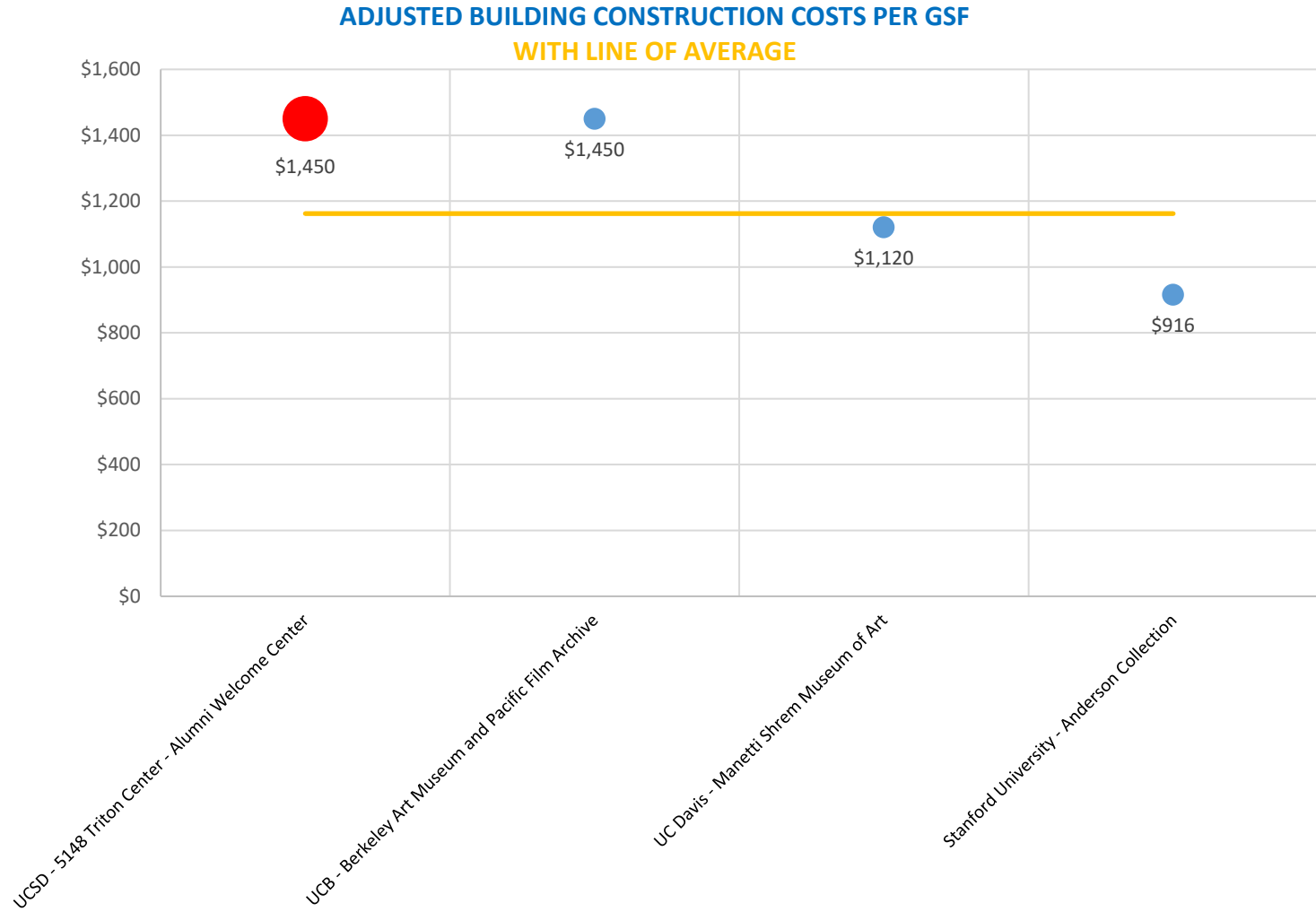
List of Construction Costs Available for Comparison

#	<i>Project Name</i>	<i>City/ Campus</i>	<i>GSF</i>	<i>Mid Pt. Const Year</i>	<i>Building Construction Cost*</i>	<i>Adj. Building Cost**</i>	<i>Adj. Building Cost / GSF**</i>	<i>Total Project Cost*</i>	<i>Adj.Total Project Cost**</i>	<i>Adj. Total Project Cost/ GSF**</i>
					COMP AVERAGES		\$1,162			\$1,761
1	UCSD - 5148 Triton Center - Alumni Welcome Center	San Diego	34000	2024	\$49,300,000		\$1,450	\$60,806,363		\$1,788
2	UCB - Berkeley Art Museum and Pacific Film Archive	Berkeley	83,500	2013	\$78,177,000	\$121,060,000	\$1,450	\$112,000,000	\$173,436,000	\$2,077
3	UC Davis - Manetti Shrem Museum of Art	Davis	30,760	2015	\$22,823,920	\$34,462,000	\$1,120	\$0	\$0	\$0
4	Stanford University - Anderson Collection	Palo Alto	33,487	2015	\$20,645,405	\$30,676,000	\$916	\$32,571,465	\$48,396,000	\$1,445

* For University of California projects “building construction cost” is line 1 of the CIB form; “total project cost” is the Grand Total Project cost on the CIB or budget and includes total P-W-C (including interest during construction) and Group 2 & 3 equipment.

** All comparable projects have been adjusted to the project city and year using a combined factor of RS Means City Cost Index (to account for location) and RLB Construction Cost Index (to account for prior years).

TRITON CENTER – ALUMNI AND WELCOME CENTER
COMPARABLE CONSTRUCTION ANALYSIS
January 2023



TRITON CENTER - PARKING
COMPARABLE CONSTRUCTION ANALYSIS
January 2023

List of Construction Costs Available for Comparison

#	<i>Project Name</i>	<i>City/ Campus</i>	<i>GSF</i>	<i>Md. Pt. Const Yr</i>	<i>Spaces</i>	<i>Building Construction Cost*</i>	<i>Adj. Building Cost**</i>	<i>Adj. Building Cost / GSF**</i>	<i>Total Project Cost*</i>	<i>Adj.Total Project Cost**</i>	<i>Adj. Total Project Cost/ GSF**</i>	<i>Adj. Building Cost / Space*</i>	<i>Adj. Total Project Cost/ Space*</i>
						COMP AVERAGES		\$203			\$267	\$73,658	\$96,242
1	UCSD - Triton Center - Parking and District Services (Below)	San Diego	100600	2024	175	\$12,190,000		\$121	\$17,874,877		\$178	\$69,657	\$102,142
2	UCLA - Landfair and Glenrock Housing Parking	Los Angeles	66496	2013	148	\$10,507,000	\$15,840,000	\$238	\$13,456,000	\$20,285,000	\$305	\$107,027	\$137,061
3	UCSF - Minnesota St. Student & Trainee Housing Parking	San Francisco	44000	2018	137	\$8,680,000	\$9,159,000	\$208	\$11,257,000	\$11,878,000	\$270	\$66,854	\$86,701
4	UCLA - Residential Conference Center Parking Structure	Los Angeles	80862	2013	263	\$10,683,000	\$16,105,000	\$199	\$16,945,000	\$25,545,000	\$316	\$61,236	\$97,129
5	UCLA - Luskin	Los Angeles	42000	2015	125	\$7,807,000	\$11,075,000	\$264	\$10,483,000	\$14,871,000	\$354	\$88,600	\$118,968

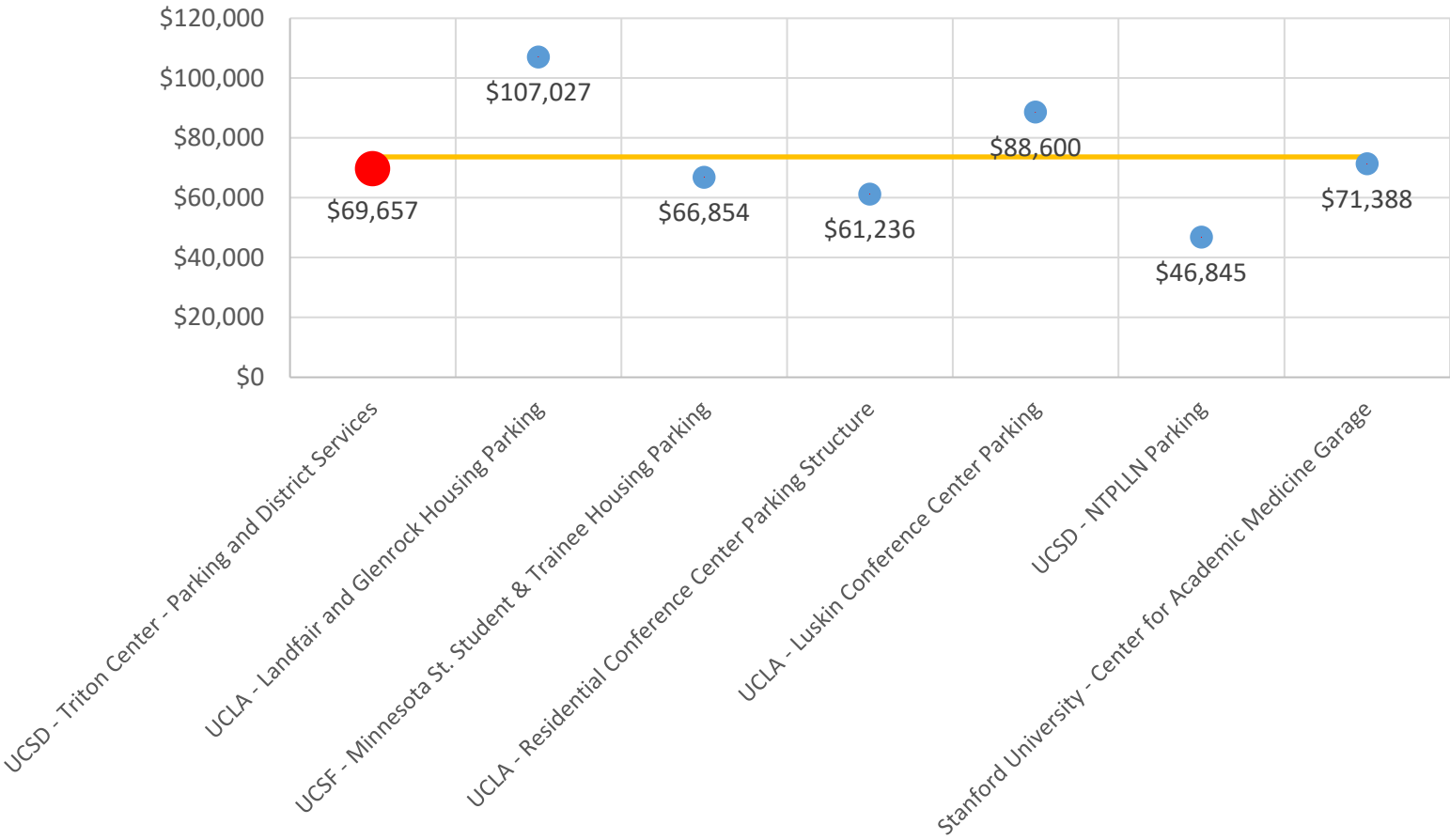
	Conference Center Parking												
6	UCSD - NTPLLN Parking	San Diego	544300	2019	1250	\$50,068,000	\$58,556,000	\$108	\$65,188,000	\$76,239,000	\$140	\$46,845	\$60,991
7	Stanford University - Center for Academic Medicine Garage	Stanford	290787	2018	827	\$51,760,086	\$59,038,000	\$203	\$55,540,317	\$63,349,000	\$218	\$71,388	\$76,601

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TRITON CENTER - PARKING
COMPARABLE CONSTRUCTION ANALYSIS
January 2023

ADJUSTED BUILDING CONSTRUCTION COSTS PER PARKING SPACE
WITH LINE OF AVERAGE



ATTACHMENT 3

SUMMARY OF FINANCIAL FEASIBILITY

San Diego Campus	
Project Name	Triton Center
UCOP Project #	1002868
Total Estimated Project Costs	\$428,200,000
Anticipated Interest During Construction (included in estimated project cost)	\$23,800,000
Proposed Sources of Funding	
External Financing – Tax-Exempt	\$385,600,000
External Financing – Tax-Exempt (Parking)	\$17,600,000
Campus Funds	\$25,000,000
Sources of Funding Total	\$428,200,000

Fund sources for external financing shall adhere to University policy on repayment for capital projects.

Financing Assumptions	
External Financing Amount	\$385,600,000
Anticipated Repayment Source	General Revenues of the San Diego Campus
Anticipated Fund Source	Campus Funds
Financial Feasibility Rate	4.25%
First Year of Principal (e.g. year 10)	2026
Term (e.g. 30 years)	30 years
Final Maturity	2055
Estimated Average Annual Debt Service	\$23,000,000

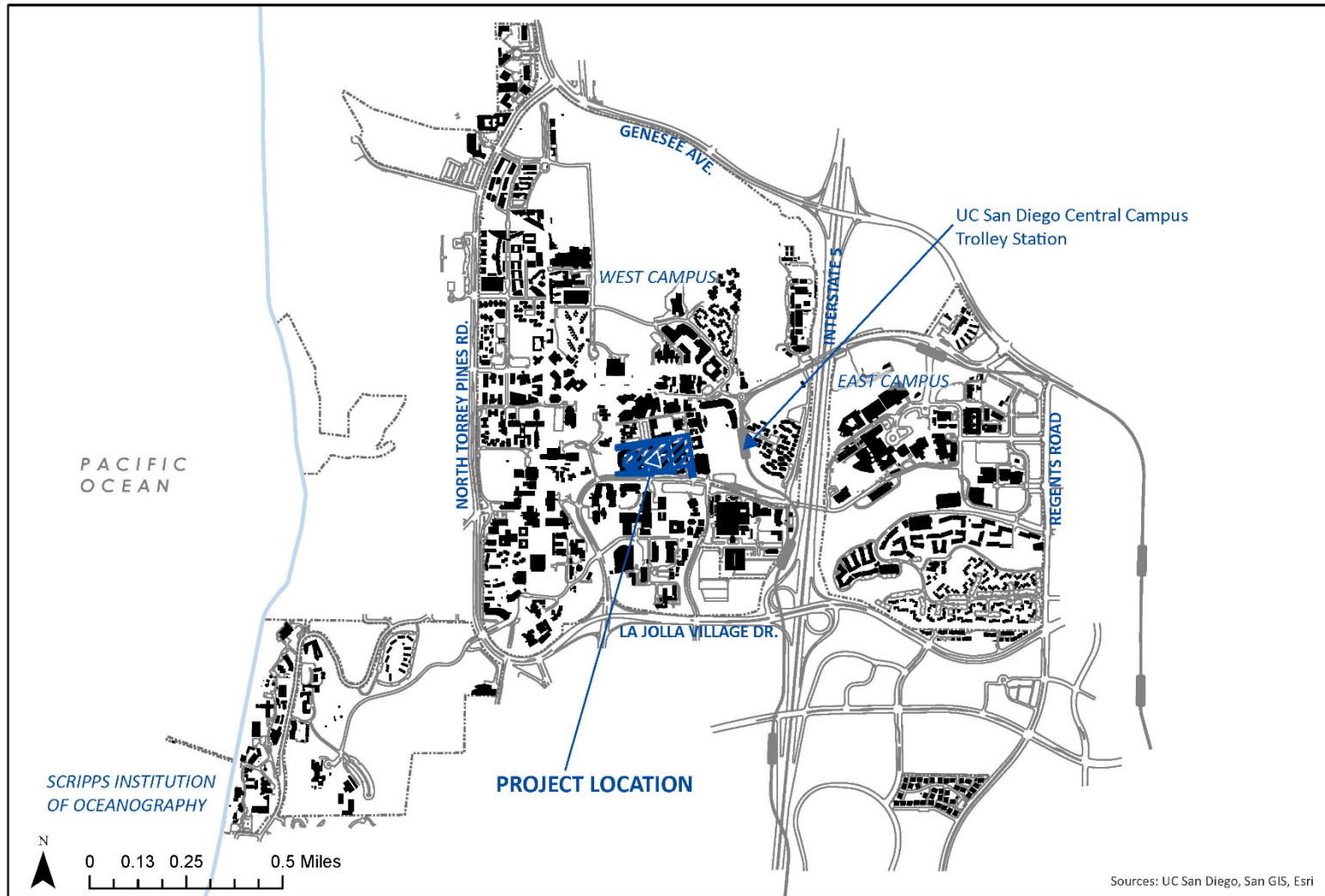
Financing Assumptions – Parking	
External Financing Amount	\$17,600,000
Anticipated Repayment Source	General Revenues of the San Diego Campus
Anticipated Fund Source	Parking Revenues
Financial Feasibility Rate	4.25%
First Year of Principal (e.g. year 10)	2026
Term (e.g. 30 years)	30 years
Final Maturity	2055
Estimated Average Annual Debt Service	\$1,049,000

Below are results of the financial feasibility analysis for the proposed project using the campus' Debt Affordability Model. The model includes projections of the campus's operations and planned financings.

CAMPUS FINANCING BENCHMARKS			
Measure	Campus Metric	Approval Threshold	Requirement
Modified Cash Flow Margin	8.9% (min), FY2031	≥ 0.0%	Must Meet
Debt Service Coverage	1.4x (min), FY2030	≥ 1.1x	
Days Cash on Hand ¹	83 days, 12/31/2022	≥ 90 days	
Auxiliary Project Debt Service Coverage ²	0.2x (min), FY2026	≥ 1.0x	Must Meet for Auxiliary Projects
Auxiliary System Debt Service Coverage	1.1x (min), FY2023	≥ 1.1x	

¹ The Days' Cash on Hand metric falls below the University Debt Policy's minimum requirement of 90 days. An exception has been granted from the Office of the Chief Financial Officer at this time.

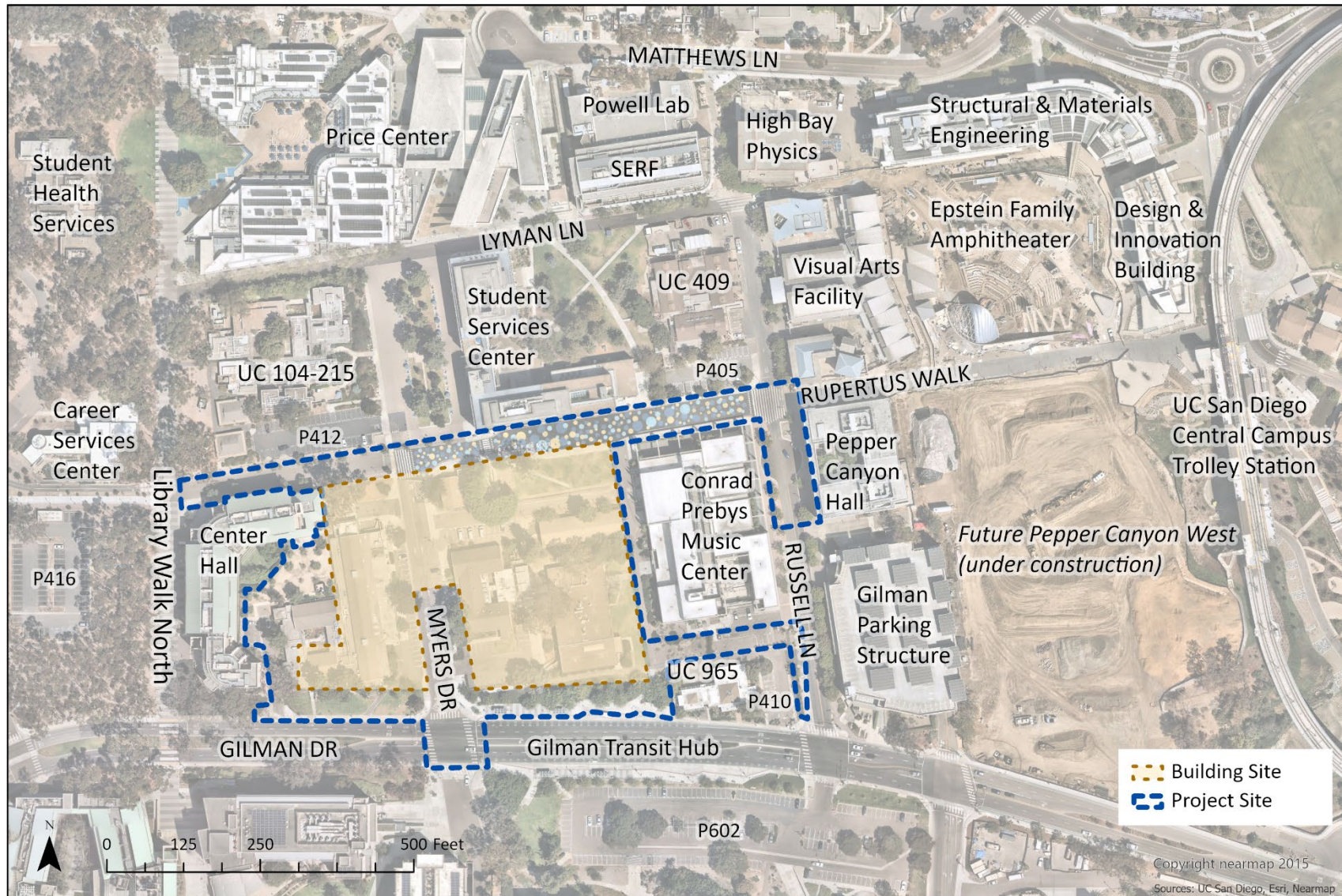
² Auxiliary Project Debt Service Coverage is an individual project metric. This project does not meet the minimum 1.1x requirement. An exception to the University's Debt Policy has been granted by the Office of the Chief Financial Officer as the campus has demonstrated its plans to service the debt from overall parking program revenues.



Triton Center
Project Location

Created 11/7/2022

UC San Diego



Triton Center
Project Site

Created 1/4/2023

POST-COVID SPACE EVALUATION

Campus Administration, comprised of various units, including leadership functions, currently resides in small, one-story, outdated, and deteriorating buildings slated to be demolished as a separate project. These groups require an onsite presence for effective administration and campus oversight. Global Initiatives requires space on site to comply with federal and State regulations related to international travel. Student academic resources, such as Transfer Center and Teaching+Learning Commons, are required to be on site and in person to support student success for growing enrollment and an increasingly diverse student body; many academic support services remain primarily in person as the most effective work mode, despite an increase in remote and hybrid work by administrative units.

During the detailed programming phase of Triton Center and with the aforementioned functional needs in mind, the campus and design team thoroughly evaluated space needs in the context of a post-COVID environment, considering new modes of working appropriate for the type of work conducted. Each occupant group was interviewed to determine how square footage could be reduced by assuming more office sharing, remote working, and flexible schedules. For some groups, hybrid work schedules will allow for more office sharing (two persons per office) and hoteling for employees who are primarily remote. Groups are encouraged to share common spaces such as reception areas, conference spaces, and amenity spaces such as kitchenettes. As a result of the space evaluation, several opportunities to share or reduce space were realized, and efficiencies were gained.

As an example, the office space proposed for Campus Administration includes a group of enclosed spaces designed at approximately 120 square feet each that are intended to provide flexibility as needs evolve. These enclosed rooms would support as many as five different use cases, including:

1. A private office for one staff with an operational need to be on site full time;
2. A private office to be shared by two or more staff members with alternating schedules;
3. A private office to be shared by two staff members simultaneously (two desks);
4. A reservable hoteling office for staff who are on campus infrequently;
5. A small meeting room for four to five staff.

SUPPORT OF LONG RANGE DEVELOPMENT PLAN OBJECTIVES

The project is consistent with the 2018 Long Range Development Plan (LRDP). The LRDP land use designation for the site is “Academic Mixed Use”. Since UC San Diego is not located in or adjacent to a traditional “college town,” the project’s strategic location in the University Center supports the goal of achieving this environment on campus. The University Center affords a central location within walking distance of many neighborhoods in the western area of campus and is conveniently located in proximity to the Light Rail Transit (LRT) station in Pepper Canyon. In addition, the project supports the following LRDP objectives:

- Address campus growth by providing new facilities needed to expand academic and non-academic programs in support of the UC mission and its commitment to excellence in teaching, research, and public service;
- Locate campus buildings according to the character, scale, and design goals expressed in the area-specific planning studies and the 2018 LRDP’s guiding principles and its required elements;
- Target future development in areas that strengthen programmatic relationships, allowing resources and support to be shared and creating synergy between shared resources and services;
- Program future development for multiple uses to make more efficient use of resources and infrastructure;
- Activate and enliven the campus through mixed-use and transit-oriented development;
- Redevelop the University Center neighborhood into a town center;
- Expand multimodal connections and trip reduction programs; and
- Implement sustainable development practices.

