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Office of the President

TO MEMBERS OF THE FINANCE AND CAPITAL STRATEGIES COMMITTEE:

ACTION ITEM – CONSENT

For Meeting of May 23, 2018

APPROVAL OF PRELIMINARY PLANS FUNDING, TRITON PAVILION FOR STUDENT RESOURCES AND COMMUNITY ENGAGEMENT, SAN DIEGO CAMPUS

EXECUTIVE SUMMARY

Triton Pavilion for Student Resources and Community Engagement (Triton Pavilion) is proposed for development on seven acres and would be the first project in the San Diego campus's long-term plan to revitalize seven acres of the 19-acre district known as the University Center, located at the heart of the campus. The project would support enrollment growth, improve the student experience, and consolidate complementary programs and services, including Student Health and Wellbeing, Alumni and Welcome Center, UC San Diego Extension, Global Education, campus support, retail, and restaurant/food service. These programs and services not only benefit the student population but also promote access to life-long learning opportunities for alumni and the San Diego community. The Triton Pavilion project would include public realm site improvements that would transform the campus arrival experience and create a defined entry portal and primary gateway destination at the center of campus for students, prospective students, faculty, staff, alumni, and visitors. Exterior improvements would include enhanced pedestrian and bicycle circulation, a dedicated tour bus zone, ride-share drop-off/pick-up zones, and space for outdoor events to activate and enliven the campus core.

At the November 2017 Regents meeting, in the *Triton Pavilion for Student Resources and Community Engagement* discussion item, the campus proposed a project of approximately 280,000 new gross square feet (gsf). After the Regents encouraged increased density, the campus re-evaluated costs and programmatic needs and now proposes to expand the program to approximately 332,000 gsf. The additional 52,000 gsf optimizes the development potential on the site and is mainly attributable to two program updates since November: (1) the addition of two large meeting spaces that can be shared by programs located in the Triton Pavilion as well as by other campus entities, and (2) an increase in retail space, including relocation of the Bookstore. The space program will continue to be refined through the design-build process.

The existing floor area ratio (FAR) in the University Center district is approximately 0.75. Upon completion, the project site FAR would be approximately 1.9, which is more than two and a half times the existing FAR. The campus has maximized the FAR within height guidelines for this neighborhood as set in the Campus Physical Design Framework and consistent with the goals set

forth in the University Center Urban Core Study to create a pedestrian-scaled, transit-oriented urban core.

The project would replace the approximately 90 surface parking spaces currently located within the project site boundary with approximately 300 spaces (approximately 210 net new), all below-grade. These existing parking spaces are in high demand and fully occupied during peak hours. The 300 spaces proposed are 20 percent less than the projected demand as a result of the project. Parking would serve alumni, donors, visitors, prospective student visitors and their families, and members of the Osher Lifelong Learning Institute, which is part of UC San Diego Extension. With Light Rail Transit service coming to campus in 2021, the growth in the number of commuters utilizing ride-share services, and the possibility of autonomous vehicles in the near future, the campus will continue to evaluate transportation solutions and underbuilding parking when compared to existing Long Range Development Plan or other past plans.

The Regents are being asked to approve preliminary plans funding in the amount of \$15.45 million, to be funded from campus funds (\$12 million) and UC San Diego Extension reserves (\$3.45 million). The preliminary plans funding would support site surveys, specialty consultants, selection of a design-build team, and preparation of environmental documentation prior to submitting the project to the Regents for full budget and external financing approval in 2019. Regental approval of design pursuant to the California Environmental Quality Act is anticipated in 2020 and project completion is anticipated in spring 2022.

RECOMMENDATION

The President of the University recommends that the Finance and Capital Strategies Committee recommend to the Regents that the 2017-18 Budget for Capital Improvements and the Capital Improvement Program be amended to include the following project:

San Diego: Triton Pavilion for Student Resources and Community Engagement – preliminary plans – \$15.45 million, to be funded from campus funds (\$12 million) and UC San Diego Extension reserves (\$3.45 million).

BACKGROUND

With arrival of Light Rail Transit (LRT) service to UC San Diego in 2021, the University Center district of the San Diego campus (refer to Attachment 2) will undergo a major transformation towards a more urban and active pedestrian-oriented zone. Strategic redevelopment of low-density parcels would result in facilities that support enrollment growth, efficiently utilize University property, improve circulation and way-finding, and enliven the heart of the campus.

To keep pace with enrollment growth and with the advent of LRT service, the campus recently conducted the University Center Urban Core (UCUC) Study. The UCUC Study area is approximately 19 acres and is bounded by Gilman Drive to the south, Lyman Lane to the north, Russell Lane to the east, and Library Walk to the west (refer to Attachment 3).

Four parcels within the UCUC boundary have been identified as redevelopment sites. The structures located on these four parcels are between 40 and 75 years old, and are low-density, mostly one-story buildings, which result in operational and land-use inefficiencies. Investment in the continued maintenance of these older facilities is costly. The UCUC Study also identified primary and secondary circulation elements for pedestrians, bicycles, buses (public, tours, and campus shuttles), ride-share vehicle drop-off and pick-up zones, landscape and pavement guidelines, and future redevelopment parcels.

Parcel 1 has been selected for the proposed Triton Pavilion for Student Resources and Community Engagement (Triton Pavilion) project. Parcels 2, 3, and 4 would be redeveloped at a later date. Outside of these parcels, three existing buildings located within the UCUC boundary will remain: Center Hall (completed 1995); Student Academic Services Facility (SASF) (completed 2007); and Conrad Prebys Music Center (completed 2008).

PROJECT DRIVERS

The proposed Triton Pavilion project would support campus efforts to be a student-centered, research-focused, service-oriented public university as outlined in the UC San Diego *Strategic Plan*¹. These goals would be furthered by providing facilities to house various student support services as well as 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.

Existing facilities that house vital student services and other important campus functions have not been expanded to keep pace with recent enrollment growth at UC San Diego. Moreover, these existing structures do not make efficient use of University property. Many of the existing buildings are at capacity, and there is no space for expansion to meet pressing space needs associated with enrollment growth. For example, located to the north of the proposed project site, the SASF is at capacity. SASF houses University Admissions, the Business and Financial Services Cashier, the Financial Aid Office, the Raza Resource Center, Campus Tours, and a small restaurant.

Eight small, inefficient, and mostly one-story structures are currently located on the proposed Triton Pavilion site. These structures were originally built in 1942 when the property was still part of Camp Matthews². The buildings require extensive, ongoing, and costly repairs and their demolition is included as part of this project. They comprise approximately 80,000 gross square feet (gsf) and currently house a number of campus programs and units. The campus is working on a relocation plan for these groups.

Several small surface parking areas are currently located within the proposed site boundary. These parking areas contain 90 parking spaces that are fully occupied during peak hours. The

¹ UC San Diego: *Defining our Future* (2014) <http://plan.ucsd.edu>

² Camp Matthews was a United States Marine Corps military base from 1917 until 1964, when the base was decommissioned and transferred to the University of California to be part of the new University of California, San Diego campus.

nearby Gilman Parking Structure is also fully occupied during peak hours. A preliminary parking demand study evaluated planned redevelopment in the University Center district and determined that approximately 370 spaces would be needed in the near term to support the additional population added to the University Center district after completion of the Triton Pavilion.

OVERVIEW OF PROGRAMS

Student Health and Wellbeing. The proposed Student Health and Wellbeing Center would play a crucial role in providing better support to the student body by bringing Student Health Services (primary care, women’s health specialty clinics, and behavioral health) and core functions of Counseling and Psychological Services together in one location.

The new Student Health and Wellbeing Center would provide the campus with space needed to support enrollment growth and to provide additional health services, including a small express care clinic for faculty and staff, along with dental and optometry services for students, faculty, and staff. The health service model for faculty and staff could also incorporate occupational medicine, providing a needed on-campus access point for these services. As presented to the Regents at their November 2017 meeting, the proposed project provided space for “The Zone” Health Promotion program. After further refinement of the project program, budget, and space to be released, the campus is evaluating a new permanent home for “The Zone” in space that will be vacated by the Bookstore (at Price Center West) upon completion of Triton Pavilion.

Alumni and Welcome Center. UC San Diego is one of only two campuses in the UC system without an Alumni Center. By the year 2020, the UC San Diego Alumni Association will serve more than 204,000 graduates. By providing a welcoming venue to the growing UC San Diego Alumni, the Alumni Center would provide a gathering place for alumni to better connect to each other and connect with the students.

The Welcome Center would be the first touch-point with the campus for several audiences including prospective students and their families, alumni, UC San Diego Extension (Extension) students, and visitors. Welcome Center staff would distribute campus maps, answer questions, and be able to direct people to locations for campus tours, Extension classes, or other special events. Exhibit space would display alumni and student accomplishments.

UC San Diego Extension. The mission of Extension is to serve lifelong learning and skill development needs of individuals, organizations, and the community. Extension provides continuing education, certificate and degree-related programs, support for economic and social development initiatives in the community, and a variety of public-service lectures, forums, and special events. Extension is also home to a wide array of short-term academic programs for international students and professionals, as well as a growing portfolio of pre-college programs designed to prepare students for the rigors of both college and the workforce. Extension is a self-supported program.

Extension is currently housed in modular buildings in the Marshall College neighborhood; most of the modular buildings have exceeded their useful life. The existing one-story structures are

operationally inefficient and are inadequate to support the growing population that Extension serves. Extension classes are offered full-time during the day, as well as in the evenings. The classes are in high demand and offerings are constrained by the existing facilities. Locating Extension at the University Center district would contribute to the campus goal of creating a hub that would bustle with activity weekdays, evenings, and on the weekends. The facilities would be attractive not only to adult learners, but also to alumni, visitors, and students. Relocation of UC San Diego Extension would also allow the campus in the future to redevelop the underutilized parcel in the Marshall College neighborhood to meet increasing demand for undergraduate student housing.

Global Education. The International Center has served as the nexus of the international community at UC San Diego for over 45 years. The International Center provides leadership to build and fortify relationships between the campus and the international community. It also serves and supports visiting faculty and scholars conducting research or teaching on campus and their hosting departments. The International Center advises and helps to form connections for international students pursuing degree and non-degree programs, and students, faculty, and staff who wish to study, work, intern, and/or volunteer abroad.

The former International Center facilities were demolished in July 2017 due to obsolescence; costs to make repairs and bring the structures up to current standards would have far outweighed their value. Business functions and programs were temporarily relocated to four separate buildings at various locations on campus. One goal of the Triton Pavilion is to bring these key units back together within the proposed project to more efficiently serve constituents and with a new moniker of “Global Education” to better describe its mission.

Campus Support. Various campus support units, including leadership functions, currently reside in a collection of 11 small, mostly one-story, structures on Parcel 2 (refer to Attachment 3). These aging and inefficient structures are more than 50 years old and have substantial problems including significant leaking and, in some cases, flooding during rainy months. Due to their age and problems, the existing buildings require extensive and costly repairs just to maintain habitable space. Most of the campus support units located in these buildings would move into the Triton Pavilion project upon completion. When the campus redevelops Parcel 2, a future project would include demolition of these existing structures.

Retail and Restaurant/Food Service Space. Several types of space would be included in the retail component of the project including a full-service restaurant and a casual counter-service eatery. The campus is also planning to relocate the Bookstore (campus merchandise, technology, supplies, and books) from the current location in the Price Center to the Triton Pavilion. Other retail space would include flexible retail for outside vendors to lease and operate.

Table 1 identifies the current location of the key programs to be included in the proposed project and whether the vacated space will be reassigned or demolished.

Table 1: Current Location of Proposed Programs in Project

Program	Current Location	Re-Purpose	Demolish
University Extension	Multiple one-story “temporary” 40-plus-year-old modular buildings located in Marshall College between Scholars Drive North and North Torrey Pines Road		X ¹
International Center	University Center, McGill Hall and Student Center B	X	X ²
Campus Support	Multiple buildings located at University Center district		X ¹
Alumni Association	Price Center East	X	
Bookstore	Price Center West	X	
Student Health Services	Student Health and Wellbeing Center	X	
¹ These buildings will not be demolished as part of the proposed project; the buildings would be demolished as part of future projects. ² The International Center was demolished in July 2017. At that time, the groups under International Programs were relocated to three separate spaces: University Center, McGill Hall, and Student Center B. Upon completion of the proposed Triton Pavilion, International Programs (Global Education) would move into Triton Pavilion and the vacated space at University Center, McGill Hall and Student Center B would be repurposed.			

Parking. The project would replace surface parking spaces with approximately 300 spaces (approximately 210 net new), all below-grade. These existing parking spaces are in high demand and fully occupied during peak hours. The 300 spaces proposed are 20 percent less than the projected demand as a result of the project. Parking would primarily serve alumni, donors, visitors, prospective student visitors and their families, and members of the Osher Lifelong Learning Institute, part of UC San Diego Extension. With the LRT service in 2021, growth in ride-shares and other options, the campus will continue to evaluate transportation and parking solutions.

Public Realm (Exterior and Site Improvements). Triton Pavilion would be located in the oldest part of campus. Existing circulation pathways do not support the current and growing campus population. However, as identified in the Bicycle and Pedestrian Master Planning Study (completed in April 2012), the campus has begun to invest in public realm improvements to provide safe and adequate bicycle and pedestrian circulation into and through the campus. These improvements are helping to implement the vision of a campus where the majority of its students, staff, faculty, and visitors regularly walk, bike, or use public transit to get to and around campus, instead of by car. Along with the UCUC Study, the 2012 Study recommendations support the University’s long-term vision of a more sustainable footprint and anticipate benefits including reduced traffic, lowered parking congestion, improved air quality, and lowered greenhouse gas emissions.

PROJECT DESCRIPTION

The proposed Triton Pavilion project would construct approximately 332,000 gsf of new multi-purpose space. The new building density assumes a building height of five or six floors. The proposed building height is consistent with the Campus Physical Design Framework and with the goals set forth in the UCUC Study to create a pedestrian-scaled, transit-oriented campus core.

This proposed massing would preserve view corridors to the campus's most iconic building – the Geisel Library, located northwest of the project site. Upon completion, the Triton Pavilion floor area ratio (FAR) would be approximately 1.9, more than double the existing FAR, and consistent with urban core districts.

The proposed project would include the following elements:

- Space for the following programs: Student Health and Wellbeing, Alumni and Welcome Center, UC San Diego Extension, Global Education, campus support, retail, and restaurant/food service space.
- Parking primarily to meet future demand: 300 (210 net new) underground parking spaces. Preliminary geotechnical reports for the project site indicate that over-excavation and re-compaction of the entire building footprint is probably necessary. Since this excavation will likely be required, the cost of excavation for underground parking would already be a project cost.
- Exterior improvements would include the creation of dedicated tour bus and ride-share drop-off/pick-up zones and the creation of an arrival destination at the center of campus for students, prospective students, faculty, staff, alumni, and visitors. As part of the evolution of the University Center, the campus seeks to create a pedestrian and bicycle friendly district. Vehicular access would be restricted so that Rupertus Way becomes a pedestrian and bicycle thoroughfare, connecting Library Walk to the future LRT station at Pepper Canyon. Emergency vehicles would retain access; any service or delivery trucks would be scheduled during late evenings or early morning hours to reduce conflicts with pedestrians and bicycles. Myers Drive, which currently bisects the site, would be redesigned as an arrival and drop-off turn-around zone for vehicles.

Completion of the Triton Pavilion would allow the campus to nurture important relationships between current students, alumni, prospective students, faculty, staff, and the community. These relationships would be encouraged by creating an arrival destination at the University Center that would include welcoming and programmable exterior spaces for outdoor events to activate and enliven the campus core. The proposed Triton Pavilion would bring together campus support and their core units; new office space would be designed to allow for shared staff and shared common areas, leading to increased operational and space efficiency. Existing facilities vacated by these units would either be repurposed or demolished, allowing future redevelopment to support campus growth.

Funding Plan

Preliminary plans funding of \$15.45 million will initially be funded with campus funds (\$12 million) and Extension reserves (\$3.45 million). The total project cost would be funded with a combination of external financing, campus funds, and gifts. The campus will return to the Regents for full budget and external financing approval in 2019. Regental approval of design pursuant to the California Environmental Quality Act is anticipated in 2020 and project completion is projected for spring 2022.

Approval Request and Project Schedule

A design-build delivery model has been selected for this project. Preliminary plans funding would allow completion of site surveys and selection of a design-build team. This funding would support scope refinement, detailed programming, preliminary design, design development, and project cost estimating by allowing the campus to utilize services of the selected design-build team.

Key to Acronyms

FAR	Floor Area Ratio
GSF	Gross-Square-Feet
LRT	Light Rail Transit
SASF	Student Academic Services Facility
Triton Pavilion Extension	Triton Pavilion for Student Resources and Community Engagement
UCUC	University Center Urban Core

Attachments

Attachment 1:	Preliminary Plans Budget
Attachment 2:	Project Location Map
Attachment 3:	Project Site Map
Attachment 4:	Summary of Alternatives Considered
Attachment 5:	Project Delivery Model

**TRITON PAVILION FOR STUDENT RESOURCES AND COMMUNITY
ENGAGEMENT**

PRELIMINARY PLANS BUDGET

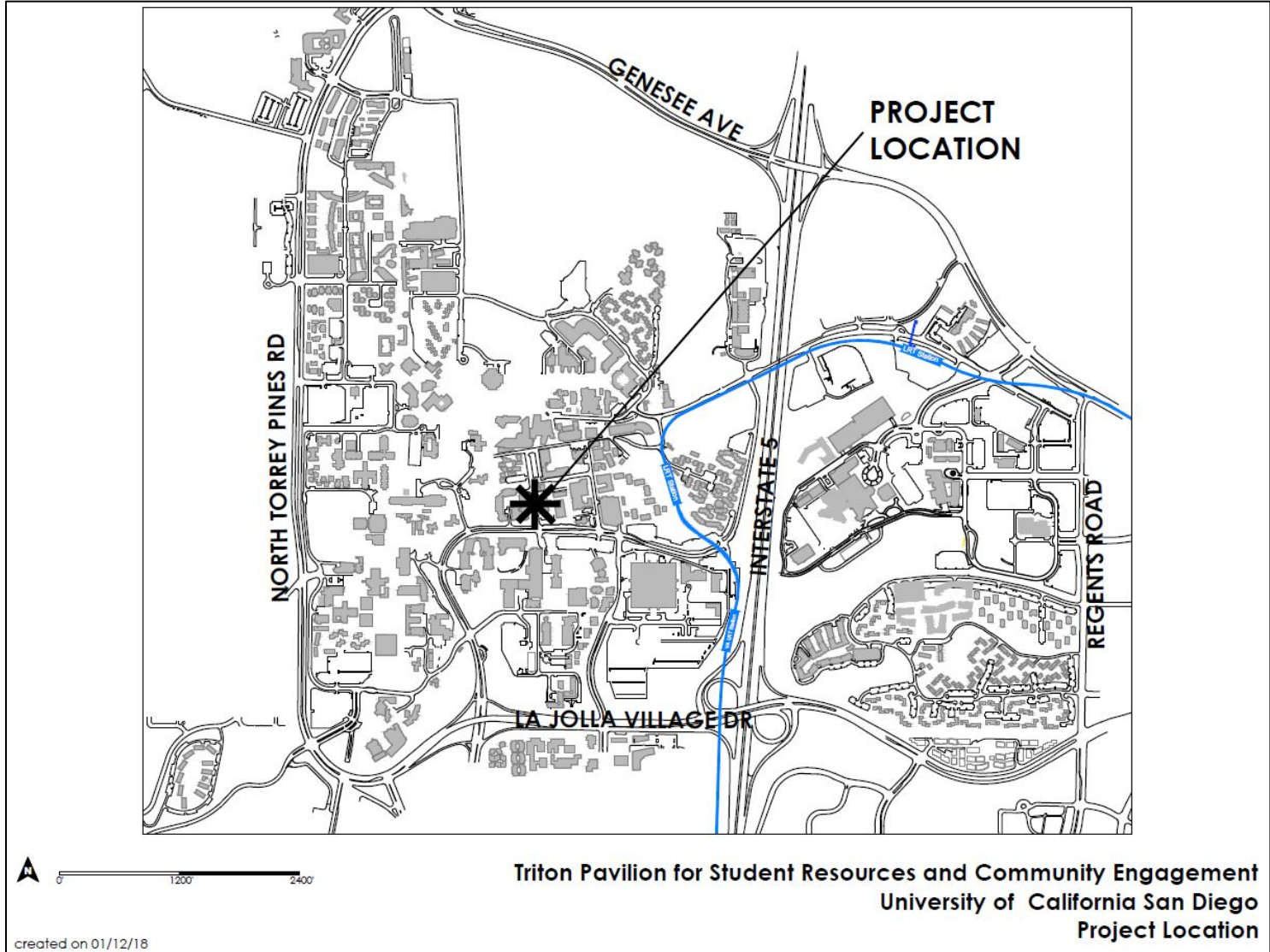
Category	Amount	Percent of Total
Design Build Fees ¹	\$10,360,000	67%
Campus Administration ²	1,100,000	7%
Surveys, Tests and Plans ³	430,000	3%
Special Items ⁴	3,560,000	23%
Total Preliminary Plans Budget	\$15,450,000	100%

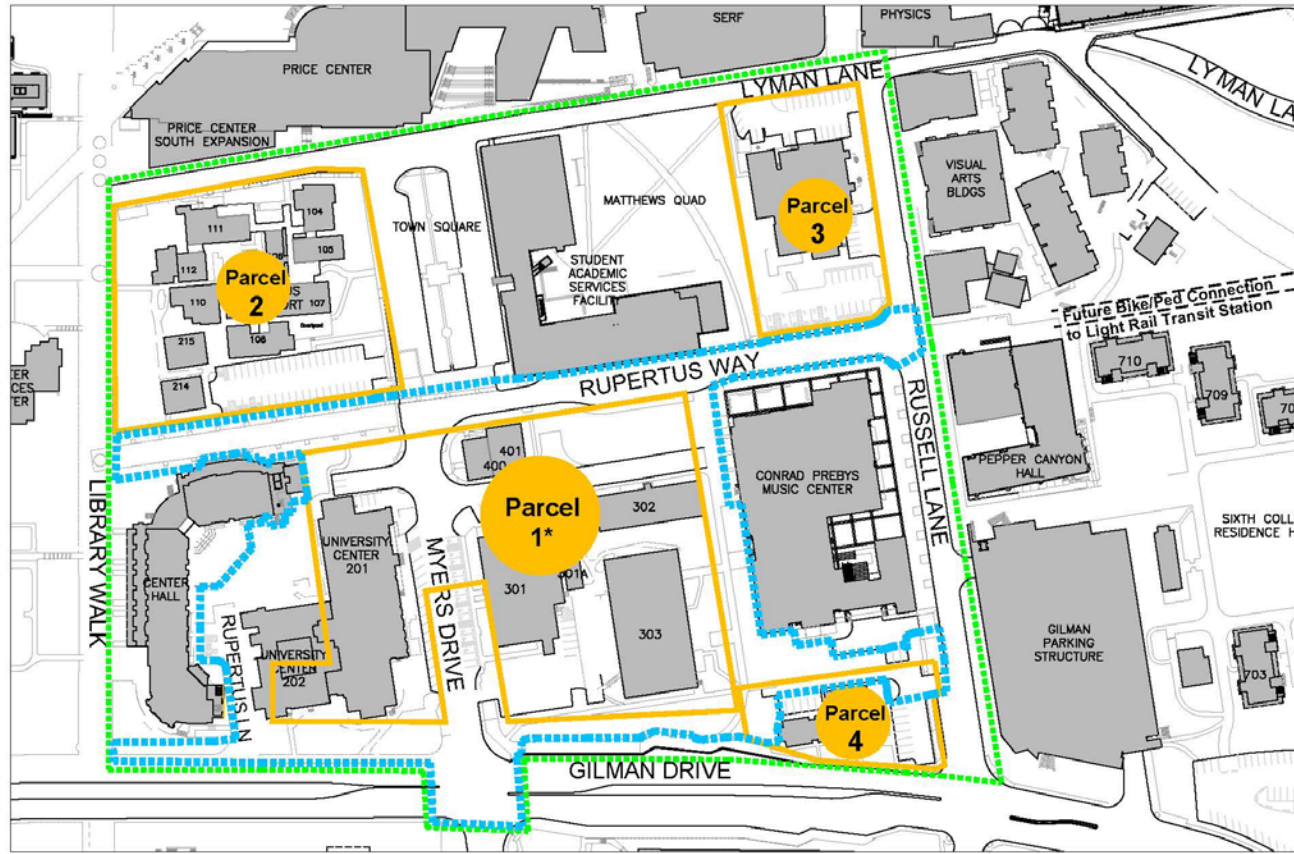
Notes:

1. Includes design-build fees, bonds, and insurance through the design development phase.
2. Includes campus project management, planning, engineering, design review, and contracts administration.
3. Includes site surveys such as soils, geologic borings and trenching, and design phase testing.
4. Includes external consultants to support preparation of the Detailed Project Program, design standards, performance-based specifications, design-build team selection process, technical studies to support environmental documentation, design-build stipends, and peer reviews.

Preliminary plans budget supports the following activities:

- Retain architectural services to establish overall baseline project performance requirements in terms of qualitative and quantitative measures. These criteria will be developed into a Detailed Project Program that will be used to complete the design-build selection process.
- Complete a qualifications-based selection process to review design-build experience, past performance, financial strength, qualifications of individual team members, and evidence of design and construction excellence.
- Complete planning and design activities to generate information required to obtain necessary approvals and adoption of environmental documentation.





- LIMIT OF PROJECT SITE IMPROVEMENTS
- BUILDING PARCELS
- UNIVERSITY CENTER URBAN CORE
- * TRITON PAVILION BUILDING PARCEL

**Triton Pavilion for Student Resources
and Community Engagement
University of California San Diego
Project Site**

SUMMARY OF ALTERNATIVES CONSIDERED

Four project alternatives were considered: 1) new construction, 2) lease/purchase, 3) renovation, and 4) no project.

- 1) **New Construction (Redevelopment of University Center):** New construction would provide the campus with the opportunity to make better use of Regents-owned property at the center of campus by demolishing old one- and two-story structures to provide appropriately designed space to meet growth needs of UC San Diego. The proposed project would create a well-connected public realm for pedestrians and bicyclists at the center of campus, which would also be designed as a gateway to welcome prospective students and other visitors to campus.
- 2) **Lease/Purchase:** The programs and departments proposed for the project must be located at the center of campus for students, staff, alumni, prospective students, and other visitors. For this reason, a lease or purchase is not a realistic option.
- 3) **Renovation of Existing Space:** As described above, the units and programs in the proposed project are currently located in obsolete temporary buildings, modular structures or in buildings that are between 40 and 75 years old. These structures require extensive repairs and maintenance and, for this reason, it would be more cost-effective to demolish them and build new, allowing the campus to increase the efficiency of Regents-owned property located at the center of campus.
- 4) **No project:** The campus has been able to extend the useful life of the oldest structures on campus beyond what was expected. While this option was acceptable in the past, due to flooding, lack of security, and inefficiency of the existing structures, this is no longer a viable or satisfactory option.

PROJECT DELIVERY MODEL

UC San Diego intends to utilize a design-build delivery process that would support the accelerated completion schedule for the proposed project. UC San Diego has utilized a design-build delivery method for three graduate housing projects in the Mesa Housing neighborhood (one completed: Mesa Nueva; two under construction: Nuevo West and Nuevo East) and the North Torrey Pines Living and Learning Neighborhood project (for which the design was recently approved by the Regents pursuant to California Environmental Quality Act and the working drawings are currently in production).

A design-build delivery method allows the University to have a single source of responsibility with the architect and the contractor acting as a team under a single contract with the University. The design and construction process is integrated, which allows for optimum contractor involvement during design, thereby supporting continuous constructability review and budget containment. Since the architect and contractor are teamed up from the beginning, the resulting improved communications and accountability within the team result in a faster and more efficient project delivery.

The Request for Proposal (RFP) will outline the project program requirements including quality and performance of construction elements for the building, the underground parking structure, and the project site. The RFP will include requirements for: academic, office, and public spaces; common and administrative areas; and site amenities. Design Standards are included with the RFP to ensure that specific product and detailing requirements align with the campus Physical Design Framework, as well as with Facilities Management maintenance practices.

The design produced by the selected team would be presented to Regents for approval pursuant to the California Environmental Quality Act.