

# Capital Plan – FY2015

The university's capital plan details the capital project activity anticipated over a 5-year horizon in order to meet the university's objectives. The plan details the budget for projects approved for fiscal year 2015 and the associated anticipated spending over the following four years.

The plan shows the financial impacts of these projects, including the ability and priority for gift fundraising, the availability of New York State funding, the need for central institutional support, the ongoing cost of operating and maintaining the physical assets and the deferred maintenance needs addressed by the projects in the plan. Each of those financial considerations is weighed in relation to other competing demands on constrained resources. In addition, the timing of the projects is considered as they relate to other projects as well as the internal resources and external workforce required for a given level of concurrent construction activity. The resultant capital plan is a manifestation of Cornell's priorities and initiatives.

The schedules on subsequent pages highlight plans to address the university's strategic initiatives; program enhancements; and the maintenance, renewal, and improvement of its buildings, grounds, and campus infrastructure.

## CAPITAL ACTIVITY

The projects in the approved capital plan include those with budgets greater than \$250,000 and planned activity in fiscal year 2015 (see Table 6 for a summary and Appendix O for detail). They are projects that have been approved for planning, design, or construction; projects that represent academic or programmatic priorities for use of unit resources; necessary ongoing investments in maintenance and infrastructure projects; or projects undertaken as part of the 2009-13 State University Construction Fund (SUCF) capital plan. All projects have complete funding plans in place. Proposed projects that are

reliant on uncertain sources of funding (gifts to be raised, future New York State capital plans, grant proposals, etc.) or those that require new debt have been deferred until certain funding plans are in place. Projects planned for years beyond FY 2015 are not included in this plan.

**Figure 1A:**  
**Major Projects with Planned  
FY 2014 Completion**  
(dollars in thousands)

Belfer Research Building	\$622,000
MVR '33 and East Wing, Phase 0-2	\$61,000
Bill and Melinda Gates Hall	\$60,000
Law School, Phase 1	\$23,800
Endowed Network Connectivity	\$16,069
Fernow Hall	\$11,392
Harford T&R Dairy	\$8,300
Teaching Dairy Barn	\$8,146
<b>Total</b>	<b>\$810,707</b>

**Figure 1B:**  
**Major Projects Scheduled for  
FY 2015 Completion**  
(dollars in thousands)

Food Sciences/Stocking Hall Renovation	\$95,000
CVM Class Expansion Design	\$6,777
Kimball Hall Renovation	\$13,900
Warren Hall Renovation	\$51,000
Belfer 4th Floor Fit Out	\$15,000
East Side Primary Care Practice Expansion	\$8,600
<b>Total</b>	<b>\$190,277</b>

## Capital Plan Highlights

The overall estimated budget is \$1.93 billion, of which \$1.19 billion (61 percent) has already been authorized. Of the total funds authorized, \$1 billion (85 percent) is for projects under construction, including the Belfer Research building. Other major projects under construction include Klarman Hall, the renovation of Warren Hall, and the fit-out of three floors of the Belfer Research building. Most of the projects currently underway or under construction are expected to be completed in FY15 or FY16. The total estimated spending for FY15 through FY19 is anticipated to be \$980.7 million. Spending on projects included in this plan from previous years through the end of FY14 is expected to be \$953.8 million FY14, and \$422 million (or 41 percent) in FY15. Recorded deferred maintenance addressed by the plan totals \$291.7 million (15 percent) of the overall estimated budget.

Major new projects (renovation or new construction with overall project budgets greater than \$10 million) planned for the Ithaca campus represent \$171.6 million (9 percent) of overall estimated budget and \$154.5 million (15 percent) of the planned FY15 through FY19 spending. This group of projects includes renovation

and expansion of the Gannett Health Services facility, major renovations of Upson and Kimball Halls, and completion of design on the College of Veterinary Medicine’s Class Expansion project. All the major new projects have a significant renovation component, address \$78.4 million of deferred maintenance.

The first phase of construction to create the new Cornell NYC Tech campus on Roosevelt Island in New York City is included in the plan with an estimated total cost of \$287 million (15 percent of total estimated budget and 23 percent of planned FY15 through FY19 spending). Of this, \$90 million is expected to be spent in FY15.

Ithaca campus facilities and infrastructure planned and extraordinary maintenance and upgrades, energy conservation, administrative systems; and college/unit programmatic renovations and improvements make up \$267 million (27 percent) of FY15 through FY19 planned activity; and 17 percent of the overall estimated budget. Recorded deferred maintenance addressed by the plan totals \$242 million (13 percent) of the overall estimated budget.

**Figure 2. Outstanding Funding Commitment for Approved Capital Projects by Fiscal Year**

(dollars in thousands)

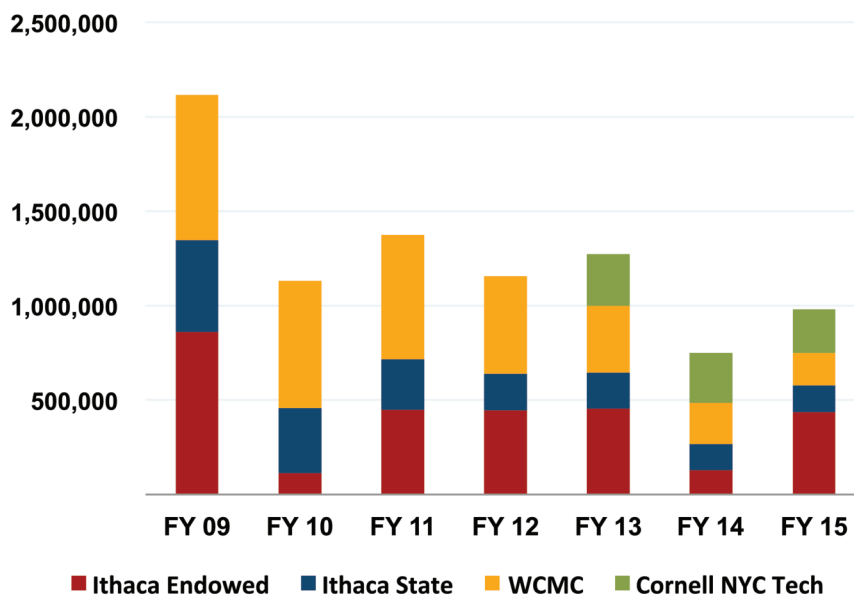
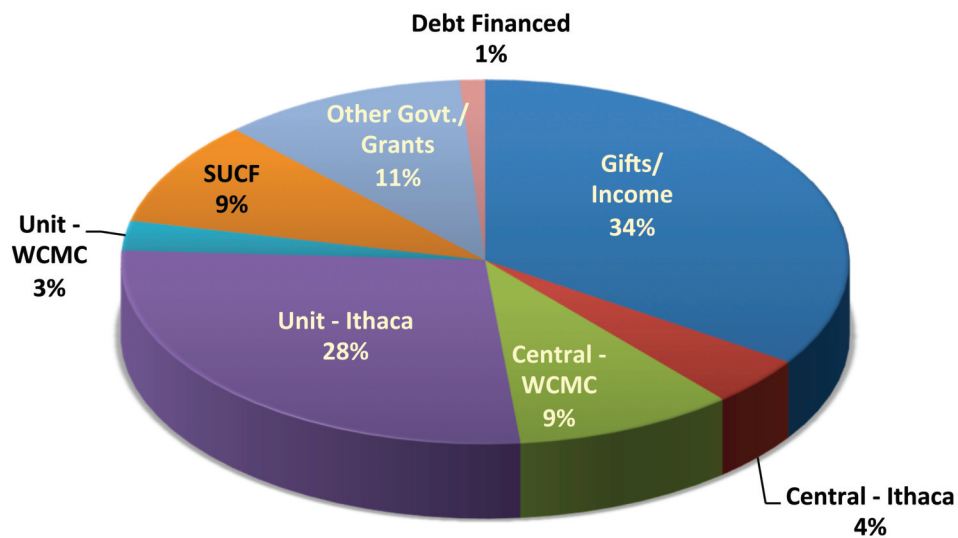


Figure 3. Funding Sources – FY 2015 Capital Budget by Funding Source



The Weill Cornell Medical College has plans for clinical program improvements plus renovation and maintenance needs which are estimated at a total of \$51 million in addition to the projects approved or already underway, with \$19.6 million in the FY15 budget.

Figure 2 illustrates future capital expenditures for approved projects by fiscal year from FY09 through FY15.

### Funding Sources

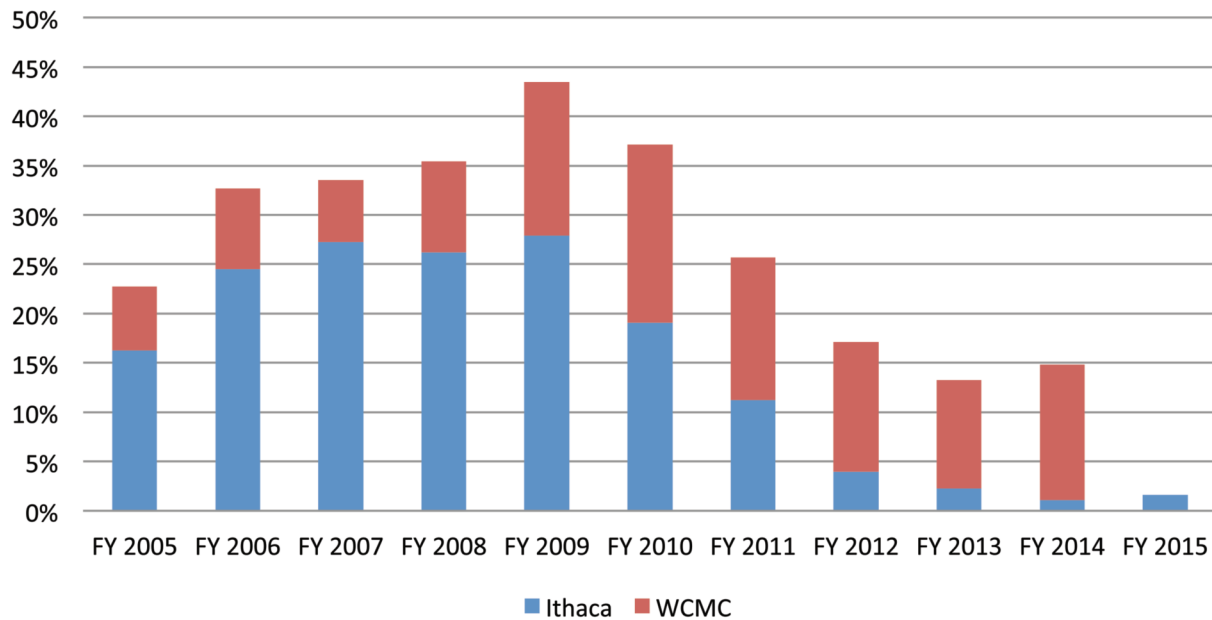
Nearly 59 percent of the funding for capital projects depends directly on external resources (Table 7). Gift and grant funding, including grants from governmental or private institutions, is projected at \$822.4 million, or 43 percent of the total approved capital activity. The Belfer Research Building, Klarman Hall and the Cornell NYC Tech campus project, account for 88 percent of gift funding, with a little over 2 percent of the total gifts still to be raised.

New York State support is projected to fund \$129 million (13 percent) of planned FY15-FY19 activity through the SUNY Capital Plan in addition to \$197.6 million already spent on projects underway. Projects to be funded from the next five-year SUNY capital plan are not included in the university's current capital plan, as there is currently no five year SUNY capital plan. However, between \$24m and \$30m is anticipated from State funds in FY15 and plans are being revised to best use these funds.

For expenditures planned in FY15 and future years, funding from central university resources amount to \$102 million (10 percent) of total anticipated spending. Funding from unit resources and auxiliary and service operations represents \$353 million (36 percent) of FY15 to FY19 planned expenditures.

The use of debt financing is limited to energy conservation, nearly all of which has already occurred.

**Figure 4. Debt Financing as a Percentage of Total Capital Plan by Fiscal Year**



A funding plan for the estimated operating and maintenance costs of each capital project is required when construction is authorized, and the resulting costs are included in the responsible unit's operating budget plans. The projects in the capital plan are projected to add about 383,000 gross square feet (GSF) of new space on the Ithaca campus, 506,000 GSF at Weill Cornell Medical College, and 152,000 GSF at the Cornell NYC Tech campus. The work in the capital plan is also expected to address about \$163 million of the university's deferred maintenance inventory.

**DEBT PLAN**

The university's external debt (Appendix P) includes tax-exempt and taxable borrowings but excludes debt issued by New York State for contract college projects. The latter is paid directly by the state and is not recorded in the university's budgets or financial statements. Cornell is expected to have \$1.566 billion of external debt at the beginning of FY 2015. During FY 2015, estimated payments of \$143.6 million in principal and interest will be made on this outstanding

debt. For FY 2015, the university does not anticipate issuing additional debt.

The schedule of debt service by operating unit (Table 8) identifies outstanding debt balances and budgeted debt service by operating unit. A distinction is made between debt service paid directly by an operating unit and that budgeted and paid by central resources for the benefit of operating units. Under the new budget model, most of the responsibility for the repayment of debt has been shifted to the units. There was no additional borrowing over the last year other than for energy conservation, and apart from the re-allocation of debt responsibility for Weill Hall and the Physical Sciences building, all units continued to see their debt balances decrease.

## Table 6: Approved Capital Activity Summary

(current dollars in thousands)

<i>Ithaca Campus</i>	Total Budget	FY2015
<b>Projects Under Way</b>		
1. Stocking Hall Renovation	95,800	
2. MVR 1933 and East Wing Rehab Phase 0-2	61,000	
3. Klarman Hall	62,702	
4. Warren Hall Renovations	51,000	
5. Fernow & Rice Hall Design	3,256	
6. Conservatory Greenhouse Restoration	2,278	
7. Energy Conservation Campus Wide	2,154	
8. CC Electric Substation Upgrades - Design	1,310	
<b>9. Estimated Total</b>	<b>279,500</b>	

### *Major Projects/New Construction*

10. Upson Hall Renovation	68,383	2,000
11. UHS – Renovated and Expanded Facility	55,000	93
12. Bradfield Hall Building Systems Upgrade	15,000	4,440
13. Kimball Hall Renovation	13,900	
14. Rand Fine Arts Library	12,504	19,032
15. CVM Class Expansion - Design	6,777	1,100
<b>16. Estimated Total</b>	<b>171,564</b>	<b>26,665</b>

### *SUNY Capital Plan Projects*

17. CVM Class Expansion - Construction	52,323	4,836
18. CC Energy Conservation Projects Phase I	14,855	3,453
19. CC Miscellaneous Projects <\$2M	13,200	3,300
20. CC Minor Critical Maintenance (CPMR&R)	10,800	2,700
21. Electrical Substation Upgrades Construction	9,990	3,695
22. CC Miscellaneous Projects <\$2M (2008-13)	5,900	3,145
23. CC Multiple Building Roof Repairs 2008-13	3,700	227
24. Plant Science, MVR - Replace Steam Distribution Lines	2,900	2,900
25. Geneva Campus Electrical Upgrades	1,835	55
26. Barton Hall Ground Floor Renovation	1,500	1,000
27. East Campus Storm Sewer Replacement	1,200	
28. CCF Staffing	920	450
<b>29. Estimated Total</b>	<b>119,123</b>	<b>25,760</b>

### *Maintenance/Infrastructure/Unit Projects*

30. Planned Maintenance	67,936	8,000
31. Extraordinary Maintenance and Infrastructure	27,450	6,030
32. University Unit requests	320	320
33. Administrative Systems	23,739	9,727
34. CIT	8,540	3,527
35. Energy and Sustainability	48,484	10,782
36. Transportation	8,948	2,852
37. Real Estate	1,559	500

**Table 6: Approved Capital Activity Summary cont.**

(current dollars in thousands)

	Total Budget	FY2015
38. Campus Life	14,950	4,795
39. Architecture, Art and Planning	5,000	688
40. Arts and Sciences	25,086	4,336
41. Engineering	21,460	8,231
42. Hotel Administration	10,200	3,000
43. Agriculture and Life Sciences	25,977	10,477
44. Human Ecology	4,500	1,300
45. Industrial and Labor Relations	500	100
46. Veterinary Medicine	9,900	1,400
47. Information Sciences	1,000	1,000
48. Johnson School	8,135	5,615
49. Libraries	3,750	1,750
50. Cornell in Washington	3,800	1,400
51. Research Centers	1,050	900
52. Fraternity and Sorority Affairs	3,450	1,989
53. Athletics and Physical Education	1,600	686
<b>54. Estimated Total</b>	<b>327,334</b>	<b>89,405</b>

**Cornell Tech Campus**

55. Site Development & 1st Academic Building	287,000	107,047
56. Chelsea Renovations - outfit, classrooms	950	400
<b>57. Estimated Total</b>	<b>287,950</b>	<b>107,447</b>

**Weill Cornell Medical Campus**

58. Belfer Research Building	622,000	
59. Belfer Research Building Shell Fit-out – Floors 6,7 and 9	46,260	
60. Belfer Research Building - 4th Floor Fit-Out	15,000	
61. East Side Primary Care Practice Expansion – 210 E. 86th Street	8,600	
62. 575 Lexington Avenue Space Renovation (9th and 10th Floors)	5,600	
63. West Side Practices 2nd Elevator - 2315 Broadway	700	
64. Deferred Maintenance	20,400	4,200
65. WCINYP – Weill Greenberg 3rd and 16th Floor Renovations	9,000	4,000
66. Weill Cornell East Side Medicine Practice - 201 E. 80th St.	3,000	3,000
67. GMP Facility Remodeling & Consolidation	3,250	2,000
68. Pain Management Fluoroscopy	500	500
69. Education & Graduate School Admin Space Reconfiguration	3,000	1,000
70. Various Research Lab Upgrades	2,000	1,000
71. Local Law 11 – Roosevelt Island (Housing)	2,000	1,000
72. Local Law 11 Cycle 8 (Main Campus)	2,000	1,000
73. Weill Education Center Renovation	4,106	1,000
74. Cardiovascular Imaging at the Feil Family Research Building	1,000	500
75. New Fiber Connection to Memorial Sloan-Kettering Cancer Center	700	400
<b>76. Estimated Total</b>	<b>749,116</b>	<b>19,600</b>
<b>77. Total Budget</b>	<b>1,934,587</b>	<b>268,877</b>

## Table 7: Sources and Uses of Capital Expenditures

(dollars in thousands)

<b>Sources</b>	Through FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	Beyond FY2019	Total FY15-FY19	Estimated Total Budget
1. Ithaca Central Funds (1)	13,814	18,332	14,713	7,200	1,250	500		41,995	55,810
2. WCMC Central Funds (1)	224,150	41,100	10,000	4,400	4,300			59,800	283,950
3. Gifts In Hand	58,522	14,104	762	1,000				15,866	74,388
4. Gifts Pledged	22,525	51,059	69,528	34,179	13,185			167,951	190,476
5. Gifts to be Raised		500	700	6,224	5,900	1,000	1,000	15,324	15,324
<b>6. Total Ithaca Gift Funds (2)</b>	<b>81,047</b>	<b>65,663</b>	<b>70,990</b>	<b>41,403</b>	<b>19,085</b>	<b>1,000</b>	<b>1,000</b>	<b>199,141</b>	<b>280,188</b>
7. Gifts In Hand	323,439	42,630	1,731					44,361	367,800
8. Gifts Pledged	3,000	37,000	14,460					51,460	54,460
9. Gifts to be Raised			1,306					1,306	1,306
<b>10. WCMC Gift Funds (2)</b>	<b>326,439</b>	<b>79,630</b>	<b>17,497</b>					<b>97,127</b>	<b>423,566</b>
11. Unit Funds (3)	49,808	95,907	78,730	45,206	22,872	20,310	15,100	278,125	327,933
12. WCMC Unit Funds (3)	14,090	11,110	1,400					12,510	26,600
13. Auxiliary and Service Ops (4)	8,697	19,883	19,560	5,485	7,024	4,761	5,700	62,412	71,109
14. WCMC Enterprise Funds (4)									
15. SUCF Capital (5)	197,638	39,547	45,755	28,656	15,770			129,727	327,365
16. Other Gov't/Institution (6)	11,493	43,497	38,614	10,000				92,111	103,604
17. WCMC Other Gov't/Institution (6)	12,000	3,000						3,000	15,000
18. Ithaca Campus Debt	14,667	4,795						4,795	19,462
19. WCMC Debt									
<b>20. Subtotal Debt Financing (7)</b>	<b>14,667</b>	<b>4,795</b>						<b>4,795</b>	<b>19,462</b>
<b>21. Total Capital Funding/Financing</b>	<b>953,843</b>	<b>422,463</b>	<b>297,260</b>	<b>142,350</b>	<b>70,301</b>	<b>26,571</b>	<b>21,800</b>	<b>980,743</b>	<b>1,934,587</b>

<b>Uses</b>	Through FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	Beyond FY2019	Total FY15-FY19	Estimated Total Budget
1. Projects Approved/Under Way (incl. WCMC, NYS)	794,907	145,149	34,753	2,006	845			182,753	977,660
2. Major New Projects	17,080	44,332	69,132	36,120	4,900			154,484	171,564
3. New York State Funded	14,223	27,414	32,259	28,870	16,358			104,900	119,123
4. Maintenance, Infrastructure, and Unit	60,661	95,815	58,458	33,315	30,714	26,571	21,800	266,673	327,334
5. Cornell/ NYC Tech	56,622	90,153	90,351	37,639	13,185			231,328	287,950
6. Medical College Projects	10,350	19,600	12,306	4,400	4,300			40,606	50,956
<b>7. Total Capital Expenditures</b>	<b>953,843</b>	<b>422,463</b>	<b>297,260</b>	<b>142,350</b>	<b>70,301</b>	<b>26,571</b>	<b>21,800</b>	<b>980,743</b>	<b>1,934,587</b>

### Notes:

- (1) Central funds are resources provided from the central Ithaca campus or Medical College budgets. Project examples include the Rand Fine Arts Library, administrative systems, energy conservation, and extraordinary maintenance.
- (2) Gifts are restricted gifts for capital projects. Gifts In Hand are cash payments. Gifts Pledged are gift commitments with future payment. Gifts to be Raised are a projection of future, to be identified gifts that can be raised for projects. Project examples include Health Services Addition, NYC Tech campus and Belfer Research Building.
- (3) Unit funds are resources provided by colleges or other units from their operations or reserves. Project examples include Law School, Upson Hall, Health Services Facility, and college projects.
- (4) Formerly called 'Enterprise', Auxiliary and Service Operations funds are resources provided by units run as enterprise and revenues generated by rates. Examples include Campus Life, Utilities, and WCMC clinical practices.
- (5) SUCF Capital is New York State funding provided to the SUNY campuses, administered by the State University Construction Fund. Project examples include Stocking Hall renovation/addition, MVR 1933/East rehabilitation, and Warren Hall renovation.
- (6) Other Government/Institution funds are resources provided by federal, state or local government agencies or private institutions. Project examples include the NYC Tech campus and fit-out of the 4th floor of the Belfer Research Building.
- (7) Debt financing includes both long-term debt repaid by amortized debt service payments from operating budgets and short-term bridge financing repaid by receipt of future gift payments. Project examples include the Belfer Research Building and energy conservation.

**Table 8: Debt Service by Operating Unit FY15**

(dollars in thousands)

	Outstanding Balance		2014-2015 Debt Service		
	2/29/13	2/28/14	Unit Budget	Central Budget	Total
<b>Ithaca Campus</b>					
1. Agriculture & Life Sciences	13,035	11,997	988		988
2. Architecture, Art, and Planning	24,585	22,983	2,313		2,313
3. Arts & Sciences	102,310	98,709	8,915		8,915
4. Engineering	56,976	54,715	5,152		5,152
2. Hotel Administration	6,240	3,590	1,147		1,147
2. Human Ecology	1,220	1,176	383		383
7. Industrial & Labor Relations	1,035	882	207		207
8. Johnson School					
9. Law School	1,281	752		587	587
10. Veterinary Medicine	22,034	21,285	1,920		1,920
<b>11. Colleges</b>	<b>228,716</b>	<b>216,089</b>	<b>21,025</b>	<b>587</b>	<b>21,612</b>
12. Animal Facilities	50,667	48,732	5,135		5,135
13. Life Sciences	48,524	47,273	4,013		4,013
14. Theory Center	2,125		127		127
<b>15. Research Centers</b>	<b>101,316</b>	<b>96,005</b>	<b>9,275</b>		<b>9,275</b>
16. Athletics & Physical Education	3,944	3,773	487		487
17. Cornell In Washington	2,527		262		262
18. Library	8,919	8,504	916		916
19. All Other	668	479	142		142
<b>20. Other Academic Programs</b>	<b>16,058</b>	<b>12,757</b>	<b>1,807</b>		<b>1,807</b>
21. Campus Life	172,583	163,632	17,455		17,455
22. Dean of Students	121	102	26		26
23. Fraternities/Sororities	2,275	2,078	228		228
24. Gannett	1,258	955	877		877
<b>25. Student Services</b>	<b>176,237</b>	<b>166,766</b>	<b>18,586</b>		<b>18,586</b>
26. Communications	153	104	33	57	90
27. Day Hall	217	147		81	81
28. Human Resources	6,106	5,850	721		721
29. Information Technologies	8,311	7,022	598	1,125	1,723
30. All Other	370	250			
<b>31. Administrative &amp; Support</b>	<b>14,787</b>	<b>13,122</b>	<b>1,352</b>	<b>1,263</b>	<b>2,615</b>
32. Facilities & Campus Services	144,207	140,348	17,750	425	18,175
33. Real Estate	17,090	15,954	2,063		2,063
34. Transportation/Mail Service	22,220	21,342	2,132		2,132
<b>35. Physical Plant</b>	<b>183,517</b>	<b>177,644</b>	<b>21,945</b>	<b>425</b>	<b>22,370</b>
36. Cornell Club of New York					
37. Ithaca All Other	4,757	4,082		928	928
<b>38. Total Ithaca Campus</b>	<b>725,388</b>	<b>686,464</b>	<b>73,990</b>	<b>3,203</b>	<b>77,193</b>
<b>Medical College</b>					
39. Research	372,006		22,723		22,723
40. Residences	69,201		6,543		6,543
41. Clinical Care					
42. Infrastructure/Administrative	13,217		1,432		1,432
<b>43. Total Medical College</b>	<b>454,424</b>		<b>30,698</b>		<b>30,698</b>
<b>44. Total University</b>	<b>1,179,812</b>	<b>686,464</b>	<b>104,688</b>	<b>3,203</b>	<b>107,891</b>



## Approved Capital Activity Detail

(current dollars in thousands)

	Authorized Budget	Estimated Total Budget	Deferred Maint Addressed	Estimated O&M Cost Impact	Add'l GSF
1. Belfer Research Building	650,000	622,000		12,000	476
2. Stocking Hall Renovation	95,800	95,800	19,800	1,700,000	100
3. MVR 1933 and East Wing Rehab Phase 0-2	61,000	61,000	25,000	50,000	
4. Klarman Hall	62,700	62,702		490,000	67
5. Warren Hall Renovations	51,000	51,000	8,215	35,000	
6. Belfer Research Building Shell Fit-out – Floors 6,7 and 9	46,260	46,260			
7. Belfer Research Building - 4th Floor Fit-Out	15,000	15,000			
8. East Side Primary Care Practice Expansion – 210 E. 86th Street	8,600	8,600			24
9. 575 Lexington Avenue Space Renovation (9th and 10th Floors)	5,600	5,600			36
10. Fernow & Rice Hall Design	3,256	3,256	4,475	50,000	5
11. Conservatory Greenhouse Restoration	2,278	2,278	1,500		
12. Energy Conservation Campus Wide	2,154	2,154			
13. CC Electric Substation Upgrades - Design	1,310	1,310			
14. West Side Practices 2nd Elevator - 2315 Broadway		700	700		
<b>15. Projects Approved/Under Way</b>	<b>1,005,658</b>	<b>977,660</b>	<b>58,990</b>	<b>14,325</b>	<b>708</b>
16. Upson Hall Renovation	7,500	68,383	10,400	200	
17. UHS – Renovated and Expanded Facility	5,660	55,000	55,000	797	58
18. Bradfield Hall Building Systems Upgrade	1,759	15,000	5,500		
19. Kimball Hall Renovation	13,900	13,900	2,500	20	
20. Rand Fine Arts Library Design Phase	98	12,504	5,000		
21. CVM Class Expansion - Design	6,684	6,777			
<b>22. Major New Projects</b>	<b>35,601</b>	<b>171,564</b>	<b>78,400</b>	<b>1,017</b>	<b>58</b>
23. Geneva Campus Electrical Upgrades	150	1,835	1,450		
24. CC Minor Critical Maintenance (CPMR&R)		10,800	8,640		
25. CC Miscellaneous Projects <\$2M	100	5,900	4,720		
26. CC Miscellaneous Projects <\$2M		13,200	10,560		
27. CC Multiple Building Roof Repairs 2008-13	2,551	3,700	3,022		
28. Barton Hall Ground Floor Renovation	200	1,500	1,050		
29. CCF Staffing		920			
30. CVM Class Expansion - Construction		52,323	18,500		
31. CC Energy Conservation Projects Phase I	11,402	14,855	8,913		
32. Electrical Substation Upgrades Construction		9,990	3,600		
33. East Campus Storm Sewer Replacement	1,200	1,200	960		
34. Plant Science, MVR - Replace Steam Distribution Lines		2,900	2,320		
<b>35. SUNY Capital Plan Projects</b>	<b>15,603</b>	<b>119,123</b>	<b>63,735</b>		

SOURCES OF FUNDING					PROJECT EXPENDITURES					
Gifts/ Investment Income	Central Funds	Unit Funds	SUCF	Other Gov't/Inst. Awarded	Debt Financing	Through 13-14	14-15	15-16 – 18-19	Beyond 18-19	
375,000	247,000					537,000	85,000			1.
		2,100	93,700			88,883	6,917			2.
		2,361	56,639	2,000		57,155	1,000	2,845		3.
60,542	400	1,760				31,000	15,300	16,402		4.
		1,000	50,000			45,747	5,253			5.
46,260						6,939	23,130	16,191		6.
				15,000		12,000	3,000			7.
		8,600				7,790	810			8.
	2,800	2,800				2,600	3,000			9.
		144	3,112			2,820	275	161		10.
		97	2,181			403	535	1,340		11.
		2,154				1,846	308			12.
			1,310			723	322	265		13.
		700				300	400			14.
<b>481,802</b>	<b>250,200</b>	<b>21,715</b>	<b>206,942</b>	<b>17,000</b>		<b>794,907</b>	<b>145,149</b>	<b>37,604</b>		<b>15.</b>
		68,383				5,538	20,994	41,851		16.
18,300		36,700				4,662	5,438	44,900		17.
		1,500	13,500			3	1,100	13,897		18.
	571	13,329				1,692	12,208			19.
5,619	5,500	1,386				1,000	2,000	9,504		20.
		222	6,555			4,185	2,592			21.
<b>23,919</b>	<b>6,071</b>	<b>121,520</b>	<b>20,055</b>			<b>17,080</b>	<b>44,332</b>	<b>110,152</b>		<b>22.</b>
		135	1,700				205	1,630		23.
			10,800				2,700	8,100		24.
			5,900			9	3,237	2,655		25.
			13,200				3,300	9,900		26.
		75	3,625			2,278	500	922		27.
	923		577			473	1,000	27		28.
			920				450	470		29.
		5,232	47,091				4,836	47,488		30.
		1,150	2,519	351	10,835	11,060	3,795			31.
		420	9,570				3,695	6,295		32.
		75	1,125			403	797			33.
		58	2,842				2,900			34.
	<b>923</b>	<b>7,145</b>	<b>99,869</b>	<b>351</b>	<b>10,835</b>	<b>14,223</b>	<b>27,414</b>	<b>77,487</b>		<b>35.</b>

## Approved Capital Activity Detail cont.

(current dollars in thousands)

	Authorized Budget	Estimated Total Budget	Deferred Maint Addressed	Estimated O&M Cost Impact	Add'l GSF
36. Planned Maintenance		67,936			
37. Extraordinary Maintenance & Infrastructure	7,010	27,450	16,600		40
38. University Unit Requests		320		25	
39. Administrative Systems	3,542	23,739		100	
40. CIT Projects		8,540	440	300	
41. Energy & Sustainability	10,072	48,484	32,805		
42. Transportation Projects	2,411	8,948			
43. Real Estate Projects	542	1,559			
44. Campus Life	50	14,950	6,500		
45. Architecture, Art & Planning	336	5,000	1,000		
46. Arts & Sciences	1,700	25,086	500		
47. Engineering	620	21,460	300	(118)	
48. Hotel Administration	3,750	10,200			2
49. Agriculture & Life Sciences	6,489	25,977	3,100		
50. Human Ecology		4,500			
51. Industrial & Labor Relations		500			
52. Veterinary Medicine		9,900			
53. Information Sciences		1,000			
54. Johnson School		8,135			
55. Library	65	3,750		50	
56. Cornell In Washington	40	3,800			
57. Research Centers		1,050			
58. Fraternity & Sorority Affairs	789	3,450	1,250		
59. Athletics and Physical Education		1,600	400		
<b>60. Maintenance / Infrastructure / Unit Projects</b>	<b>37,416</b>	<b>327,334</b>	<b>62,895</b>	<b>356</b>	<b>43</b>
61. Site Development & 1st Academic Building	90,000	287,000			152
62. Chelsea Renovations - outfit, classrooms	350	950			58
<b>63. CornellINYC Tech Campus</b>	<b>90,350</b>	<b>287,950</b>			<b>210</b>
64. Deferred Maintenance		20,400	20,400		
65. WCINYP – Weill Greenberg 3rd and 16th Floor Renovations	487	9,000			
66. Weill Cornell East Side Medicine Practice - 201 E. 80th St.	20	3,000			
67. GMP Facility Remodeling & Consolidation	951	3,250	3,250		
68. Pain Management Fluoroscopy		500			
69. Education & Graduate School Admin Space Reconfiguration		3,000			
70. Various Research Lab Upgrades		2,000			
71. Local Law 11 – Roosevelt Island (Housing)		2,000	2,000		
72. Local Law 11 Cycle 8 (Main Campus)		2,000	2,000		
73. Weill Education Center Renovation	4,106	4,106			
74. Cardiovascular Imaging at the Feil Family Research Building	500	1,000			
75. New Fiber Connection to Memorial Sloan-Kettering Cancer Center	20	700			
<b>76. Weill Cornell Medical College Projects</b>	<b>6,084</b>	<b>50,956</b>	<b>27,650</b>		
<b>77. Total (Five Year Budget Projection)</b>	<b>1,190,712</b>	<b>1,934,587</b>	<b>291,670</b>	<b>15,698</b>	<b>1,018</b>

SOURCES OF FUNDING						PROJECT EXPENDITURES				
Gifts/ Investment Income	Central Funds	Unit Funds	SUCF	Other Gov't/Inst. Awarded	Debt Financing	Through 13-14	14-15	15-16 – 18-19	Beyond 18-19	
		67,936				4,936	8,000	42,000	13,000	36.
	26,820	630				7,826	7,625	12,000		37.
	320						320			38.
	11,313	12,426				4,742	9,727	9,270		39.
	8,100	440				350	3,527	4,663		40.
	363	39,312		183	8,627	14,607	10,982	17,195	5,700	41.
		8,948				882	5,106	2,960		42.
		1,559				1,059	500			43.
		14,950				1,380	4,795	8,775		44.
1,232	1,250	2,518				4,313	688			45.
6,050	250	18,786				4,066	4,470	13,550	3,000	46.
		21,460				5,179	8,231	8,050		47.
		10,200				1,700	5,000	3,500		48.
870		25,007		100		6,500	10,477	9,000		49.
		4,000	500				1,300	3,100	100	50.
		500					100	400		51.
		9,900					1,400	8,500		52.
		900		100			1,000			53.
		8,135				435	5,615	2,085		54.
		3,750				500	1,750	1,500		55.
		3,800				140	1,400	2,260		56.
		1,050				150	900			57.
1,000		2,450				1,461	1,989			58.
445		1,155				436	914	250		59.
<b>9,597</b>	<b>48,416</b>	<b>259,812</b>	<b>500</b>	<b>383</b>	<b>8,627</b>	<b>60,661</b>	<b>95,815</b>	<b>149,058</b>	<b>21,800</b>	<b>60.</b>
186,130				100,870		56,072	89,953	140,975		61.
		950				550	200	200		62.
<b>186,130</b>		<b>950</b>		<b>100,870</b>		<b>56,622</b>	<b>90,153</b>	<b>141,175</b>		<b>63.</b>
	20,400					3,300	4,200	12,900		64.
		9,000				5,000	4,000			65.
		3,000					3,000			66.
	3,250					1,250	2,000			67.
		500					500			68.
	3,000						1,000	2,000		69.
	2,000						1,000	1,000		70.
		2,000					1,000	1,000		71.
	2,000						1,000	1,000		72.
1,306	2,800						1,000	3,106		73.
1,000						500	500			74.
	700					300	400			75.
<b>2,306</b>	<b>34,150</b>	<b>14,500</b>				<b>10,350</b>	<b>19,600</b>	<b>21,006</b>		<b>76.</b>
<b>703,754</b>	<b>339,760</b>	<b>425,642</b>	<b>327,366</b>	<b>118,604</b>	<b>19,462</b>	<b>953,843</b>	<b>422,463</b>	<b>536,481</b>	<b>21,800</b>	<b>77.</b>