

**GEORGE MASON UNIVERSITY  
BOARD OF VISITORS**

**Finance and Land Use Committee Meeting  
September 24, 2015**

**AGENDA**

- I.** Call to Order
  
- II.** Approval of Minutes for May 6, 2015 (**ACTION**).....E-2
  
- III.** New Business
  - A. State Six Year Operational and Capital Plan (**ACTION**).....E-5
  - B. Financial Framework: A Look Back, Forecasting Ahead..... E-9
  - C. Debt Deauthorization.....E-11
  - D. Land Use Certification (**ACTION**).....E-13
  
- IV.** Strategic Matters
  - A. September 2015 – June 2016 Initiatives Timetable.....E-15
    - 1. Student Housing Capacity Plan.....E-17
  - B. Enterprise Risk Management Update.....E-19
  - C. Auxiliary Enterprises Initiatives and Accomplishments.....E-23
  - D. SVP Organizational Update.....E-25
  
- V.** Adjournment

APPENDIX A            Capital Projects Review

GEORGE MASON UNIVERSITY  
FINANCE & LAND USE COMMITTEE  
BOARD OF VISITORS

**MINUTES**

May 6, 2015

10:55 a.m. – 12:10 p.m.

Merten Hall, Room 1204, Fairfax Campus

**PRESENT:** Interim Vice Chair Mendelsohn; Visitors Alcade, Beck, Jacquemin, Pence, Sheikh; President Cabrera; Senior Vice President Davis; Vice President Calhoun; Faculty Representatives Anderson, Houck; Student Representatives Abbruscato and Khan; Secretary *pro tem* Wilson.

**I. Call to Order**

In the absence of Chairman McGettrick, Interim Vice Chairman Stuart Mendelsohn convened the meeting at 11:02 a.m.

**II. Approval of Minutes**

Interim Vice Chairman Mendelsohn welcomed the committee and guests. He requested a **MOTION** to approve the minutes of the March 26, 2015 Finance and Land Use Committee as presented. It was so **MOVED** by Visitor Pence. **MOTION CARRIED UNANIMOUSLY.**

**III. Strategic Issues**

**A. University Operating Budget, Tuition and Fees**

Mr. Mendelsohn requested Senior Vice President Jennifer (J.J.) Davis provide a briefing on Mason's financial overview.

Senior Vice President Davis described the changing support the State has provided over the last 30 years and its impact on the budget and Strategic Plan. Despite significant cost controls and efficiencies, in order to maintain Mason's accessibility, affordability, high quality faculty and staff, and great return on investment, the biggest driver for this year's tuition increase is the continued disinvestment from the State.

Rector Davis suggested that Senior Vice President Davis review 1985 state budgets to see how resources to higher education and health care have been reallocated.

Senior Vice President Davis noted that in addition to declining state investment, there is an underlying State funding disparity in per student FTE funding from the State between Mason and our sister institutions. We ask that the board help in advocating change in the policy that SCHEV uses to calculate funding.

Ms. Davis briefed the committee on the proposed FY 2016 budget. Revenue structure highlights are an increase in philanthropic activities, sponsored research is up from last year, additional enrollment related fees, and additional allocation in state funding for financial aid.

FY 2016 expenses will show very little growth of controlled costs with the exception of police and public safety, academic tied to enrollment growth, Mason Access, research and development. In spite of efficiencies, reprioritization, reorganization, and deauthorizing a significant amount of debt, we are requesting a modest tuition and fee increase of 4.8% for in-state undergraduate rates, and 5.1% for out-of-state undergraduate rates. This will help offset the state-mandated pay raise, additional research, investments in business processes, cyber security, staff and faculty retention, and the creation of Mason Access, a needs-based initiative.

Visitor Beck asked that the board review the Strategic Plan at the Planning Conference this summer to prioritize initiatives. President Cabrera noted that we are committed to the Strategic Plan, and it is a 10-year plan, but in this year we don't have the funds to invest as aggressively as we would like. We will prioritize initiatives that are cash flow positive in order to generate funds to allow us to invest in initiatives that are not revenue generators.

Interim Vice Chairman Mendelsohn requested a **VOTE** to bring the tuition and fees increase before the full board for a more in-depth discussion. The vote **PASSED** with three votes, three abstentions, and one opposition.

**B. Six Year Capital Plan**

Vice President Tom Calhoun gave highlights of the Six Year Capital Plan to be submitted to the State. He referred to Slide 36 of the presentation, which shows the magnitude of the Six Year Plan we're submitting. There may be a \$2 billion general obligation bond before the legislature in the coming year, and with our first five projects on the list totaling about 10% of the bond, debt authorization for all projects is doubtful. More guidance will be furnished over the summer. Once the Six Year Plan is submitted, we will review projects and actual funds required, and specific projects could be added as an addendum.

Interim Vice Chairman Mendelsohn requested a **MOTION** to approve the Six Year Capital Plan with the caveat that the Administration is directed to look at capital projects in athletics and other projects to be included in a potential budget amendment. It was so **MOVED** by Visitor Pence. **MOTION CARRIED UNANIMOUSLY.**

**C. Veterans Access, Choice and Accountability Act**

Visitor Pence briefed the committee on the Veterans Access, Choice and Accountability Act, which states that all veterans residing within the Commonwealth shall be eligible for in-state tuition charges.

Interim Vice Chairman Mendelsohn requested a **MOTION** to approve the Veterans Access, Choice and Accountability Act. It was so **MOVED** by Visitor Sheikh. **MOTION CARRIED UNANIMOUSLY.**

**IV. A. Capital Projects Review**

In the interest of time, it was decided to postpone discussion on capital projects.

**B. Auditor of Public Accounts Briefing.**

Interim Vice Chairman Mendelsohn introduced the George Strudgeon from the Auditor of Public Accounts agency and requested a briefing on the FY 2014 audit of the University's financial statements. The auditors will submit an unmodified opinion on the financial statements, as well as a report on internal controls. They have two recommendations. One is a reconciliation of demographic information used to determine liability of pensions in financial statements for institutions. There is a new accounting standard for governmental entities, which was formerly reported at a state level, but will now be reported on an institutional level. The other recommendation relates to IT security and policies. Mr. Strudgeon will go into depth at the Audit Committee meeting.

**V. Adjournment**

There being no further business, Interim Vice Chairman Mendelsohn declared the meeting adjourned.

Meeting adjourned at 12:21 p.m.

Jennifer L. Wilson  
Secretary *pro tem*

**ITEM NUMBER III.A:**

**STATE SIX-YEAR OPERATIONAL AND CAPITAL PLAN\* (ACTION)**

**PURPOSE OF ITEM:**

The Higher Education Opportunity Act of 2011 requires biennial Board of Visitor approval of a Six-Year Plan, which is submitted to the State Council for Higher Education in Virginia (SCHEV).

**APPROPRIATE COMMITTEE:**

FINANCE AND LAND USE COMMITTEE

**BRIEF NARRATIVE:**

Mason's Six-Year Plan outlines key academic program initiatives, enrollment and financial projections, capital and financial requests (operating and capital) for consideration by the state government as it develops the biennial state budget. The enrollment projections were submitted in May 2015, and the Six-year plan document was submitted in July 2015. On August 28, 2015, the President, Senior Vice President, and the Vice President for Facilities presented the plan to representatives of the Governor's Office, Secretary of Finance, Secretary of Education, Director of Planning and Budget, Executive Director of the Council, Staff Director of the House Committee on Appropriations, and Staff Director of the Senate Committee on Finance.

**\* The Six-Year Plan is for planning purposes only; dependent upon General Fund support and pending BOV approval of Tuition and Fees.**

**STAFF RECOMMENDATION:**

Staff recommends approval of the proposed Six-Year Plan.

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## George Mason University 2015 Six-Year Plan

The Six-Year Plan is required by SCHEV and influences the execution and legislative processes. It provides an opportunity for institutions to outline their top priorities requiring state funding. Virginia’s biennial Six-Year planning process includes the Six-year Enrollment Projections (with high level projections to 2030), the Six-year Academic and Financial Plan, and Six-Year Capital Outlay Plan. The plan is reviewed and approved by the BOV every two years. Mason’s Six-Year Plan considers current and anticipated external and internal factors that have the potential to impact Mason’s future. Many of the initiatives included in the “Preparing for the Top Jobs of the 21<sup>st</sup> Century: The Virginia Higher Education Opportunity Act of 2011” and the State Strategic Plan for Higher Education approved this year are incorporated into the Plan.

The Six-Year Plan has the following planning areas:

### **Priorities for Commonwealth Funding**

- Increase student financial aid resources – both undergraduate and graduate
- Resources to support teaching and scholarship excellence – Faculty/Staff Compensation
- Support for Multidisciplinary Research – Institute for Advanced Biomedical Innovation
- Career Ready Graduates – Support for enrollment growth

In addition, the plan outlines student access and student success initiatives, future tuition rates, research growth, and efficiencies. Within this context, Mason requested the following General Fund / Non-General Fund support in the 2016-2018 biennial budget:

| <b>General Fund and Non-General Fund Support for Six-Year Plan</b>       |  |
|--|--|
| <b>Six-Year Plan Items</b>   |  |
| Increase student financial aid   | \$ 2,100,000 in FY17, \$ 4,200,000 in FY18 |
| Support Teaching and Scholarship Excellence - Compensation Increase      | \$17,200,000 in FY17, \$29,200,000 in FY18 |
| Multidisciplinary Institutes - Center for Advanced Biomedical Innovation | \$ 3,500,000 in FY17, \$ 4,000,000 in FY18 |
| Career-Ready Graduates - Enrollment Growth and Degree Awards             | \$ 9,293,000 in FY17, \$17,560,000 in FY18 |
| <b>Other Related Items</b>   |  |
| Accessible Pathways  | \$ 450,000 in FY17, \$ 700,000 in FY18     |
| Grow Research and Enhance Research Infrastructure                        | \$ 2,500,000 in FY17, \$ 4,000,000 in FY18 |
| Student Success Initiatives  | \$ 400,000 in FY17, \$ 600,000 in FY18     |
| Experiential and Innovate Learning                                       | \$ 800,000 in FY17, \$ 1,000,000 in FY18   |
| Efficiency and Effectiveness (Reallocation)                              | \$ 500,000 in FY17, \$ 1,000,000 in FY18   |
| Online Completion College  | Report to the Legislature                  |

The table below shows the tuition and fee increases included in the plan.

| <b>*Fiscal Year (FY)</b>                   | <b>FY2017</b> | <b>FY2018</b> |
|--|---------------|---------------|
| <b>July 2015 –<br/>Original submission</b> | 5.0%          | 5.0%          |

*\* These percentage increases are modeled in the Six-Year Plan only. They are subject to General Fund support and BOV approval of Tuition and Fee rates.*

**ITEM NUMBER III.B:**

**FINANCIAL FRAMEWORK: A LOOK  
BACK, FORECASTING FORWARD**

**PURPOSE OF ITEM:**

To brief the Board of Visitors on updates to the FY 2016 operating budget as well as a look forward with a discussion on the FY 2017 budget development, strategies and initiatives.

**APPROPRIATE COMMITTEE:**

FINANCE AND LAND USE COMMITTEE

**BRIEF NARRATIVE:**

The Senior Vice President for Administration and Finance will provide an update on the FY 2016 operating budget. Primarily those updates will be a review of the State General Fund along with a tuition and fee revenue update.

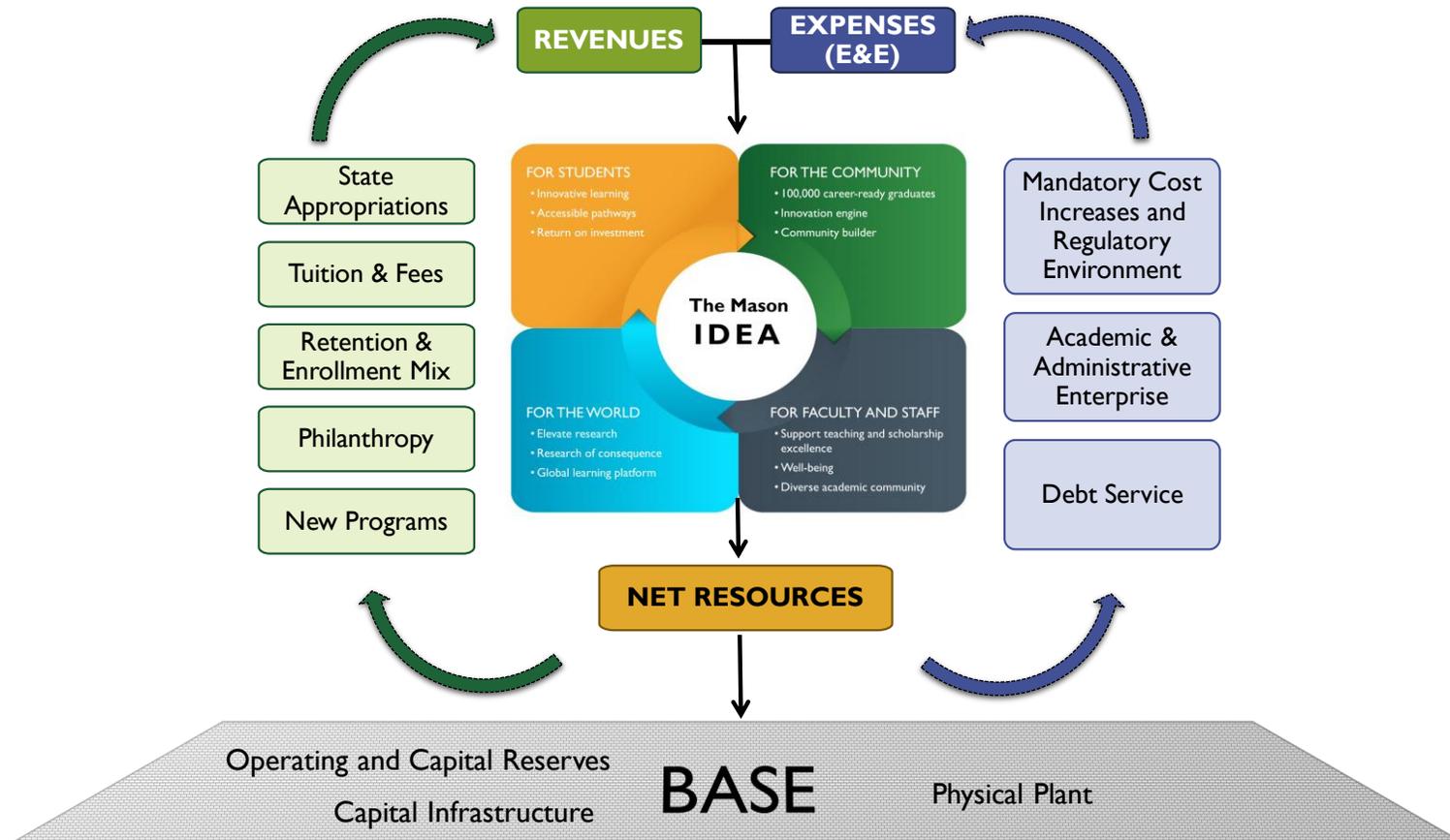
In addition, there will be an update on the enrollment projections that will cover the Law School and Undergraduate and Graduate overall enrollment. Related financial strategies will be shared with the Board of Visitors at the meeting.

Further, there will be a discussion regarding upcoming financial matters that will come before the Board of Visitors for consideration and deliberation in the December 2015 – May 2016 timeframe. The matters include but are not limited to the state budget, tuition policy as well as room and board rates.

**STAFF RECOMMENDATION:**

For Board information only.

## Financial Framework



**ITEM NUMBER III.C:**

**DEBT DEAUTHORIZATION: \$85.3 M**

**PURPOSE OF ITEM:**

This item provides an update on the University’s legislative authorization for financing capital projects with University (9d) bonds issued by the Virginia College Building Authority (“VCBA”) and University (9c) housing bonds issued by the Commonwealth of Virginia.

**APPROPRIATE COMMITTEE:**

FINANCE AND LAND USE COMMITTEE

**BRIEF NARRATIVE:**

Annually, the University assesses its portfolio of outstanding bond authorization and de-authorizes unneeded balances. Deauthorization can either result from excess authorization on completed or partially completed capital projects or total cancellation of a capital project.

As a result of this assessment, on June 30, 2015, the University deauthorized the following balances:

| <b>Capital Projects</b>                  | <b>De-Authorized (\$ millions)</b> | <b>Rationale</b>             |
|--|------------------------------------|------------------------------|
| Parking Deck IV                          | \$27.2                             | Project Cancellation         |
| Southwest Campus Dining                  | \$14.6                             | Project Cancellation         |
| Housing IX                               | \$41.1                             | Project Cancellation         |
| PW Life Science Bldg. Parking (Bull Run) | \$0.6                              | Project Funding Reassessment |
| Sub II Renovation                        | \$1.8                              | Excess Authorization         |
| <b>Total</b>                             | <b>\$85.3</b>                      |                              |

After this de-authorization, the University maintains debt authorization for both in-progress and un-started projects that totals approximately \$35.4 million.

Since 2013, the University has deauthorized \$196.8 million in 9d and 9c debt authorization.

**STAFF RECOMMENDATION:**

For Board information only.

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**ITEM NUMBER III.D:**

**LAND USE CERTIFICATION (ACTION)**

**PURPOSE OF ITEM:**

This item requests BOV certification to the Department of General Services that the university has a need for the land it owns.

**APPROPRIATE COMMITTEE:**

**FINANCE AND LAND USE COMMITTEE**

Virginia Code §2.2-1153 requires agencies and institutions to submit a Land Use Plan annually to the Department of General Services (DGS) showing present and planned uses of each property owned. This is primarily for the purpose of identifying whether the Commonwealth should declare any such property surplus. The code requires certification by the Board of Visitors.

In order to comply, the Department of General Services (DGS) requested institutions and agencies update the DGS database provided on the attached spreadsheet. The attached spreadsheet provides the land use information requested by DGS. Note this report does not include land owned by the George Mason University Foundation, which may in the future be transferred to the university. For this reason, the report does not address the 37 acres in Loudoun County or the additional 80 acres at Point of View in Fairfax County. Similarly, future submissions will include the addition of the Potomac Science Center land donation.

The report accurately reflects current land use for the university-owned properties. Results of ongoing master planning efforts may affect future submissions.

Changes since last year reflect the addition of buildings at Point of View, Fairfax and Science and Tech campuses, and the addition of a water easement at Point of View. Next year's submission will add the land at the Potomac Science Center.

**STAFF RECOMMENDATION:**

Approve submission of the attached spreadsheet to DGS.

TRACT DATA ON RECORD: Please provide data or a response for each blue highlighted column.

| IREMS ID | Name  | Address Line 1                | City           | Acreage  | Tract/Campus Type | SINCE JUNE 2014          |  |               |
|----------|---|-------------------------------|----------------|----------|-------------------|--------------------------|--|---------------|
|          |   |                               |                |          |                   | ANY BUILDINGS Demolished | ANY LAND ACQUIRED OR DISPOSED OF THAT WAS A PART OF THE TRACT? | ANY EASEMENTS |
| P0000318 | GMU Main Campus Fairfax Co                  | 4400 University Dr            | Fairfax        | 564.6629 | Higher Education  | no                       | no   | no            |
| P0000319 | GMU Metro Campus Law School Arlington Co    | 10900 University Blvd         | Manassas       | 5.0759   | Higher Education  | no                       | no   | no            |
| P0000320 | GMU Woodland Acres Property Fairfax Co      | Braddock and Shirley Gate Rds | Fairfax County | 87.03    | Higher Education  | no                       | no   | no            |
| P0000321 | GMU Tallwood Fairfax City                   | 4210 Roberts Rd               | Fairfax        | 7.06     | Higher Education  | no                       | no   | no            |
| P0000322 | GMU Prince William Campus Prince William Co | 10900 University Blvd         | Manassas       | 134.0738 | Higher Education  | no                       | no   | no            |
| P0022621 | GMU Point of View Site                      | 7301 Old Spring Dr            | Lorton         | 44.5966  | Higher Education  | yes                      | no   | yes           |

Continued

GMU Main Campus Fairfax Co  
 GMU Metro Campus Law School Arlington Co  
 GMU Woodland Acres Property Fairfax Co  
 GMU Tallwood Fairfax City  
 GMU Prince William Campus Prince William Co  
 GMU Point of View Site

| IS EACH BUILDING FULLY OCCUPIED OR UTILIZED? | ANY PORTION USED OR OCCUPIED BY | ANY CEMETERIES ON THE TRACT? | EMPLOYEE RESIDENCES |
|--|---------------------------------|------------------------------|---------------------|
| yes  | yes                             | no                           | Yes                 |
| no   | no                              | no                           | No                  |
| no   | no                              | no                           | No                  |
| yes  | yes                             | no                           | No                  |
| yes  | yes                             | no                           | No                  |
| no   | no                              | no                           | No                  |

**ITEM NUMBER IV.A:**

**SEPTEMBER 2015 – JUNE 2016 INITIATIVES  
TIMETABLE (INFORMATION)**

**PURPOSE OF ITEM:**

To preview for the committee financial matters that will be coming before the Board of Visitors during September 2015 – June 2016.

**APPROPRIATE COMMITTEE:**

FINANCE AND LAND USE COMMITTEE

**BRIEF NARRATIVE:**

The Senior Vice President for Administration and Finance will lead a discussion regarding upcoming financial matters that will come before the Board of Visitors for consideration, discussion and debate in the September 2015 - June 2016 timeframe. The matters include but are not limited to the financial framework, Mason Access initiative update, debt deauthorization, tuition and fees, room and board, and state economic financial forecast.

**STAFF RECOMMENDATION:**

For Board information only.

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**ITEM NUMBER IV.B:**

**ENTERPRISE RISK MANAGEMENT  
STATUS UPDATE**

**PURPOSE OF ITEM:**

To inform the Board on the status of the Enterprise Risk Management program.

**APPROPRIATE COMMITTEE:**

FINANCE AND LAND USE COMMITTEE

**BRIEF NARRATIVE:**

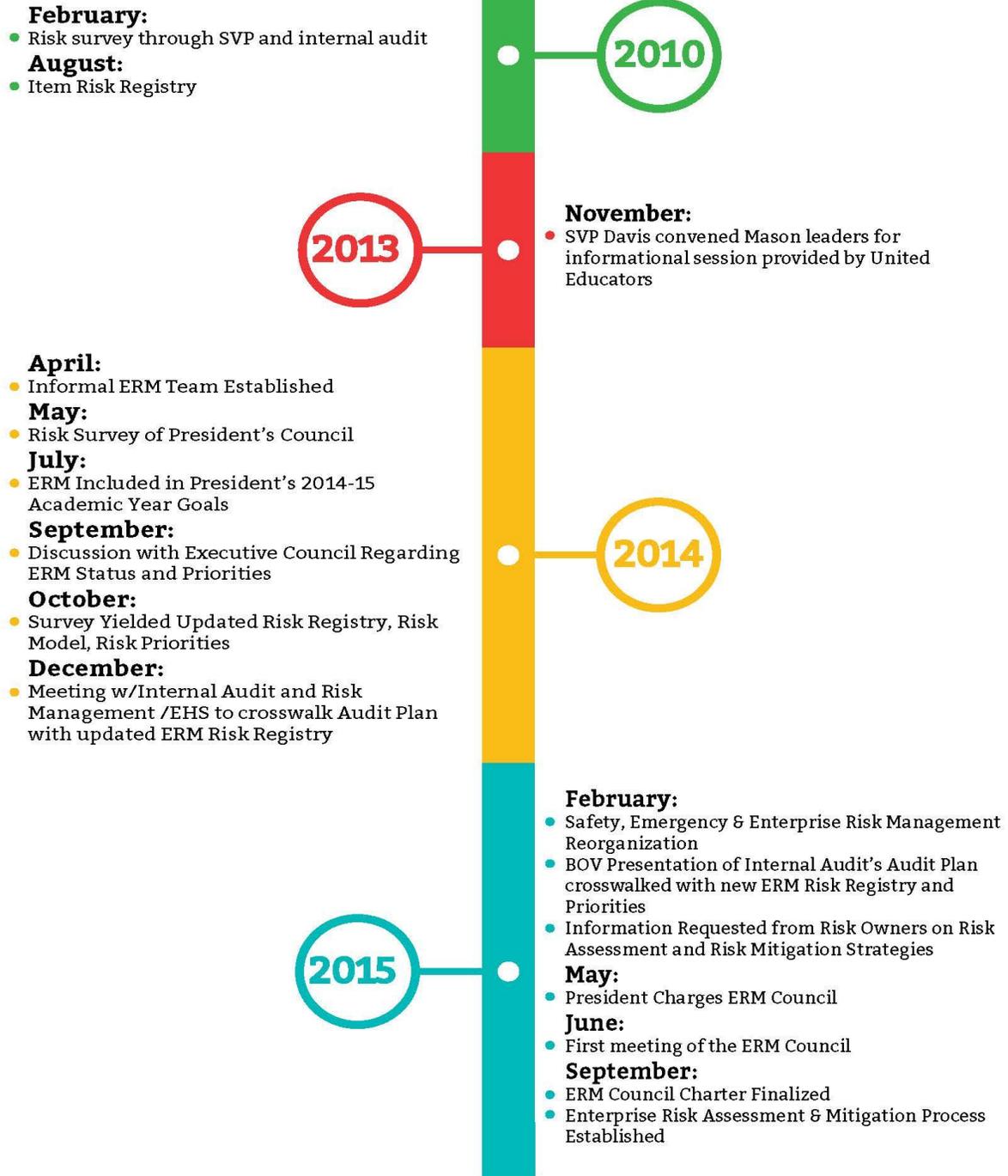
The Senior Vice President's spring 2015 departmental reorganization established the Safety, Emergency, and Enterprise Risk Management department. This department, in partnership with senior leaders and university risk owners, has made significant progress with prioritizing enterprise risks, formalizing an inclusive and collaborative ERM body of governance, and working with risk owners to identify mitigation strategies.

**STAFF RECOMMENDATION:**

For Board information only.

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# ERM Timeline



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**ITEM NUMBER IV.C:**

**AUXILIARY ENTERPRISES INITIATIVES  
AND ACCOMPLISHMENTS (INFORMATION)**

**PURPOSE OF ITEM:**

Overview of the Auxiliary Enterprise Organization, recent accomplishments and upcoming initiatives.

**APPROPRIATE COMMITTEE:**

FINANCE AND LAND USE COMMITTEE

**BRIEF NARRATIVE:**

Auxiliary Enterprises strives to enrich and enhance each student's experience while providing exceptional services and financially sound operations to the University Community. AE works diligently to support the University's mission by providing to the campus and extended communities innovative services through strategic business partnerships that continuously improves value and enhances the overall experience of our students.

Our Auxiliary Enterprise operation is an entity that exists to furnish goods and services that benefit students, faculty, staff and visitors. Auxiliary Enterprises is Non-Academic in Nature and acts mostly as a Contractual/commission entity. Revenue is produced by charging a contractually agreed base rate and/or commission for the rental of space or for providing other services.

**STAFF RECOMMENDATION:**

For Board information only.

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**ITEM NUMBER IV.D:**

**SVP ORGANIZATIONAL UPDATE**

**PURPOSE OF ITEM:**

Overview of the organizational changes.

**APPROPRIATE COMMITTEE:**

FINANCE AND LAND USE COMMITTEE

**STAFF RECOMMENDATION:**

For Board information only.

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## Appendix A. Capital Projects Update

This section provides the regular report on the status of capital construction projects on all three university campuses. The project “stoplight” chart provides a summary review. For purposes of black and white printing, all stoplights are “Green” unless otherwise noted. Scoring definitions:

- “Red”: Likely to exceed approved budget, schedule, or scope
- “Yellow”: At risk to exceed approved budget, schedule, or scope, but can still recover
- “Green”: Within approved budget, schedule, or scope
- “White”: on-hold

Changes/updates since the May, 2015 report include:

- Shenandoah Housing, Taylor Hall – Building is substantially complete and students occupy the building. Project will be removed from future project reporting.
- Point of View – Project completion has slipped by approximately four months. Work on building is substantially complete, but completion of the sewage treatment plant is behind schedule due to delays in obtaining an operating permit. Budget metric changed from green to yellow to reflect higher than expected paving costs late in the project.
- Discovery Hall Life Science Lab Building, PW –Construction complete in February as planned and move in occurred the week of March 2, 2015. This project is for the fitout of the third floor only. Scope being refined for separate design and construction contracts.
- Fenwick Library – Construction of the addition is nearing completion. Furniture deliveries are ongoing and coordination for the move-in date is continuing. Project Substantial Completion is projected to be October 2015. Occupancy is scheduled for January 2016.
- Hylton Performing Arts Center Addition – Initial concept designs and estimates complete, but estimates are above budget. Staff is in the process of working with Customer, Designer, CM contractor, and BCOM to come to agreement on scope to get into budget, which is affecting schedule. Resolution is expected shortly so we can proceed with design. All three metrics changed from green to yellow until resolution of budget issues.
- Health Sciences/Academic VII – Site construction began in July 2015. The contractor is mobilized on site and has completed the necessary clearing work. Contractor is working on required utility and site work. The foundation and concrete work should begin in October. Project completion planned for summer of 2017.
- Planning Projects – All projects assessed as green (previously not rated).

## Facilities Projects Listing

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| Project #                      | Scope(sf)<br>New | Scope(sf)<br>Reno   | Total Budget   | Budget<br>Status | Schedule              | Scope | Construction<br>Start date | Occupancy date | Construction<br>% Complete |            |     |
|--------------------------------|------------------|---|----------------|------------------|-----------------------|-------|----------------------------|----------------|----------------------------|------------|-----|
| <b>Construction</b>            |                  |   |                |                  |                       |       |                            |                |                            |            |     |
| 1                              | 17570-003        | Housing VIII Phase B - Shenandoah (295 beds)                    | 68,377         |                  | \$ 18,805,862         | Y     | R                          | G              | 4/1/2013                   | 4/7/2015   | 99% |
| 2                              | 16835-000        | Point of View - Conflict Analysis Facility                      | 24,447         |                  | \$ 10,809,614         | Y     | R                          | G              | 6/10/2014                  | 11/15/2015 | 95% |
| 3                              | 18043-000        | Central Utility Plant Expansion*                                | 4,500          | 6,000            | \$ 10,381,527         | G     | Y                          | G              | 4/20/2015                  | 12/30/2015 | 40% |
| 4                              | 17695-000        | Fenwick Library   | 157,359        |                  | \$ 60,060,129         | G     | G                          | G              | 11/1/2012                  | 1/15/2016  | 95% |
| 5                              | 17634-000        | Potomac Science Center  | 115,783        |                  | \$ 30,007,364         | G     | Y                          | G              | 10/1/2014                  | 4/30/2016  | 33% |
| 6                              | 17999-000        | Health Sciences - Academic VII                                  | 166,000        |                  | \$ 67,686,799         | Y     | G                          | G              | 6/2/2015                   | 8/15/2017  | 5%  |
| <b>Design</b>                  |                  |   |                |                  |                       |       |                            |                |                            |            |     |
| 7                              | 18011-000        | Hylton Center Addition*   | 17,886         |                  | \$ 8,600,000          | Y     | Y                          | Y              | 5/1/2016                   | 5/1/2017   | N/A |
| 8                              | 17848-000        | PPEA Discovery Hall Ph II & Fitout                              | 18,000         |                  | \$ 3,800,000          | Y     | Y                          | G              | 10/1/2015                  | 3/1/2016   | N/A |
| <b>Planning</b>                |                  |   |                |                  |                       |       |                            |                |                            |            |     |
| 9                              | 18000-000        | Life Sciences - Bull Run Add DPB (\$61.5M)                      | 100,000        | 23,000           | \$ 43,000,000         | G     | G                          | G              | 5/1/2016                   | 7/1/2017   | N/A |
| 10                             | 18172-000        | Johnson Center Dining Phase II                                  |                | 9,500            | \$ 4,000,000          | G     | G                          | G              | 1/15/2017                  | 7/1/2017   | N/A |
| 11                             | 18208-000        | Improve Utility Distribution Infrastructure Fairfax (est \$49M) |                |                  | \$ 1,500,000          | G     | G                          | G              | 7/1/2016                   | 5/1/2019   | N/A |
| 12                             | 18207-000        | Renovate Robinson Hall and Harris Theater (Phased) (est \$117M) | 194,000        |                  | \$ 3,500,000          | G     | G                          | G              | 3/1/2018                   | 8/17/2020  | N/A |
| 13                             | 17962-000        | Spuhler Field Renovation - Phase I - On Hold                    | 10,000         |                  | \$ 1,000,000          | O     | O                          | O              | TBD                        | TBD        | N/A |
| <b>Grand Total This Report</b> |                  |   | <b>876,352</b> | <b>38,500</b>    | <b>\$ 263,151,295</b> |       |                            |                |                            |            |     |

Data as of September 2015

\* Pool Funded Project; will require DPB/BCOM approval for release of funds after Preliminary Design

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| STOPLIGHT KEY |  |
|---------------|--|
| R             | Red: Likely to exceed approved budget/schedule/scope     |
| Y             | Yellow: At risk to exceed approved budget/schedule/scope |
| G             | Green: Within approved budget/schedule/scope             |

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