

**STATE UNIVERSITY OF NEW YORK  
UPSTATE MEDICAL UNIVERSITY**

**2018 CAMPUS STATEMENT (Academic)**

The State University of New York Health Upstate Medical University traces its roots to 1834, when medical educators from New York City founded the nation's 25<sup>th</sup> medical school at a small liberal arts college in the upstate community of Geneva. In 1867, the medical school became part of Syracuse University, and in 1950, the medical college was incorporated into the State University of New York. Today, the University includes four colleges: College of Nursing, College of Medicine, College of Health Professions, and College of Graduate Studies with an enrollment of over 1,500 students. The College of Medicine, with nearly 700 students, is the largest of the four colleges.

The current campus is located in the urban University Hill section of Syracuse, with a main campus comprised of 18 buildings on approximately 42 acres including the Weiskotten Basic Science Building, the Institute for Human Performance and University Hospital.

The mission of Upstate is to support health care in the Central New York region through the provision of excellent teaching, research and patient care. The campus facilities provide a key component for that mission. The dynamic nature of medical research requires constant renovation, improvement and expansion of the physical space. In addition, the continuous growth of student enrollment necessitates expansion of both classroom and lab space.

Upstate has 50 active projects focused exclusively on the academic mission of the University. In addition, there are 17 active projects considered to be shared services that support both the academic and clinical mission of the University. These capital construction projects include major renovation projects, such as the new teaching simulation center renovations to the Medical Library. In addition, there are several projects underway which improve the campus infrastructure and/or improve program space. A few of these projects include the next phase of the site/security program; relocation of the education/communication department; improvements to the admissions offices; improvements within the medical library to support student life; improvements to teaching and research spaces and replacement of critical infrastructure such as switch gear and primary electrical service in a research building.

In addition, Upstate has completed master plans for complete renovations of both Weiskotten and Silverman Halls. These require multi-phase, multi-year initiative to upgrade the facilities to current standards expected by today's medical students. The current facilities, if not upgraded, will place Upstate at a significant competitive disadvantage. Immediate projects are to upgrade infrastructure, then initiate design through schematic, then carve out for first phases of design for construction.

**State University of New York  
Health Science Center at Syracuse**

**Facility Profile as of Fall 2017**

<b>Facility Profile</b>	<b>Academic</b>	<b>Residential</b>	<b>Total</b>
Total State Owned Acreage			138.82
Total State Owned Buildings	29	1	30
Total State Owned Gross Square Feet (GSF)	2,860,522	75,911	2,936,433
Total State Owned Net Assignable Square Feet (NASF)	846,886	3,125	850,011

<b>Age of Facilities</b>	<b>&lt; 10 Years</b>	<b>10 – 40 Years</b>	<b>&gt; 40 Years</b>
Gross Square Feet	782,659	1,482,471	671,303
Percentage of Total GSF	26.7%	50.5%	22.9%

<b>Net Assignable Space Distribution by Building Major Use</b>						
<b>Instructional</b>	<b>Research</b>	<b>Student Activities</b>	<b>Administration</b>	<b>Central Services</b>	<b>Residential</b>	<b>Total</b>
78%	1%	1%	5%	14%	0%	100%

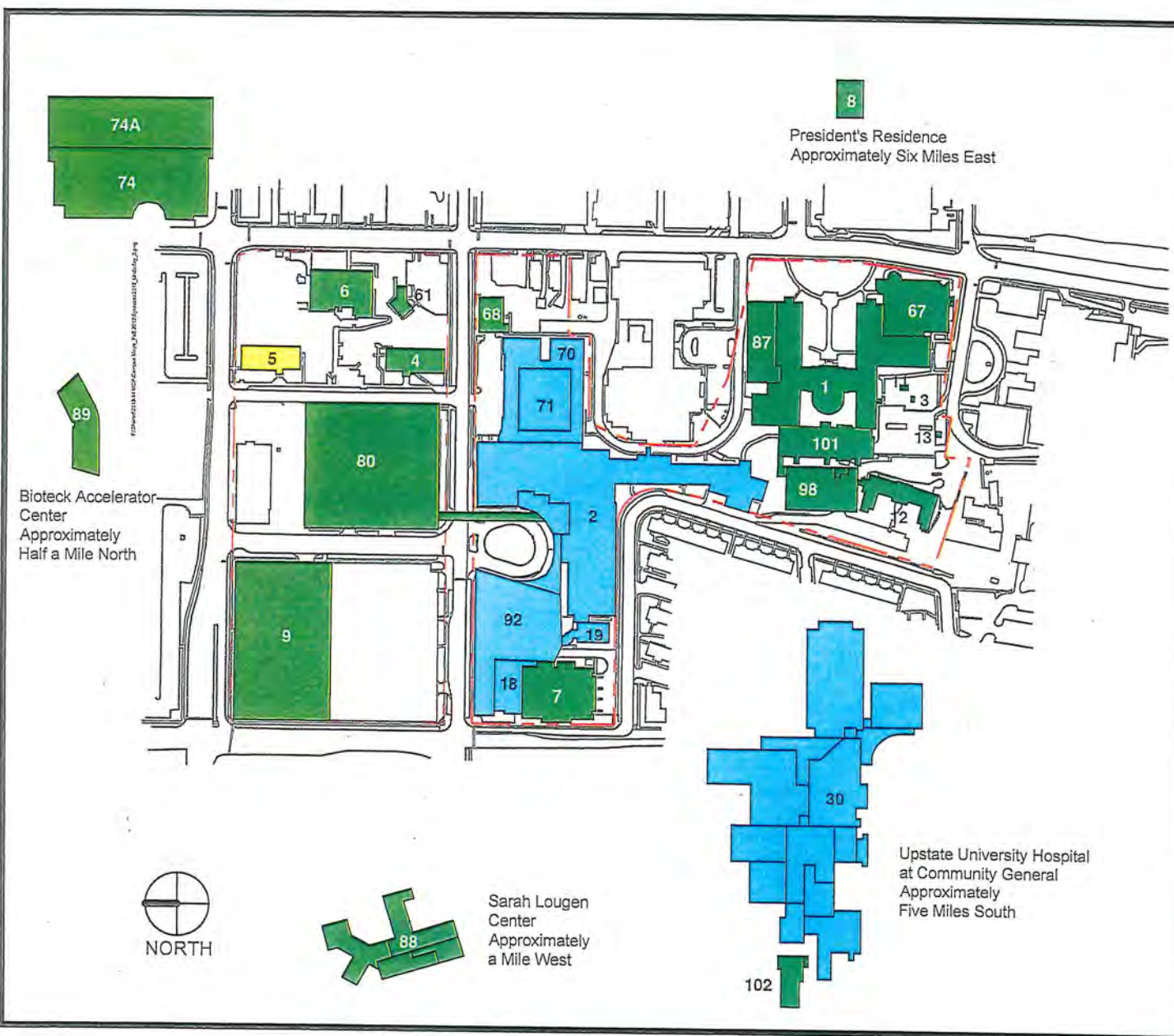
**Upstate Medical University**  
STATE UNIVERSITY OF NEW YORK

Main Campus - Owned Facilities

BUILDING INDEX

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5. CLARK HALL STAGE VIII
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7. COMPUTER WAREHOUSE BLDG.
8. PRESIDENT'S HOUSE (off campus)
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31. PHYSICIANS OFFICE BLDG - NORTH (not shown)
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102. CORD BLOOD BUILDING

- ACADEMIC BUILDINGS
- RESIDENTIAL BUILDINGS
- HOSPITAL BUILDINGS



State University of New York 2018/2019 Capital Program Plan (In Thousands)  
Major Ongoing Academic Facilities Projects (Over \$1M Construction Cost)

**State University of New York Health Science Center at Syracuse**

**PROJECTS UNDER DESIGN**

Anticipated Start of Construction

Capital Plan Projects	Total Estimated Project Cost	YTD Expend. thru 07-31-18	LTD Expend. thru 07-31-18	Encumbered Amount 07-31-18	18/19	19/20	20/21	21/22	22/23
Replace Motor Control Center & Cabling - Weiskotten Hall Addition	\$1,750	\$68	\$68	\$72		X			
Upgrade Switchgear SS4 & SS5 Weiskotten Hall Addition	\$3,350	\$0	\$0	\$270		X			
Upgrade Mechanical System Weiskotten Hall Addition	\$1,400	\$31	\$130	\$0		X			
Domestic Lab Animal Research Renovations Phase 3 Weiskotten Hall	\$19,616	\$255	\$2,575	\$989			X		
<b>Design Totals:</b>	<b>\$26,116</b>	<b>\$355</b>	<b>\$2,773</b>	<b>\$1,330</b>					

**PROJECTS UNDER CONSTRUCTION**

Anticipated Completion Date

Capital Plan Projects	Total Estimated Project Cost	YTD Expend. thru 07-31-18	LTD Expend. thru 07-31-18	Encumbered Amount 07-31-18	18/19	19/20	20/21	21/22	22/23
Upgrade Campus Security Systems	\$1,250	\$42	\$513	\$87	X				
Rehabilitate Sarah Loguen Center - Phase 3	\$3,220	\$93	\$2,941	\$139		X			
Education Communication Fit-Out Weiskotten Hall	\$2,000	\$1,055	\$1,806	\$136			X		
Site Safety Improvements - New Academic Building, Weiskotten Hall & Silverman Hall	\$4,200	\$938	\$953	\$1,404	X				
Renovate Neuroscience Lab in Institute for Human Performance	\$1,500	\$109	\$109	\$22	X				
Upgrade Steam Generating and Distribution Plant	\$4,713	\$315	\$1,001	\$149		X			
Cord Blood Bank Facility	\$15,000	\$334	\$14,390	\$228		X			
Campus Site and Facility Safety Improvements	\$3,800	\$17	\$2,961	\$63		X			
Rehabilitate Elevators - Weiskotten Hall	\$3,500	\$1,017	\$1,225	\$1,733		X			
Rehabilitate Academic Clinical Pathology - Weiskotten Hall	\$2,552	\$143	\$2,501	\$38			X		
Rehabilitate for Simulation Center, Medical Library Basement	\$11,100	\$3,578	\$4,121	\$2,641	X				
<b>Construction Totals:</b>	<b>\$52,835</b>	<b>\$7,641</b>	<b>\$32,520</b>	<b>\$6,639</b>					

State University of New York 2018/2019 Capital Program Plan (In Thousands)  
 Future Planned Projects - Over \$1M Construction (Academic Facilities)

**State University of New York Health Science Center at Syracuse**

Capital Plan Projects	Total Estimated Project Cost	SFY 2018/2019	SFY 2019/2020	SFY 2020/2021	SFY 2021/2022	SFY 2022/2023
Renovate Silverman Hall	\$13,295	D \$1,020		C \$12,275		
Renovate Central Equipment and Decontamination, Community Campus	\$1,034	D \$184	C \$850			
Construct Infusion Clinic, Upstate Cancer Center at Community Campus	\$2,800	D \$350	C \$2,150	E \$300		
Renovate 4 West Wing, Community Campus Hospital	\$2,800	D \$225		C \$2,175	E \$400	
Renovations to Clark Tower	\$24,700			D \$2,500	C \$21,000	E \$1,200
Renovation Campus Activities Building	\$7,800				D \$1,350	
Renovation Silverman Hall	\$14,500	D \$1,500		C \$12,400		E \$600
Renovate Weiskotten Hall, Phase 3	\$5,550				D \$800	
Renovate Institute for Human Performance (IHP)	\$6,250			D \$750		C \$4,500
Renovate Weiskotten Hall, Phase 2	\$4,800		D \$800		C \$4,000	
Sarah Loguen Center Roof Replacement	\$1,600	D \$250	C \$1,350			
<b>Capital Plan Project Totals:</b>	<b>\$85,129</b>	<b>\$3,529</b>	<b>\$5,150</b>	<b>\$30,400</b>	<b>\$27,550</b>	<b>\$6,300</b>

Project Phases: A = Acquisition, D = Design, C = Construction, E = Equipment



State University of New York Summary of Budgetary Changes Capital Program Plan (In Thousands)  
Academic Facilities Project Cross-Reference: Current Year Status vs. Last Year

**State University of New York Health Science Center at Syracuse**

Capital Plan Project

	2017 Estimated Project Cost	2018 Estimated Project Cost	Incr.Decr. In Estimate Cost
<b>Projects Under Design</b>			
Domestic Lab Animal Research Renovations - Phase 3 - Weiskotten Hall	\$26,670	\$19,616	(\$7,054)
<b>Phase Total:</b>	<b>\$26,670</b>	<b>\$19,616</b>	<b>(\$7,054)</b>
<b>Projects Under Construction</b>			
Rehabilitate Sarah Loguen Center - Phase 3	\$3,136	\$3,220	\$84
Education Communication Fit-Out Weiskotten Hall	\$1,895	\$2,000	\$105
Upgrade Steam Generating and Distribution Plant	\$2,612	\$4,713	\$2,101
Campus Site and Facility Safety Improvements	\$3,300	\$3,800	\$500
Rehabilitate for Simulation Center, Medical Library Basement	\$11,000	\$11,100	\$100
<b>Phase Total:</b>	<b>\$21,943</b>	<b>\$24,833</b>	<b>\$2,890</b>
<b>Completed Projects</b>			
Institute for Human Performance (IHP) Expansion	\$70,956	\$70,973	\$17
New Academic Building	\$41,979	\$41,365	(\$614)
<b>Phase Total:</b>	<b>\$112,935</b>	<b>\$112,338</b>	<b>(\$597)</b>

**STATE UNIVERSITY OF NEW YORK  
UPSTATE MEDICAL UNIVERSITY**

**2018 CAMPUS STATEMENT (Clinical)**

The State University of New York Health Upstate Medical University traces its roots to 1834, when medical educators from New York City founded the nation's 25<sup>th</sup> medical school at a small liberal arts college in the upstate community of Geneva. In 1867, the medical school became part of Syracuse University, and in 1950, the medical college was incorporated into the State University of New York. Today, the University includes four colleges: College of Nursing, College of Medicine, College of Health Professions, and College of Graduate Studies, with an enrollment of over 1,500 students. The College of Medicine, with nearly 700 students, is the largest of the four colleges.

University Hospital is currently a 409-bed in-patient teaching hospital located within the footprint of the main Upstate Medical University campus. University Hospital is the only tertiary care hospital in the immediate area and serves a 17 county area in Upstate New York. Its service area includes the city of Syracuse as well as many surrounding communities and outlying rural communities. The hospital is the region's only designated stroke center, Level I trauma center, burn center, and poison control center.

In July 2011, University Hospital acquired Community General, a 306-bed hospital which is nationally recognized for its premier orthopedic program, spine surgery, bariatric surgery and maternity services. Thus, adding another campus with several buildings that will require maintenance and upgrades to bring up to University Hospital standards.

University Hospital provides one of the highest levels of care in the State as measured by its case-mix factor. The hospital also provides a significant level of indigent care and has significantly increased its outpatient clinic and emergency room visits over the past four years. Like the University Hospital at Brooklyn, Upstate Medical University is a free standing Health Science Center with a robust medical education and health professions program, and the hospital serves as the principal site for the training of tomorrow's health care professionals.

The mission of Upstate is to support health care in the Central New York region through the provision of excellent teaching, research and patient care. The campus facilities provide a key component for that mission. The dynamic nature of medical research requires constant renovation, improvement and expansion of the physical space. In addition, the continuous growth of student enrollment necessitates expansion of both classroom and lab space.

Upstate has 70 active projects focused exclusively on the clinical mission of the University. In addition, there are 15 active projects considered to be shared services that support both the academic and clinical mission of the University. The clinical operation has received \$90 million in new bond capital for FY 2018-19. In addition, a new ambulatory care facility with a total project cost \$210 million, is scheduled to break ground in the Fall of 2018. The hospital also continues to invest operating cash to initiate capital programs to support the strategic plan.

The two most significant projects under construction include a new maternity and post-partum unit at the Community Campus, and the build out of the 4<sup>th</sup> and 5<sup>th</sup> floors of the cancer center into additional treatment rooms and a new clinical pathology laboratory. These two projects total nearly \$30 million in construction value.

The hospitals are also beginning design and facilities planning efforts for key elements of the strategic hospital plan. They include a complete renovation of the main hospital kitchen and potentially the shelling of a new tower above the new kitchen footprint, setting the stage for future patient room renovations to transform all patient rooms into single occupancy. In addition, master planning is underway to upgrade and potentially expand the University Hospital Operating Room suite. This program is aimed at modernizing the actual operating rooms, as well as to upgrade pre- and post-operative areas so that "through put and quality" can be improved. Lastly, master planning is being initiated to determine how best to align mental health and physical medicine and rehab services across both hospitals such that services can be improved and performed in a more efficient manner.

**State University of New York  
Upstate Medical University**

**Facility Profile as of Fall 2017**

<b>Facility Profile</b>	<b>Hospital</b>	<b>Residential</b>	<b>Total</b>
Total State Owned Acreage			Included in Main Campus
Total State Owned Buildings	9	0	9
Total State Owned Gross Square Feet (GSF)	1,621,122	0	1,621,122
Total State Owned Net Assignable Square Feet (NASF)	864,643	0	864,643

<b>Age of Facilities</b>	<b>&lt; 10 Years</b>	<b>10 – 40 Years</b>	<b>&gt; 40 Years</b>
Gross Square Feet	412,468	219,944	988,710
Percentage of Total GSF	25.4%	13.6%	61.0%

<b>Net Assignable Space Distribution by Building Major Use</b>						
Clinic	Research	Student Activities	Administration	Central Services	Residential	Total
90%	0%	0%	2%	8%	0%	100%



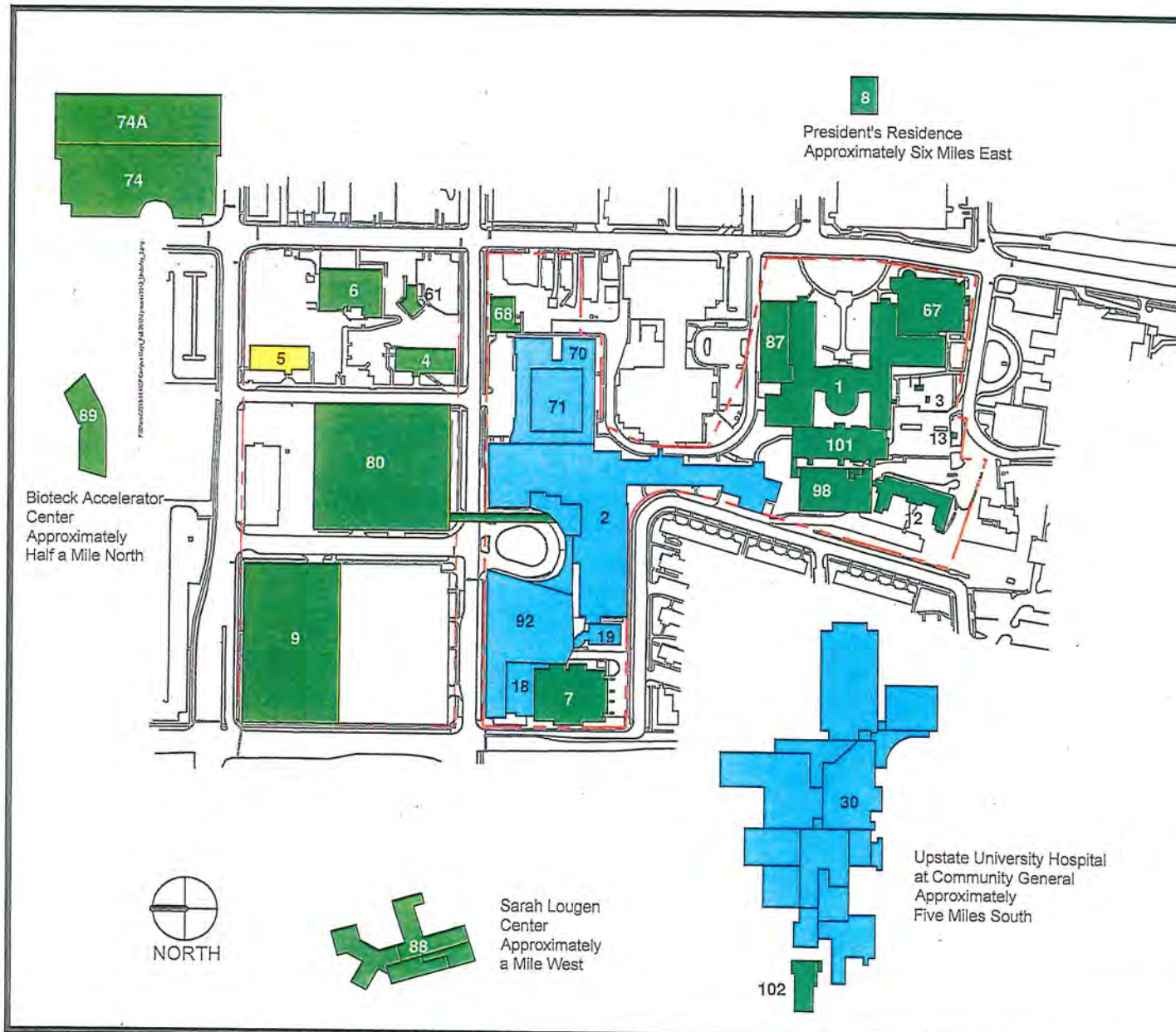
**Upstate Medical University**  
STATE UNIVERSITY OF NEW YORK

**Main Campus - Owned Facilities**

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- ACADEMIC BUILDINGS
- RESIDENTIAL BUILDINGS
- HOSPITAL BUILDINGS







Renovate Maternity Suite  
(\$8.5 Million)



University Hospital at Syracuse

State University of New York  
University Hospital at Syracuse

Profile of Clinical Services/Utilization

For the Year Ended December 31st

	2010	2011 UH	2011 CG	2012 UH	2012 CG	2013 UH	2013 CG	2014 UH	2014 CG	2015 UH	2015 CG	2016 UH	2016 CG	2017 UH	2017 CG
Inpatient (excludes newborns):															
Total licensed beds	409	409	326	409	326	409	326	409	326	409	326	409	326	409	326
Total discharges	20,034	20,656	3,572	21,679	7,557	21,079	7,822	20,453	8,135	21,484	8,773	22,807	8,730	24,955	9,067
Total patient days	130,213	134,483	14,069	141,093	30,651	134,121	38,815	133,519	41,815	131,030	46,270	131,806	44,177	143,152	47,112
Total occupancy	87%	90%	40%	95%	58%	90%	73%	81%	72%	80%	80%	80%	76%	87%	81%
Average length of stay (days)	6.5	6.5	3.9	6.5	4.1	6.4	5.0	6.5	5.1	6.1	5.3	5.8	5.1	5.7	5.2
Outpatient:															
Emergency room visits (ER)	57,059	59,012	11,517	63,220	22,737	67,092	23,176	67,012	24,217	66,546	25,866	68,475	25,767	70,808	25,324
Number of admissions from ER	11,282	11,457	1,691	12,576	2,930	12,510	3,150	12,702	3,541	13,394	4,242	14,163	4,342	16,670	4,399
Percentage of admissions from ER visits	20%	19%	15%	20%	13%	19%	14%	19%	15%	20%	16%	21%	17%	24%	17%
Outpatient clinic visits	119,038	116,885	1,422	114,368	6,212	116,119	5,409	133,790	7,417	146,835	10,805	155,799	9,216	174,269	8,741
Other outpatient visits	156,908	175,352	15,998	175,176	31,815	182,646	32,433	193,601	30,193	246,157	32,709	269,506	15,988	306,368	na
Ambulatory surgery procedures	5,652	6,556	1,933	7,026	2,891	7,015	2,976	7,733	2,722	8,675	2,979	9,186	3,187	9,378	3,264
Case mix index - Medicare	1.80	1.67	1.21	1.77	N/A	1.60	1.10	1.80	1.17	1.72	1.24	1.68	1.28	1.62	1.30
Case mix index - Non-Medicare	2.01	1.71	N/A	1.73	N/A	1.76	1.10	1.61	1.30	1.59	1.11				
Payer mix percentages:															
Medicare	28%	28%	36%	27%	36%	32%	38%	31%	39%	30%	43%	28%	39%	28%	38%
Medicaid	10%	10%	4%	8%	5%	6%	10%	7%	7%	7%	5%	6%	4%	6%	4%
Blue Cross/Blue Shield	10%	10%	23%	10%	20%	7%	13%	5%	8%	4%	4%	5%	5%	5%	4%
Commercial	10%	9%	9%	7%	9%	6%	8%	7%	7%	8%	7%	7%	7%	8%	7%
Managed care	29%	32%	20%	33%	24%	35%	26%	39%	35%	41%	36%	44%	40%	44%	41%
Self pay	3%	2%	3%	2%	2%	6%	1%	4%	3%	2%	3%	2%	3%	2%	4%
Workers compensation	2%	2%	3%	2%	1%	1%	1%	1%	0%	1%	1%	1%	1%	1%	1%
Other	8%	8%	1%	9%	2%	7%	3%	6%	2%	7%	1%	7%	1%	6%	1%
Total FTE employees	3,799	3,989	315	4,104	781	3,868	790	4,108	807	4,201	826	4,565	804	4,806	830

State University of New York 2018/2019 Capital Program Plan (In Thousands)  
Major Ongoing Hospital Projects (Over \$1M Construction Cost)

**State University of New York Health Science Center at Syracuse**

**PROJECTS UNDER DESIGN**

Anticipated Start of Construction

Capital Plan Projects	Total Estimated Project Cost	YTD Expend. thru 07-31-18	LTD Expend. thru 07-31-18	Encumbered Amount 07-31-18	18/19	19/20	20/21	21/22	22/23
Renovation for Multi-Person Hyperbaric & Endoscopy - University Hospital	\$2,800	\$5	\$5	\$215		X			
Rehab University Hospital North Wing Patient Rooms & Nursing Stations	\$2,100	\$0	\$0	\$0	X				
Renovate University Hospital 5th Floor South Wing for Clinical Pathology	\$2,500	\$39	\$39	\$155		X			
Construct Health and Wellness Center	\$210,000	\$6,461	\$6,461	\$6,570	X				
Site & Safety Improvements - Community General Hospital	\$1,507	\$0	\$0	\$0	X				
Rehab Elevators - Physician's Office Building - North	\$2,000	\$0	\$0	\$0		X			
Rehabilitate Elevators at University Hospital	\$4,200	\$57	\$57	\$339		X			
Renovate Urology Department at Community General Hospital	\$1,100	\$0	\$0	\$0		X			
University Hospital - South Wing Exterior Facade Replacement	\$1,925	\$0	\$81	\$52		X			
<b>Design Totals:</b>	<b>\$228,132</b>	<b>\$6,562</b>	<b>\$6,643</b>	<b>\$7,331</b>					

**PROJECTS UNDER CONSTRUCTION**

Anticipated Completion Date

Capital Plan Projects	Total Estimated Project Cost	YTD Expend. thru 07-31-18	LTD Expend. thru 07-31-18	Encumbered Amount 07-31-18	18/19	19/20	20/21	21/22	22/23
Build-Out 5th Floor - Cancer Center	\$9,825	\$4,776	\$7,482	\$1,185	X				
Build-Out 4th Floor - Cancer Center	\$11,450	\$8,359	\$8,493	\$1,194	X				
Rehab University Hospital 7 West for Behavioral Health	\$4,500	\$8	\$52	\$117		X			
Renovate University Hospital 1st Fl for Family Services & Lobby	\$3,200	\$355	\$461	\$164		X			
Renovate Family Practice at Physician's Office Building - North	\$4,360	\$2,102	\$2,168	\$240	X				
Upgrade Fire Alarm - University Hospital	\$2,000	\$783	\$783	\$1,217	X				
Replace University Hospital Roof	\$2,530	\$413	\$2,111	\$0		X			
Renovate Maternity Suite at Community General Hospital - 2 East	\$8,500	\$2,657	\$5,862	\$1,390	X				
<b>Construction Totals:</b>	<b>\$46,365</b>	<b>\$19,452</b>	<b>\$27,411</b>	<b>\$5,507</b>					

State University of New York 2018/2019 Capital Program Plan (In Thousands)  
Future Planned Hospital Projects - Over \$1M Construction

**State University of New York Health Science Center at Syracuse**

Capital Plan Projects	Total Estimated Project Cost	SFY 2018/2019 Phase	SFY 2019/2020 Phase	SFY 2020/2021 Phase	SFY 2021/2022 Phase	SFY 2022/2023 Phase			
Renovate Endoscopy Suite	\$5,350	D	\$300	C	\$3,400	E	\$1,650		
Renovate University Hospital Kitchen	\$13,000			D	\$1,000		C	\$12,000	
Construct Outpatient Neurosurgery Clinic at the Community Campus	\$1,984	D	\$181	C	\$1,442				
				E	\$362				
Curtain Wall Modifications -University Hospital	\$1,320	D	\$130	C	\$1,190				
Fire Suppression - University Hospital (02) & UJH at Community General Hospital (30)	\$6,930	D	\$1,000			C	\$5,930		
Renovate Combustion Ventilation & RO System Universtiy Hospital-Main Boiler Plant (68)	\$2,225	C	\$2,225						
Upgrade CO Detection & Notification- University Hospital & UJH at Community General Hospital	\$1,050	D	\$60	C	\$990				
Roof Replacements, Community Campus	\$2,000	D	\$300	C	\$1,700				
Renovate Heart & Vascular Center - University Hospital 6th Floor	\$8,000	D	\$500			C	\$7,500		
Renovate Transplant Clinic - University Hospital 2nd floor	\$3,500	D	\$250			C	\$3,250		
Replace Patient Lifts - Unniversity Hospital & Community General Hospital	\$1,750	D	\$250	C	\$200				
				E	\$1,300				
Emergency Power Upgrades - University Hospital East Wing	\$20,000			D	\$2,000		C	\$18,000	
Infrastructure Upgrades - Community Campus & Downtown	\$20,000			D	\$2,000		C	\$18,000	
Relocate and Expand the Emergency Department and Behavioral Health Services	\$90,000			D	\$15,000		C	\$70,000	
Consolidate Inpatient Rehabilitation Services to the Downtown Campus	\$19,500			D	\$2,000		C	\$17,500	
Expand and Modernize Outdated Operating Rooms at both Campuses	\$30,000			D	\$5,000		C	\$25,000	
Upgrade Radiology Suites - Community General Hospital	\$2,000			D	\$300		C	\$1,700	
Renovate Med/Surge Floor - Community General Hospital	\$50,000			D	\$8,000		C	\$42,000	
Relocate Pathology Labs Post Core Lab - University Hospital	\$5,100			D	\$900		C	\$4,200	
Renovate Medical-Surgical Unit Rooms North & West Wings - University Hospital	\$65,000			D	\$8,000		C	\$57,000	
Renovate ENT & Urology Suites in Physician's Office Building - North - Community General Hospital	\$6,000			D	\$600		C	\$5,400	
Renovate Basement for Universtiy Hospital Lab Services	\$2,200			D	\$300		C	\$1,900	
Renovate University Hospital Transplant Services	\$2,000			D	\$400		C	\$1,600	
Renovate Physician's Office Building South Condo - Community General Hospital	\$3,000			D	\$400		C	\$2,600	
Exterior Site Master Plan Study - Community General Hospital	\$1,200			D	\$1,200				
<b>Capital Plan Project Totals:</b>	<b>\$363,109</b>		<b>\$5,196</b>		<b>\$57,683</b>		<b>\$18,330</b>	<b>\$276,900</b>	<b>\$5,000</b>

Project Phases: A = Acquisition, D = Design, C = Construction, E = Equipment



State University of New York Summary of Budgetary Changes Capital Program Plan (In Thousands)  
 Hospital Project Cross-Reference: Current Year Status vs. Last Year

**State University of New York Health Science Center at Syracuse**

Capital Plan Project	2017 Estimated Project Cost	2018 Estimated Project Cost	Incr.Decr. In Estimate Cost
<b>Projects Under Design</b>			
Construct Health and Wellness Center	\$150,000	\$210,000	\$60,000
Site & Safety Improvements - Community General Hospital	\$1,200	\$1,507	\$307
	<b>Phase Total:</b>	<b>\$151,200</b>	<b>\$211,507</b>
<b>Projects Under Construction</b>			
Build-Out 5th Floor - Cancer Center	\$8,800	\$9,825	\$1,025
Rehab University Hospital 7 West for Behavioral Health	\$3,000	\$4,500	\$1,500
Renovate Family Practice at Physician's Office Building - North	\$3,630	\$4,360	\$730
	<b>Phase Total:</b>	<b>\$15,430</b>	<b>\$18,685</b>