Purpose of Submittal:

The Board is being asked to approve the State-funding portion of the 2023-2033 Ten-Year Capital Plan (Plan) and 2023-2025 Capital Budget Request (Request). The Board is also being asked to provide comments and direction on the non-State funding portion of the Plan.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approves the 2023-2033 Capital Plan which includes the 2023-2025 Capital Budget Request from State-appropriated funding sources of $125,054,000.

ATTACHMENTS:

A: Supporting Information
B: 2023-2033 Ten Year Capital Plan
ATTACHMENT A: SUPPORTING INFORMATION

STATE FUNDING

The Board of Trustees is requested to approve the University’s 2023-2033 Capital Plan (Plan) that is associated with projects proposing state funding and approve the 2023-2025 State Capital Budget Request (Request) based on the following supporting information:

The State of Washington has biennial capital budgets. On even numbered years, Western, like all State entities, has an opportunity to request additional funds for capital improvements.

Last fall, the University started the capital planning process with an evaluation of existing and new major, intermediate, and minor capital projects for consideration in the 2023-2025 Capital Request and 2023-2033 Capital Plan (Plan). The evaluation included an emphasis on how they fit into the University’s strategic plan, mission, and space needs. The projects considered were presented to the University Planning and Resources Council (UPRC) and University community. The feedback received helped develop the draft Plan, which is intended to achieve the following goals:

- Preserving, improving, and modernizing our existing assets
- Improving safety
- Improving student development and services
- Increasing sustainability/reducing carbon emissions
- Flexibility in the out years to allow us to complete a comprehensive facilities master plan before identifying which building renovation(s) will be included in the next major capital project

The Draft Plan was also presented to the Board at their April meeting. Based on feedback received during that meeting, the Draft Plan was slightly modified to allow the University to explore alternative procurement of the Heating Conversion Project, including but not limited to public-private partnership, during the schematic design phase in 2023-2025. The Draft Plan also added “Collaborative Space Upgrades” scope to the Classroom and Lab project to allow economies of scale and upgrading space that is becoming more important to pedagogy and student collaboration.

For the 2023-2025 biennium, Western proposes a total capital funding request of $125,054,000 from State-appropriated funding sources. The following are descriptions of the projects being requested as agreed to by the Vice Presidents and submitted to the Board of Trustees for the June 2022 meeting:

- **Minor Works – Preservation**
  
  Our Minor Works Preservation omnibus categories are for requests of projects ranging in size from $25,000 to $2,000,000. The project requests are submitted by departmental personnel and include: facility preservation; health, safety and code compliance; elevator modernization; and
infrastructure renewal. Many of the projects have been identified in Western’s Facilities Management Backlog Reduction Plan; others are critical departmental needs or are intended to mitigate existing deficiencies while awaiting a more comprehensive building renewal. Based on the recommendations from our consultant, Sightlines, and the cost just to keep up with maintenance, we estimate our biennial capital preservation need to be $30 million. If the projects identified in this category exceed $2 million, they will not be eligible for this funding and will need a separate appropriation.

- **Critical Safety, Access Control, and Fiber Optic Network Upgrades**  
  *(Received partial funding in 2021-2023)*

  This project will replace the campus head-end access control system and convert existing building access control systems to a new system that was completed in 2020. This project will install electronic controls on high priority exterior doors that were key-based in the past and other designated high security internal doors of all major academic buildings. The project will also install new hardware on selected classroom doors to enable locking from the inside in the case of a campus emergency.

  An integral component to the access control system is the communications pathways through which data and information must flow. The current fiber network that serves all of campus is reaching the end of useful life and does not have the capacity to accept the additional anticipated load of an expanded and improved access control security system. In addition, emerging technologies in building systems, as well as increasing needs of faculty, students, and staff, are placing unattainable demands on the existing fiber cable. Exacerbating the condition is that the fiber cable has been damaged in numerous locations over time, effectively reducing the capacity of the entire network. The recommended solution is to install new multi-mode and single-mode fiber cable between and within campus buildings.

  Overall, these upgrades will improve campus building access and security, provide improved integration with other security systems, such as video monitoring and intrusion detection, and simplify dispatch functions during emergency responses. Additionally, this project will include relocating the Data Center from 32nd Street Administrative Center to the Communications Facility, which will improve network reliability and capabilities.

- **Student Development & Success Center**  
  *(Received pre-design funding in 2021-2023)*

  This project will develop a vibrant welcoming facility at the south end of campus to serve as a gateway for prospective students, a resource dedicated to inclusive student success, and a way for Admissions to showcase Western’s strengths. The Center will help students successfully transition into and out of Western as thoughtful, engaged citizens prepared for lives of purpose. Specific goals include:
An active, inclusive, and student development centered space to coach and engage students in making healthy choices which support their academic success and development of personal and civic responsibility

Easily accessible and visible presence of social justice, sustainability, leadership, and community groups in the building to educate and encourage engagement and connection

Collaborative shared study spaces available for group learning and multiple purposes throughout the day and evening

The predesign/programming exercise is considering which of the following programs will be housed wholly or in part in the new facility: Academic Advising, Student Outreach Services, Career Services (including Internships), Counseling & Wellness, New Student Services/Family Outreach, Admissions, Transfer & Commuter Spaces, and representatives from the Registrar’s Office, Financial Aid, etc. By moving these services to a new location, other spaces can be repurposed to house administrative offices and centers, freeing up space in academic buildings for critical academic needs.

• **Environmental Studies Center Renovation**

This project will renovate, modernize, and grow the Environmental Studies Center (ES), originally completed in 1973. ES primarily houses the College of the Environment and the Geology program. While ES remains structurally well suited for intensive science use, significant upgrades to critical mechanical systems and space utilization are required to address costly inefficiencies and maximize the building’s potential. The renovation will address the maintenance and repairs backlog, implement an entirely new HVAC system, upgrade the exterior envelope, and provide modern teaching and research space needed for a 21st century education. ES is also well situated in direct proximity to other STEM programs on campus. STEM majors continue to experience unprecedented enrollment increases. A strategy must be developed to balance the need for swing space during construction, and the growth and modernization needs of programs in other buildings on campus.

• **Classroom, Lab, and Collaboration Space Upgrades**

This is a multi-year program that will repurpose and upgrade existing instructional space on campus. The goal of the program is to ensure the Institution has adequate access to high performance and modern learning space and, in the short term, partially accommodate the recent growth in STEM. The determination of what instructional space is upgraded or repurposed is based on the following criteria:

- Measurable Outcomes – The upgrades will increase capacity and room usage. The capacity and usage should be supported with usable data.
- Course Data – The structured, academic use of the renovated rooms must be recorded and tracked within the Institution’s enterprise data
This will preclude using the funding for renovations of scholarly activity space that was never intended to be used for instruction.

- Performance Thresholds – The renovated rooms will operate at or above an established minimum level of usage per academic year.

The 2023-2025 scope of work includes both the renovation of upper division instructional labs, as well as comprehensive renewal of general use classrooms. The scope of work also includes collaboration space upgrades that will 1) create an economy of scale for projects in which collaborative space is adjacent to classroom and labs being improved, and 2) improve pedagogy, student collaboration, and educational experience.

- **Heating System Carbon Reduction & Energy Efficiency Improvements**
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This project would reduce our annual CO2 emissions by converting our central steam heating system to a hot water system. Our current steam piping does not meet our commitment to work toward a zero-carbon footprint by 2050. Additionally, the current system is impacting our operating utility budgets.

A study is currently being conducted for this project to determine the most viable capital option for this conversion, as well as the costs of business as usual. The study will also explore whether it is possible to implement this conversion in phases. Schematic design is being requested in 2023-25. During schematic design, Western will also review alternative options to procure the project, including but not limited to public-private partnership.

**NON-STATE FUNDING**

The Board of Trustees is requested to review and discuss the University’s Plan that is associated with projects proposing non-state funding based on the following supporting information:

The Wade King Student Recreation Center and the Housing and Dining System (consisting of University Residences and Viking Union Facilities) are auxiliaries that finance the construction and maintenance of their own facilities without State support. These entities issue bonds when prudent to spread the cost of improvements over multiple years. Like State-funded facilities, the auxiliaries assess and maintain the infrastructure and condition of buildings, investing annually to minimize backlog of deferred maintenance and to plan for major renovations and additions. Currently, Western’s auxiliary facilities are aging and in need of modernizations and accessibility upgrades.

Within the next ten years, cash reserves and annual operating cash are planned to fund the following projects:

- Program improvements in the Viking Union
• Ongoing maintenance and renovations in residence halls including access control, networking, utilities infrastructure, and building components. (Many of these renovations are timed to maintain the stability and function of buildings until their next major renovation.)

Long term planning is still in progress, but it is likely that within the next ten years or so, bonds would be issued to finance major renovation and improvement projects such as:

• Renovate and/or replace Fairhaven Residence Halls
• Renovate the Viking Union
• Replace/renovate a portion of the Ridgeway Residence Halls

Beyond the Plan, the University is considering the following renovations and replacements:

• Renovate Birnam Wood Apartments
• Replace Edens Hall North
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## ATTACHMENT B: 2023-33 TEN YEAR CAPITAL PLAN

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>2023-25 Capital Request</th>
<th>2025-27</th>
<th>2027-29</th>
<th>2029-31</th>
<th>2031-33</th>
</tr>
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<tbody>
<tr>
<td><strong>STATE FUNDED PROJECTS - FINAL</strong></td>
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<tr>
<td>1</td>
<td>Minor Works - Preservation</td>
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<td>$25,000,000</td>
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<td>2</td>
<td>Critical Safety, Access Control, and Fiber Optic Network Upgrades</td>
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<td>3</td>
<td>Student Development &amp; Success Center</td>
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<td>4</td>
<td>Environmental Studies Center Renovation</td>
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<td>5</td>
<td>Classroom, Lab, &amp; Collaboration Space Upgrades</td>
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<td>6</td>
<td>Minor Works - Program</td>
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<td>7</td>
<td><em>Heating Conversion Project</em> Schematic Design, Explore Procurement Options</td>
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<td>8</td>
<td>Infrastructure Renewal - Phases I - IV</td>
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<td>9</td>
<td>Academic Renewal Project I</td>
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<td>Academic Renewal Project II</td>
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<td>Preventative Maintenance</td>
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<td>Carver Debt Service on COP</td>
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<td><strong>TOTAL STATE FUNDING (excludes AUX)</strong></td>
<td>$125,054,000</td>
<td>$146,679,000</td>
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<tr>
<th>PROJECT</th>
<th>2023-25 Capital Request</th>
<th>2025-27</th>
<th>2027-29</th>
<th>2029-31</th>
<th>2031-33</th>
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<tbody>
<tr>
<td><strong>NON-STATE FUNDED PROJECTS - DRAFT</strong></td>
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<tr>
<td>13</td>
<td>Viking Union Renovations</td>
<td>$250,000</td>
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<td>14</td>
<td>Multiple Residence Halls - Building Components, Life Safety, Network, etc.</td>
<td>$16,635,000</td>
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<td>15</td>
<td>Renovate/Replace Fairhaven Residence Halls</td>
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<td><strong>TOTAL NON-STATE FUNDING (incl. AUX from State)</strong></td>
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<td>$42,295,000</td>
<td>$6,021,000</td>
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### Fund Sources
- **Bold** = State Appropriations
- **AUX** = Auxiliary Funding

### Notes
- *Costs associated with the Heating Conversion Project are anticipated to extend beyond the 10-year plan to 2037 for a total cost of $497 million.*