

FIVE-YEAR CAPITAL BUDGET

Fiscal Year 2022



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OVERVIEW

EXECUTIVE SUMMARY

Facilities is pleased to provide the Board of Regents and University Leadership with the Five-Year Capital Budget for Fiscal Year 2022 for review and approval.

The Five-Year Capital Budget is a comprehensive look at the entire capital program for the University of Washington and is reviewed and approved by the UW Board of Regents annually. The 2022-2026 Capital Budget represents a total investment of \$3.1 billion with an annual cash flow of approximately \$630 million a year. More than \$648 million of this total is expected to come from external partnerships as the University leverages land values, existing cash flows and partnerships with other agencies.

The University owns and operates a variety of physical assets, including classroom and lab facilities, student centers, residence halls, apartments, fitness facilities, museums, medical centers, roadways and bridges, office buildings, libraries, open space, underground utilities and a power plant. It has an obligation to properly maintain these assets in order to ensure they are safe, lasting and fulfill their intended purpose of supporting the University's mission. Pursuant to RCW 28B.20.130, all UW buildings, space, and land, regardless of fund source or location, belong to the University and by delegated authority are subject to assignment and reassignment to meet the overall needs of the institution. The intent of the Five-Year Capital Budget is to carefully plan our future investments in order to optimize these resources and reduce overall life cycle costs.

The anticipated investments listed in the Five-Year Capital Budget include costs for ongoing active capital projects as well as costs for proposed future projects that will be submitted to the Board of Regents for approval once they are fully formed. Individual projects are prioritized based on a multi-criteria scoring system developed with the deans for academic projects and a separate but similar scoring system for clinical projects.

In 2020 the University developed a set of long-term capital strategies that guide the overall allocations of primary fund sources (state, debt, gift, equity) to demand categories (clinical, growth, renewal, strategic). This Long-Term Capital Plan includes increasing capital investment in renovation or replacement of existing buildings to stabilize the growth of the deferred maintenance backlog, increasing access to debt to address clinical needs, and reducing the total square footage growth rate to approximately 0.5% per year. This represents a shift from significant spending on new construction to renovation and replacement of existing buildings. Projects underway are included in the Five-Year Capital Budget, including some growth projects, but nearly all future projects are renovations or replacements.

In conclusion, we would like to acknowledge the contributions and support of University leadership, UW Medicine, the academy and all of our campus partners for their collaboration as we have created this budget document.

BACKGROUND

LONG-TERM CAPITAL PLAN

Like many cities, towns, and institutions, the University of Washington is finding its day-to-day operations hampered by a lack of capital investment in its physical infrastructure. While some level of deferred maintenance is manageable — \$80 per square foot is considered acceptable by industry standards — the UW's backlog is significantly higher and one of the worst of its peers. With an overall backlog for the Seattle campus approaching \$3 billion (as calculated by Sightlines), there is an increasing risk of catastrophic failure(s) and an increasing level of inefficiency in operations and resource consumption. Without additional investment, this backlog will grow at an exponential rate and the gap between manageable risk and actual risk will widen.

The most critical of these risks is our utility infrastructure. Most of the Seattle campus and the UW Medical Center is heated from an outdated gas fired boiler plant that delivers steam to buildings across campus. Three of the five boilers that produce this steam are over 50 years old — well beyond their useful lives. During the winter of 2020-21, two of these boilers failed simultaneously during cold weather. This was a major reliability risk and near-crisis for the campus and the Medical Center. To address these needs, an urgent project has been added to the Five-Year Capital Budget in the Power Plant, but this is only intended to buy time while a larger multi-phase recapitalization of the entire system is developed. The intent is to shift from carbon-based fuels to clean energy, resulting in a reliable, resilient and nearly carbon-free utility system. The total cost of this reinvestment is anticipated to be \$400 million to \$500 million spread across multiple years. Without this investment the UW will be at an increased risk of catastrophic system-wide failures.

Similarly, the lack of capital investment in UW's clinical enterprise is impacting its ability to compete. The UW Medical Center is one of the top hospitals in the country, but it has lagged its peers in the level of capital investments for many years. Without strategic investments to maintain its facilities and expand services, the UW Medical Center will face continued pressure on its margin.

The UW's Long-Term Capital Plan is intended to create a framework for specific capital funding decisions within the Five-Year Capital Budget to ensure these issues can be addressed over the next decade(s). With capital demands over the next fifteen years (\$8.4 billion) exceeding the capacity of traditional capital fund sources (\$6.9 billion), it will be critical that the UW's capital resources be directed to the highest long-term priorities. The following guidelines have been established to guide these decisions:

1. **Seek to make capital investments in existing buildings approximately equal to the facilities deterioration rate.** This represents a significant shift of investment to renewal of existing campus facilities, but it will stabilize the growth of the deferred maintenance backlog. And it will require an increasing amount from all fund sources to be directed toward renovation and replacement projects.
2. **Increase UW Medicine's access to debt.** This will significantly increase the share of total capital spending compared to the last decade, but it will allow us to address the strategic priorities of the clinical operation.

3. **Seek to reduce the total square footage growth rate to approximately 0.5% per year assuming relatively flat growth in our student body population, in order to lower the annual SF growth rate we've experienced over the last decade.** This will require a sufficient level of effort to re-imagine how we can accommodate future program growth through creative, aggressive space utilization and reprioritization.
4. **Leverage partnerships.** The UW will need to engage partners to pursue strategic objectives, including leveraging the value of property holdings, academic and research strengths, and dedicated cash flow streams.

These strategies have been mapped to the projected capital fund sources to ensure that year by year funding decisions are in alignment with these guidelines. Based on this exercise the following goals have been established:

1. Building account funds should be 100% appropriated for renewal projects.
2. We will seek to leverage almost all of state capital funding to be appropriated for renovation/replacement projects.
3. We will seek to direct approximately half of all gift funding for capital projects to be directed toward renovation/ replacement projects.
4. Debt funding for clinical projects should be based on the enterprise's overall financial strength and strategy rather than a project by project return.

CAPITAL BUDGETING PROCESS

While the Long-Term Capital Plan focuses on broad demand drivers and fund sources, the Five-Year Capital Budget translates these broad principles into a set of specific individual capital investments that will build the future of the University. Here is how this is carried out:

STEP 1: IDENTIFICATION OF POTENTIAL INVESTMENTS

The capital budget process begins with the visions of the schools and colleges that drive the success of the University. UW Facilities account managers work closely with the leadership of these units to identify priorities and look for opportunities where facility conditions can be improved and fund sources leveraged to achieve programmatic goals. Projects are created with specific objectives, budgets and funding strategies and then feasibility tested with Advancement, Treasury, Government Relations, and Planning & Budgeting. Each project is scored based on a multi-criteria scoring process that allows projects to be ranked while making adjustments as external conditions change. This year, 39 institutional projects were scored and ranked as part of the development of the Five-Year Capital Budget.

The process for identifying clinical investments is similar and is based on UW Medicine's Long Range Financial Plan and Strategic Refresh, which are reviewed regularly by the UW Medicine Advisory Board. As specific investments are identified, they are scoped and scored using a similar multi-criteria scoring system, except the criteria have been fine-tuned to match the needs of the clinical enterprise.

To be considered for the Five-Year Capital Budget, all projects must meet firm criteria to ensure they can realistically move forward within the next five years. They must have well-established project goals, a defined project scope, a target budget based on selected benchmarks, a feasible funding plan and an identified source for ongoing operating and maintenance costs.

STEP 2. TESTING & REFINEMENT

After individual projects are scored and ranked, the University's overall priorities and capacities are considered to construct a comprehensive and integrated capital budget. The total capacity of each fund source is assessed and directed to the highest-ranking projects based on funding opportunities. Funding assumptions are fine-tuned to maximize the overall impact of the plan and align it with total capacity. This is an iterative process and includes reviews by the UW senior administration (President and Provost), deans and the Faculty Senate.

STEP 3. APPROVAL OF THE CAPITAL BUDGET

The UW Board of Regents reviews the Five-Year Capital Budget in conjunction with their annual review of the University's Annual Operating Budget. Their response along with continued feedback from the UW senior administration and the UW Board of Deans and Chancellors, alongside a financial assessment of the University's capacity, shape the final Five-Year Capital Budget presented for approval to the Board of Regents in June.

STEP 4. APPROVAL OF INDIVIDUAL PROJECTS

After each project is fully formed and funding commitments established, each project over \$15M is separately approved by the Board before selecting the project team. This approval includes commitments of debt from either the Internal Lending Program or the Bridge Program. Projects in the \$5 million to \$15 million range are executed under delegated authority and reported to the Board as actions taken and as part of the monthly Capital Project Report. Small projects utilizing debt (primarily clinical) are batched into two-year windows that are reviewed and approved by the Regents every year in conjunction with their review of the UW Medicine Long Range Financial Plan. This process allows the Regents to respond to changing priorities and external constraints.

CAPITAL FUNDING GUIDELINES

Continuous investment is required to ensure the proper stewardship of the University's buildings, grounds and infrastructure. Our campuses are constantly evolving, and the UW recognizes that additions and modifications to the campus can strain resources if they are not planned, prioritized and funded appropriately. The following guidelines connect funding commitments to capital project approval:

APPROVAL OF CAPITAL PROJECTS

Capital projects are approved by the Board of Regents as part of a comprehensive Five-Year Capital Budget and again individually prior to beginning design for projects over \$15M. Before projects are presented for approval, they must follow the process outlined in the Simplified Capital Project Process Diagram on page 8 and meet each milestone.

CAPITAL FUNDING COMMITMENTS

The full range of possible fund sources is explored and evaluated for each capital project. For projects with state funding, for example, the goal is to leverage state dollars by supporting 33% of the project budget from local funds or donor funds. Similarly, projects should have no more than 80% in debt funding. This requirement reduces loan default risk and assures that limited debt capacity can be made available to the broadest range of projects. The proposed funding mix for each project is outlined in its business plan and approved by the Regents as part of the overall approval of the Five-Year Capital Budget.

Prior to final approval of any project, all funds must be committed and a cash flow plan developed and validated, detailing that sufficient receipt of funds leads anticipated expenditures by at least three months through the life of the project. Failure to meet this cash flow standard may result in a work stoppage.

- For state appropriations, design funding must be in hand and the future construction funding must be included in the legislative approval.
- For loans from the Internal Lending Program, a financial due diligence must be completed by the Treasury Office.
- For donor funding, fully executed pledges must be in place and 10% of the gifts received.
- For local funds, a separately identifiable budget must be established with the fully committed amount deposited.

PROJECTS REQUIRING PRIVATE GIFTS

For donor-funded projects, the University follows a lead-gift-first strategy consistent with best practices. Namely, one-half of the private gift portion of the project should come from one to three donors via written pledges. Lead gift commitments (along with other sources of project revenue) should be secured before broad-based fundraising begins in order to ensure confidence and thereby success.

Advancement may require an independent analysis of the fundraising potential (i.e., the gift table) using standard industry benchmarks. If required, Advancement will split the cost of the analysis with the unit. For all other projects, Advancement will partner with the unit on an analysis of the fundraising potential before broad-based fundraising begins.

PLEDGE REQUIREMENTS

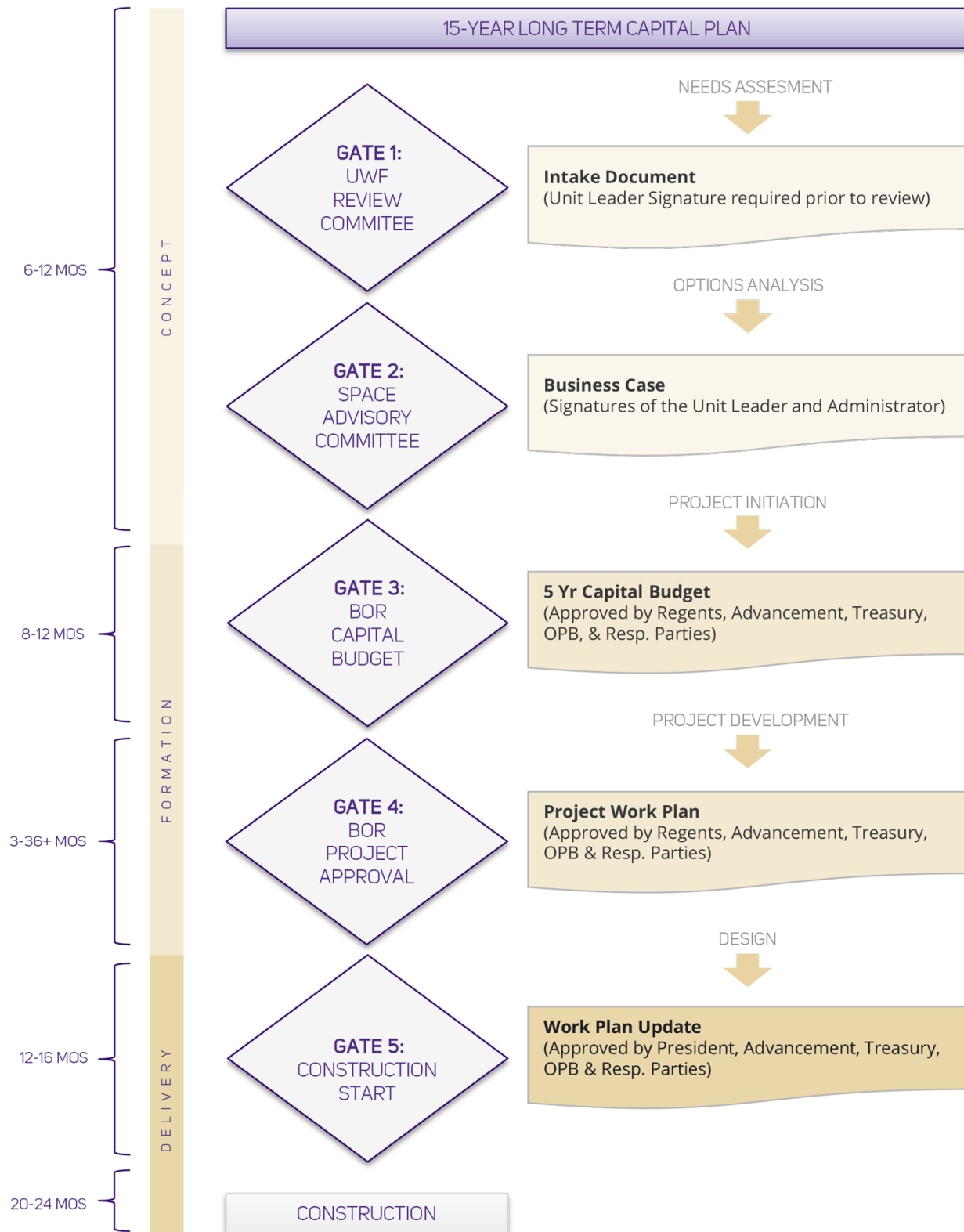
To manage the timing of gifts for capital projects, pledges should ideally convert to cash within four years of the pledge date. If necessary, pledges paid over a maximum of five years are acceptable. Exceptions require approval of both the Vice President of Development and the Vice President of UW Facilities.

In order to match cash flow with gift flow during the construction project, a bridge loan established by the Treasury Office may be available to manage project funding/gift realization timing differences for up to 25% of the total pledges (gift realization must align with Bridge Policy guidelines to qualify). The use of any bridge funding must be evaluated by the Treasury Office and approved by the Board of Regents. All pledge agreements for capital projects shall additionally include the signature of the Vice President of UW Facilities.

FUNDING FOR MAINTENANCE & OPERATIONS

As new incremental (net-new) space is added to the campus, overall maintenance, operating, and renewal costs increase accordingly. These costs are estimated during the planning process, and fund sources must be committed prior to the final project approval. Several fund sources may be utilized to provide this funding, e.g., state funds, unit funds, operating revenue, building excellence endowments, etc. Projects utilizing state funding to satisfy this requirement must have a secondary commitment prior to approval of the project.

SIMPLIFIED CAPITAL PROJECT PROCESS DIAGRAM



FIVE-YEAR CAPITAL BUDGET

PROJECT TYPES

The following summary of the preliminary Five-Year Capital Budget shows individual investments along the left side and fund sources across the top. The projects are divided into the following groups:

ACTIVE CAPITAL

These projects have already been approved by the Board of Regents and are underway. They are listed in order of the project scores established during the planning process through the multi-criteria analysis mentioned on pages 5 and 6. The scores are an indication of relative priority (higher scores are better). All of these projects will continue to draw on the University's capital resources over the next five years, and they account for roughly 60% of the total Five-Year Capital Budget. The risks associated with each project and its fund sources are included in the Project Summaries section beginning on page 15.

PROPOSED NEW INVESTMENTS

CORE CAPITAL: These groupings of small projects are funded by recurring capital sources, primarily the UW Building Account. Asset Preservation projects are small projects generally performed by internal staff at campus. Seismic Improvements continue the phased approach to addressing unreinforced masonry on the Seattle campus. Program Renewal is funded by Central Equity and focuses primarily on academic space and classrooms.

INSTITUTIONAL CAPITAL: These are new projects that scored well and have been identified as high priority projects with viable fund sources. However, they have not yet been specifically approved by the Board of Regents. Note that there are no new University-funded buildings in this category, evidence of our shift toward dedicating more of our capital to renovations.

CLINICAL CAPITAL: Most of the line items in this section are groupings of small projects. Facilities has identified these projects by location and investment type: construction, strategic expansion, equipment and IT. Based on the Long-Term Capital Plan, debt funding is planned for roughly 50% of these projects. The Regents will be asked to separately approve projects over \$15 million and annual batches of small projects utilizing debt.

ACTIVE CAPITAL

All budget and funding numbers are in \$ millions.

Score	Project Name	Demand Area	Budget	FY 2022-2026 Spend								Funding before FY22	Funding after FY26
				State Bond	Bldg Acct	Debt	Gift	Central Equity	Unit Equity	Other	Total		
-	Destination One (Clinical Transformation)	Clinical	171.5	-	-	14.2	-	-	-	4.7	18.9	152.6	-
-	Finance Transformation*	Strategic	323.8	-	-	170.0	-	-	-	43.3	213.3	110.5	-
93.5	UW Medicine - Behavioral Health Teaching Facility	Clinical	234.0	192.4	-	-	-	-	-	-	192.4	41.6	-
90	Interdisciplinary Engineering Building	Growth	75.1	45.2	4.0	10.0	2.9	-	12.2	-	74.3	0.8	-
81.5	W27 - Center for Advanced Materials and Clean Energy Technologies	Growth	309.0	18.5	-	-	-	-	-	280.0 ¹	298.5	10.5	-
80	Health Sciences Education Building (New Building)	Growth	100.6	23.1	2.0	30.0	-	-	-	-	55.1	45.5	-
72.5	UW Bothell - Academic STEM Building	Growth	79.4	66.3	-	-	-	-	-	-	66.3	13.1	-
72.5	UW Bothell - Student Housing	Growth	163.0	-	-	-	-	-	-	162.9 ¹	162.9	0.1	-
67.5	UW Tacoma - Milgard Hall	Growth	50.5	36.0	0.7	-	10.0	-	-	-	46.7	3.8	-
60.5	Haring Center Renovation	Renewal	34.0	-	-	-	32.0	2.0	-	-	34.0	-	-
59.5	Foster School of Business - Founders Hall	Renewal	75.1	-	-	-	37.1	-	-	-	37.1	38.0	-
56.5	University District Station Development	Strategic	205.6	-	-	-	-	-	-	205.5 ¹	205.5	0.1	-
49	ICA Basketball Ops Facility and Health & High Performance Center*	Growth	50.0	-	-	-	49.9	-	-	-	49.9	0.1	-
48	UW School of Medicine - Spokane Building Lease	Strategic	30.0	-	-	-	-	-	-	10.0	10.0	-	20.0
45.5	UW Bothell - Husky Hall Property Acquisition	Strategic	9.5	-	-	9.5	-	-	-	-	9.5	-	-
34.5	Intramural Activities Building (IMA) Locker Rooms and Pool Replacement	Renewal	28.0	-	-	5.5	-	-	21.8	-	27.3	0.7	-
27.5	UW Medicine - NWH Child Birth Center	Clinical	30.6	-	-	2.4	-	-	5.1	0.5	8.0	22.6	-
Subtotal			1,969.7	381.5	6.7	241.6	131.9	2.0	39.1	706.9	1,509.7	440.0	20.0

*These projects will require future Board of Regents action to modify the project scopes and budgets.

¹Indicates that the project will utilize a Public/Private Partnership (P3) model for delivery.

PROPOSED NEW INVESTMENTS

All budget and funding numbers are in \$ millions

CORE CAPITAL

Project Name	Demand Area	Budget	FY 2022-2026 Funding								Funding before FY22	Funding after FY26
			State Bond	Bldg Acct	Debt	Gift	Central Equity	Unit Equity	Other	Total		
Seismic Improvements (10-Year Plan)	Renewal	75	-	34	-	-	-	-	-	34	33	8
Asset Preservation (Minor Works)	Renewal	186	-	115	-	-	-	-	-	115	43	28
Programmatic Renewal (Classroom Modernization)	Renewal	49	-	-	-	-	35	-	-	35	7	7
Power Plant Repairs	Renewal	27	-	10	-	-	17	-	-	27	-	-
Subtotal		337	-	159	-	-	52	-	-	211	83	43

INSTITUTIONAL CAPITAL

Score	Project Name	Demand Area	Budget	FY 2022-2026 Funding								Funding before FY22	Funding after FY26
				State Bond	Bldg Acct	Debt	Gift	Central Equity	Unit Equity	Other	Total		
119.5	Renovation/Replacement Magnuson Health Sciences Center - Phase 2	Renewal	64	63	-	-	-	-	-	-	63	1	-
119.5	Renovation/Replacement Magnuson Health Sciences Center - Phase 3	Renewal	95	60	-	-	-	-	-	-	60	-	35
93	Anderson Hall Renovation for College of Environment	Renewal	30	21	-	-	-	-	9	-	30	-	-
66	College of Arts & Sciences (A&S) Building Renovations	Renewal	15	-	-	-	7	4	4	-	15	-	-
47.5	UW Library Storage Renovation / iSchool Relocation	Renewal	8	-	-	1	-	6	1	-	8	-	-
44.5	ASUW Shell House Restoration	Renewal	13	-	-	-	13	-	-	-	13	-	-
10.5	College of Education - Early Childhood Learning Center, Mt. Baker	Growth	56	-	-	-	56	-	-	-	56	-	-
	Subtotal		281	144	-	1	76	10	14	-	245	1	35

CLINICAL CAPITAL

All budget and funding numbers are in \$ millions

Project Name	Demand Area	Budget	FY 2022-2026 Funding								Funding before FY22	Funding after FY26
			State Bond	Bldg Acct	Debt	Gift	Central Equity	Unit Equity	Other	Total		
INDIVIDUAL PROJECTS												
UW Medicine (Medical Centers) - Montlake Campus Membrane Repair	Renewal	40	-	-	24	-	15	-	-	39	1	-
UW Medicine (Medical Centers) – Plaza Café Remodel	Renewal	20	-	-	-	-	-	20	-	20	-	-
UW Medicine - Primary and Specialty Care Expansion	Clinical	33	-	-	33	-	-	-	-	33	-	-
UW Medicine (Medical Centers) – Procedural Space	Clinical	11	-	-	11	-	-	-	-	11	-	-
GROUPED PROJECTS*												
UW Medicine (Medical Centers) – Construction - Core Capital	Clinical	98	-	-	81	-	-	17	-	98	-	-
UW Medicine (Medical Centers) – Equipment - Core Capital	Clinical	106	-	-	32	-	-	74	-	106	-	-
UW Medicine (Medical Centers) - Strategic Service Line Expansion	Clinical	41	-	-	12	-	-	29	-	41	-	-
UW Medicine (Medical Centers) - Campus Reconfiguration/Backfill at Northwest	Clinical	108	-	-	47	-	-	61	-	108	-	-
UW Medicine (Medical Centers) – IT Improvements	Clinical	96	-	-	-	-	-	96	-	96	-	-
	Subtotal	553	-	-	240	-	15	297	-	552	1	-

*May include some projects that will require future Regental reporting/approval.

SUMMARY

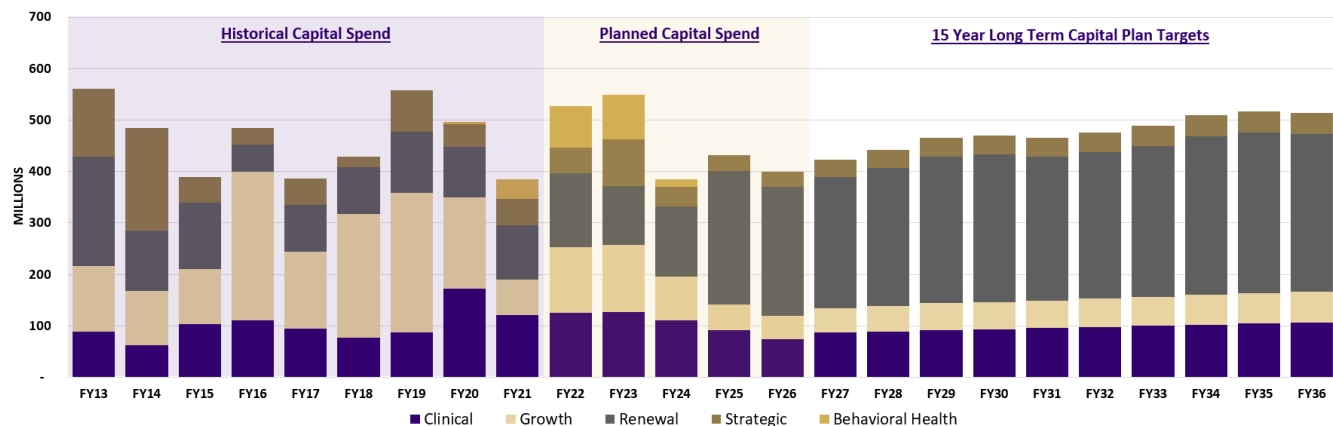
All budget and funding numbers are in \$ millions

Project Type	Budget	FY 2022-2026 Funding								Funding before FY22	Funding after FY26
		State Bond	Bldg Acct	Debt	Gift	Central Equity	Unit Equity	Other	Total		
Active Capital	1,970	381	7	242	132	2	39	707	1,510	440	20
Core Capital	337	-	159	-	-	52	-	-	211	83	43
Institutional Capital	281	144	-	1	76	10	14	-	245	1	35
Clinical Capital	553	-	-	240	-	15	297	-	552	1	-
PROJECTS TOTAL	3,141	525	166	483	208	79	350	707	2,518	525	98

ALIGNMENT TO LONG-TERM CAPITAL PLAN

The Five-Year Capital Budget is intended to put the Long-Term Capital Plan into operation by identifying specific investments that will lead to its long-term objectives. These charts illustrate the transition.

FIVE-YEAR CAPITAL BUDGET TO LONG-TERM DEMAND

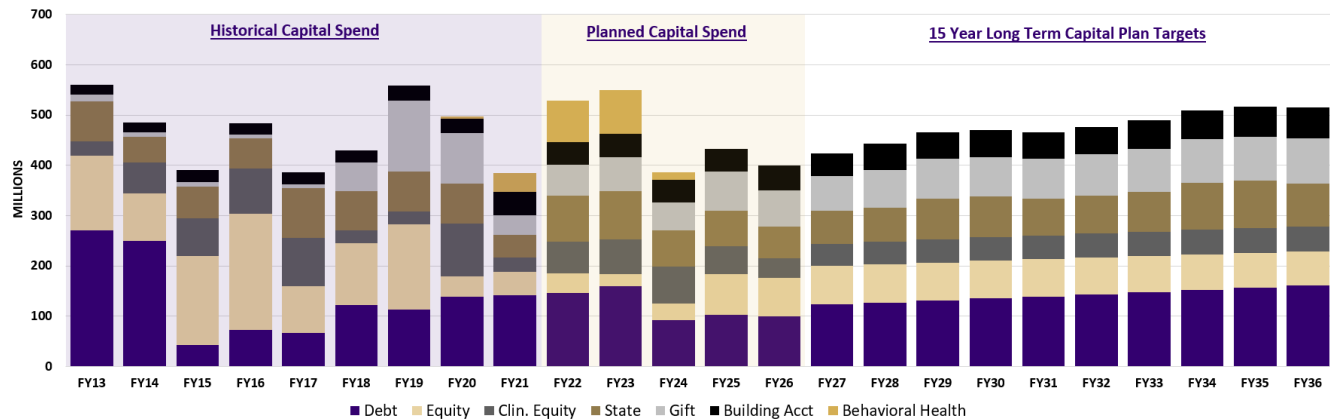


This look at annual capital spending illustrates a fairly steady rate of overall capital spending, but a shift in demand areas is evident. Previous years are notable for a heavy emphasis on growth, with new housing in West and North campus, new research space in South Lake Union, and new buildings such as NanoES, the Bill & Melinda Gates Center, Life Sciences, the Burke Museum and the Hans Rosling Center for Population Health. While of great benefit to the University, this focus on growth limited spending on renovation and clinical projects (Destination One is the notable exception in FY20).

The Five-Year Capital Budget begins to rebalance this as active projects are completed and our focus shifts to clinical investments and renovation projects even with the decline in overall spending. The Behavioral Health Teaching Facility has been separated out because of its unique funding situation, essentially in addition to the historical and anticipated spending patterns.

Note: This chart does not include projects funded through partnerships.

FIVE-YEAR CAPITAL BUDGET TO LONG-TERM USE OF SOURCES



This chart shows the capital spending by fund source. A heavy reliance on debt in FY13 and FY14 is notable, along with a sharp drop in FY15 as the University began to actively manage overall debt capacity. This drop was accompanied by an increase in equity spending as reserves were utilized. Equity spending in the future is projected to remain lower, but fairly steady. Future debt capacity and gift funding is expected to increase slowly as the financial health of the institution continues to improve. Again, the Behavioral Health Teaching Facility has been shown separately because it is seen as incremental funding from the state.

Note: This chart does not include projects funded through partnerships.

PROJECT SUMMARY			Demand Area: Strategic Type: Active	
Finance Transformation				
REGENTS ACTIONS:				
July 2019	• Stage 1 Approval to begin design			
December 2019	• Stage 2 Approval project budget of \$269.3 million, debt financing of up to \$180 million, the use of \$50 million from Internal Lending Program reserves, and delegated authority to execute contracts			
OBJECTIVES:				
	• Modernize financial and procurement systems by implementing Workday financial and supply chain modules.			
DESCRIPTION: UW has been on a path to update its legacy financial and procurement systems for over a decade. With the Workday HCM rollout in 2017, the UW replaced its legacy mainframe payroll and benefits system with a software as a service solution. The UW Finance Transformation (UWFT) program was initiated in 2015 and in 2018 agreed to a big bang implementation of Workday financial and supply chain modules that included both the UW Academy and UW Medicine. UWFT will implement Workday financial and procurement/supply chain functionality, including accounting, banking and settlement, supplier accounts/contracts, customer accounts/contracts, business assets, endowment accounting, procurement, inventory, travel, expense management, revenue management, gifts, post-award grant management, effort reporting and budget and planning. The program will also remediate the necessary elements of Workday Human Capital Management in order to preserve all existing HRP functionality within the new configuration.				
The Program entered an Architect Validation Phase from September 2020-April 2022 to confirm and update the approved program scope, schedule and budget. At the end of the phase, the program team will make a recommendation to the program Sponsors regarding any changes to scope, schedule or budget. The current staff work indicates the likely scenario will be a recommendation by staff to the Sponsors for a year extension in the program “go live”. Accordingly, the costs included in the capital plan include initial estimates additional costs for a year schedule delay. However, such an extension has not been approved by the program Sponsors and any material change in current budget/schedule would be taken to the Regents for review and approval.				
FINANCIALS:				
March 2021 Estimated Project Budget*			Proposed Funding	
Readiness & Design	\$24,000,000	7.4%	External Debt	\$190,000,000 58.6%
Implementation Labor	\$232,000,000	71.6%	Equity	\$134,000,000 41.4%
Workday Subscription	\$26,300,000	8.1%	Total Funding	\$324,000,000 100%
Other Costs	\$14,500,000	4.5%		
Contingency	\$27,200,000	8.4%		
Total Project Budget	\$324,000,000	100%		
*Updated budget estimate anticipated in April 2022. Updated budget estimates from units, which have not yet been centrally reviewed or approved, range as high as \$375 million total program costs.				
SCHEDULE:				
Design:	July 2019-December 2019			
Financial Management:	July 2022			
Adaptive Insights for Planning:	November 2022			
Stabilization:	November 2023			

PROJECT SUMMARY

Demand Area: Clinical
Type: Active

UW Medicine - Behavioral Health Teaching Facility

REGENTS ACTIONS:

- May 2020
- Approve Site
 - Delegated Authority to execute Construction Contract Amendment

OBJECTIVES:

- Innovative and comprehensive care, offered in a healing environment, to help patients with behavioral health recovery.
- Alternative to existing long-term (90/180-day) civil commitment beds at Western State Hospital.
- Training site for the next generation of health and behavioral health care providers for Washington State.
- Support the first of its kind 24/7, 365 day a year telehealth program.
- Ensure safe environment for patients, providers, staff, trainees and visitors.

DESCRIPTION: The behavioral health teaching facility must provide a minimum of seventy-five long-term civil commitment beds, twenty-five geriatric and adult psychiatric beds and fifty licensed medical/surgery beds, available to treat medical and surgical problems for patients who also have a psychiatric diagnosis and/or substance use disorder diagnosis. The University should maximize the use of these medical/surgery beds for patients with psychiatric diagnoses or substance use disorders to the extent practicable. The project construction must also include construction of a 24/7 telehealth consultation program within the facility.

FINANCIALS:

Proposed Project Budget

Construction Cost	\$183,690,000	78.5%
Consultant Services	\$22,698,000	9.7%
Equipment and Furniture	\$17,082,000	7.3%
Other Costs	\$3,978,000	1.7%
Project Management	\$6,552,000	2.8%
Total Project Costs	\$234,000,000	100%

Proposed Funding

State Bldg/Const. Account 19-21	\$33,250,000	14.2%
State Bldg/Const. Account 21-23	\$200,750,000	85.8%
Total Funding	\$234,000,000	100%

BENCHMARKS:

Western State Hospital, Lakewood, WA - Predesign	\$893	Project Cost/GSF
Acute Care Bed Tower Swedish Hospital	\$1,286	Project Cost/GSF
Eastern State Hospital (Behavioral Health) - Lexington KY	\$835	Project Cost/GSF
Western Mental Health Institute - Bolivar TN	\$892	Project Cost/GSF
Massachusetts State Hospital (Behavioral Health) - Worcester MA	\$1,432	Project Cost/GSF

METRICS & INDICATORS:

	<u>Current</u>	<u>Targets</u>		<u>Current</u>	<u>Targets</u>
Net Assignable GSF	115,000	-	Construction Cost/GSF	\$1,024	-
Gross SF	191,000	-	Project Cost/GSF	\$1,175	-
Efficiency (NASF/GSF)	60%	-	Operating Cost/GSF	\$30.02	-

SCHEDULE:

2019			2020				2021				2022				2023				2024
Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
PLANNING																			
			DB TEAM																
			DEFINITION/PREDESIGN																
			ENABLING WORK/CONSTRUCTION																
																MOVE IN			

PROJECT SUMMARY

Demand Area: Growth

Type: Active

Interdisciplinary Engineering Building

REGENTS ACTIONS:

June 2020

- Approved Project Site
- Delegated Authority to award Design-Build contract
- Approved project budget

OBJECTIVES:

- Provide an educational experience that prepares undergraduate students to be leaders.
- Increase diversity and access to foster excellence.
- Accommodate the growing number of undergraduate students over the last 12 years.
- Build interdisciplinary collaborations that inspire innovation.

DESCRIPTION: The new Interdisciplinary Engineering Building (IEB) facility would provide the capacity to alleviate existing space deficits within the College of Engineering and provide student services and a “home base” for the freshmen and sophomore classes. The IEB would provide substantial project and curricular space, balanced with research and faculty office areas to support the growth in student enrollment. Engineering education requires space for collaborative, project-based learning — space for this kind of instruction is lacking at the UW.

FINANCIALS:

Proposed Project Budget

Acquisition/Enabling Costs	\$13,000,000	17.3%
Construction Cost	\$52,799,778	70.3%
Consultant Services	\$5,061,036	6.7%
Equipment and Furniture	\$1,249,635	1.7%
Other Costs	\$488,538	0.7%
Project Management	\$2,471,013	3.3%
Total Project Costs	\$75,070,000	100%

Proposed Funding

State Bldg/Const. Account 17-19	\$600,000	0.8%
UW Building Account 19-21	\$4,000,000	5.3%
State Bldg/Const. Account 21-23	\$45,400,000	60.5%
Donor Funding	\$2,877,564	3.8%
ILP Debt Funds	\$10,000,000	13.3%
College of Engineering Equity	\$12,192,436	16.3%
Total Funding	\$75,070,000	100%

BENCHMARKS:

Cal Poly Science & Ag Teaching/Research	\$1,250	Project Cost/GSF
UC Santa Barbara Classroom Building	\$1,022	Project Cost/GSF
UW Molecular Engineering	\$1,053	Project Cost/GSF

METRICS & INDICATORS:

	<u>Current</u>	<u>Targets</u>		<u>Current</u>	<u>Targets</u>
Net Assignable GSF	43,500	-	Construction Cost/GSF	-	\$704
Gross SF	75,000	-	Project Cost/GSF	-	\$1,001
Efficiency (NASF/GSF)	58%	-	Operating Cost/GSF	-	\$7.54
			Renewal Costs/GSF	-	\$9.37

SCHEDULE:

[illegible]

PROJECT SUMMARY

Demand Area: Growth
Type: Active

W27 – Center for Advanced Materials and Clean Energy Technologies

REGENTS ACTIONS:

- December 2019 • Site Selection, Solicitation of Developer Proposals
- Fall 2020 • Ground Lease Approval

OBJECTIVES:

- Foster collaborative research that accelerates solutions for a healthy planet.
- Increase STEM degrees and provide students with innovative STEM learning environments.
- Convene the clean tech community and incubate successful start-up companies.
- Accommodate FTE growth and relieve some critical campus classroom needs.

DESCRIPTION: The building will be approximately 340,000 GSF and will house UW clean energy researchers and other public and private sector tenants with compatible research and technologies. Using a P3 procurement method, a developer will design, finance, construct, operate and maintain a development that provides well-integrated core uses aligned with UW goals including classrooms as well as spaces for dining, meeting and informal gathering consistent with the 2019 Campus Master Plan. The development of W27 will also require the design/construction of the “Belvedere” and upgrading the Burke-Gilman trail from Brooklyn Avenue to 15th Avenue.

FINANCIALS: This project will utilize a funding model in which the developer assumes the financial and development risk. The developer will lease the land from the University for a specified period of time during which the University will pay rent to the developer for the space that the UW leases in the building. In turn, the developer commits to paying the UW an annual ground lease based on current land and building values. This ground lease represents a new revenue stream for the University and can be used to subsidize rent paid by UW. Tenant improvements for UW spaces will be the responsibility of the UW entities in the building. The developer is responsible for the on-going maintenance of the building, limiting the University’s exposure to deferred maintenance.

There will be opportunities for philanthropic participation, such as a lobby that reflects the role and history of the Pacific Northwest in the global evolution of renewable and sustainable energy. Similarly, each lab space could be named for donors. The state has committed \$20 million this biennium to catalyze the development. These funds will be used for tenant improvements and equipment for the Clean Energy Institute, one of the building’s anchor tenants.

Proposed Project Budget

Total Project Costs **\$309,000,000** **100%**

Proposed Funding

State Bldg/Const. Account	\$28,988,000	9.4%
Developer Funding	\$280,012,000	90.6%
Total Funding	\$309,000,000	100%

BENCHMARKS:

Kansas University Medical Research Bldg	\$885	Project Cost/GSF
Univ. of Michigan Bio Science Research Bldg	\$809	Project Cost/GSF
Coppin State University Life Sciences Bldg	\$844	Project Cost/GSF
UW Life Sciences Bldg	\$827	Project Cost/GSF
UW Molecular Engineering Bldg	\$904	Project Cost/GSF
UW West Campus Site 27	\$848	Project Cost/GSF

SCHEDULE:

2020				2021				2022				2023				2024			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<< PLANNING																			
				TEAM DEVELOPMENT															
				DESIGN/PERMITTING															
								CONSTRUCTION											
																			MOVE

PROJECT SUMMARY

Demand Area: Growth

Type: Active

Health Sciences Education Building (New Building)

REGENTS ACTIONS:

December 2019	<ul style="list-style-type: none"> Approved full project budget and funding plan, approved ILP loan
---------------	--

OBJECTIVES:

- Create a hub for Health Sciences students to foster interaction, collaboration and creativity.
- Build a centrally located Health Sciences Education Building utilizing the unique adjacencies of research, academic and clinical programs to train future health professionals.
- Steer financial feasibility and direct the implementation to position the Health Sciences campus to achieve its future vision for redevelopment.
- Maintain and surpass the performance of UW's Health Sciences schools by attracting and retaining the best health and health care professionals to serve Washington State.
- Support and implement the Campus Master Plan.

DESCRIPTION: The Health Sciences Education Building will create flexible spaces, modern technologies and a broad array of environments that adapt to changing pedagogical needs and enable active and team-based learning.

FINANCIALS:

Proposed Project Budget

Construction Cost	\$80,900,233	80.4%
Consultant Services	\$11,347,188	11.3%
Equipment and Furniture	\$2,697,450	2.7%
Other Costs	\$2,737,317	2.7%
Project Management	\$2,940,812	2.9%
Total Project Costs	\$100,623,000	100%

Proposed Funding

State Bldg/Const. Account	\$70,623,000	70.2%
ILP Debt Funds	\$30,000,000	29.8%
Total Funding	\$100,623,000	100%

BENCHMARKS:

Digital Classroom Building, Washington State	\$838	Project Cost/GSF
Austin Hall, College of Business, Oregon State	\$772	Project Cost/GSF
Student and Teaching Services Bldg., U of Minn.	\$785	Project Cost/GSF
UW Population Health	\$849	Project Cost/GSF
UW CS Engineering II	\$875	Project Cost/GSF

METRICS & INDICATORS:

	<u>Current</u>	<u>Targets</u>		<u>Current</u>	<u>Targets</u>
Net Assignable GSF	53,000	73,000	Construction Cost/GSF	\$843	\$645
Gross SF	96,000	110,000	Project Cost/GSF	\$1,048	\$824
Efficiency (NASF/GSF)	55%	66%	Operating Cost/GSF	\$20.30	\$14.40

SCHEDULE:

2018				2019				2020				2021				2022			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	PLANNING																		
		PRELIM DESIGN																	
				DESIGN/PRECONSTRUCTION															
								CONSTRUCTION											
																		MOVE IN	

PROJECT SUMMARY

Demand Area: Growth
Type: Active

UW Bothell - Academic STEM Building

REGENTS ACTIONS:

- | | |
|--------------|--|
| March 2019 | • Approved Project Site |
| | • Approved Pre-construction budget of \$6M |
| October 2020 | • Delegated Authority to Award Design Build Contract |
| | • Approved Full Project Budget and Funding Plan |

OBJECTIVES:

- Maximize space for instruction and research in a manner consistent with program goals and institutional standards and values.
- Create learning environments that support collaboration, active learning, and faculty innovation while building community across students and faculty.
- Design a physical environment that promotes interactions between UWB and CC faculty, staff, and students.
- Display the campus' commitment to environmental and economic sustainability, including seeking to minimize building life-cycle cost and carbon footprint.
- Redistribute STEM facilities across the campus as appropriate to improve operational efficacy, student access and relationships.

DESCRIPTION: The project will build a new, approximately 75,000-80,000 GSF, STEM academic facility providing classrooms, class labs, collaborative faculty offices and student collaboration space, in order to accommodate the fast-growing number of students in the UW Bothell School of Science, Technology, Engineering and Mathematics (STEM) and STEM students at Cascadia College.

FINANCIALS:

Proposed Project Budget

Construction Cost	\$66,326,252	83.5%
Consultant Services	\$6,591,447	8.3%
Equipment and Furniture	\$1,375,000	1.7%
Other Costs	\$3,054,416	3.9%
Project Management	\$2,090,885	2.6%
Total Project Costs	\$79,438,000	100%

Proposed Funding

State Funds*	\$79,438,000	100%
Total Funding	\$79,438,000	100%

*All project costs and funding totals represent the combined requests submitted by the University of Washington and Cascadia College.

BENCHMARKS:

Grays Harbor College STEM Building	\$1,106	Project Cost/GSF
Shoreline Community College STEM Building	\$963	Project Cost/GSF
Olympic College Instruction Center	\$927	Project Cost/GSF
WSU Everett STEM Building	\$825	Project Cost/GSF

METRICS & INDICATORS:

	<u>Current</u>	<u>Targets</u>		<u>Current</u>	<u>Targets</u>
Net Assignable GSF	47,500	64,500	Construction Cost/GSF	\$873	\$675
Gross SF	76,000	100,000	Project Cost/GSF	\$1,045	\$796
Efficiency (NASF/GSF)	63%	65%	Operating Cost/GSF	\$13.20	\$13.20

SCHEDULE:

2019				2020				2021				2022				2023			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
PL																			
	DB TEAM																		
				DEFINITION/PRECONSTRUCTION								CONSTRUCTION							
																		MOVE	

PROJECT SUMMARY

Demand Area: Growth
Type: Active

UW Bothell - Student Housing

REGENTS ACTIONS:

July 2019

- Approved Project Site
- Delegated Authority to engage with and select Developer
- Approved pre-construction budget of \$300,000 to be funded by UW Bothell

February 2021

- Approve predevelopment agreement, ground lease including service agreements, and office lease for the Husky Village Redevelopment
- Delegation of authority to the President or her designee to execute all transaction documents

OBJECTIVES:

- Provide vibrant, quality on-campus housing to meet the ongoing demand from UW Bothell (UWB) students, consistent with the UWB/Cascadia College 2017 Campus Master Plan.
- Create a new campus gateway with accessible pedestrian connections to the campus core.

DESCRIPTION:

Husky Village Apartments (268 beds) will be demolished and replaced with developer built mixed-use project on land leased from UW. The project will provide1,038 student beds plus 20,000 GSF of ground floor offices for UWB administration, a 15,000 GSF dining hall and a 1,500 GSF convenience store. The University maintains control of the land while providing near-term student housing. Redevelopment will increase students' access to housing, optimize property zoning density, pay off outstanding debt, and eliminate existing aging buildings.

FINANCIALS:

Capstone Development Costs

University Costs

Construction Hard + Soft Costs plus Financing	\$149,500,000	Office Fit-up over TI	\$1,500,000
TI Allowance for UWB office	\$2,000,000	allowance to be paid by	
Debt Payoff to UW ILP	\$10,500,000	UWB Operating budget	
Project Management Fee to UWF	\$2,600,000		
Predevelopment Reimbursements to UWB	\$350,000		
Total Project Budget (Capstone Funded)	\$162,950,000		

Ground Lease:

Office Lease for UW Bothell Administration:

BENCHMARKS:

Bellevue College (370 Beds/135,000 GSF)	\$105,405	Cost/Bed	\$288	Cost/GSF
Seattle University – Vi Hilbert Hall (303 Beds/143,264 GSF)	\$165,953	Cost/Bed	\$351	Cost/GSF
UW North Campus Housing 4a (1,758 Beds/547,195 GSF)	\$134,503	Cost/Bed	\$432	Cost/GSF
UW North Campus Housing 4b (370 Beds/85,665 GSF)	\$113,597	Cost/Bed	\$491	Cost/GSF

METRICS & INDICATORS:

	Current	Targets		Current	Targets
Operating Cost/Bed	\$4,988	-	Construction Cost/GSF	\$498	-
Renewal Cost/Bed	\$225	-	Construction Cost/Bed	\$144,027	-

Higher than average costs can be attributed to inclusion of large dining hall and the Beardslee Blvd. widening required by the City of Bothell.

SCHEDULE:

2019		2020				2021				2022				2023				2024			
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	
DEVELOPER																					
				DESIGN																	
						CONSTRUCTION – PHASE 1								MOVE							
														CONSTRUCTION - PHASE 2				MOVE			

PROJECT SUMMARY

Demand Area: Growth
Type: Active

UW Tacoma - Milgard Hall

REGENTS ACTIONS:

- November 2019
 - Approved pre-construction budget of \$4 million
 - Delegated authority to award a design-build contract
 - Approved site adjacent to Court 17
- October 2020
 - Approved site adjacent to the Snoqualmie Building
- July 2021
 - Approve full project budget and funding plan

- OBJECTIVES:**
- Instructional and support spaces required for new Mechanical and Civil Engineering programs.
 - Large, flexible classrooms paired with group rooms — critically needed for the Business School.
 - A home and public face for the many Milgard School Centers and the growing number of School of Engineering and Technology Centers.

DESCRIPTION: Approximately 50,000 square feet of additional classroom space for the continued overall growth of UW Tacoma's academic programs. This interdisciplinary building will be a unique innovation space and provide a front door for UWT's business partners and incoming students. It will also increase STEM space in the South Sound.

The primary space needs come from the emerging Mechanical and Civil Engineering programs, the growth of Milgard Business School, and the creation of a central collaboration space. This space will help bring together intellectual property from across campus to create community-based solutions, furthering student education, fostering UWT's urban-serving mission, and driving use-inspired research deeper into the South Sound region.

FINANCIALS:

Proposed Project Budget

Pre-Design	\$500,000	1.0%
Construction Cost	\$41,497,646	82.1%
Consultant Services	\$4,296,361	8.5%
Equipment and Furniture	\$1,603,681	3.2%
Other Costs	\$742,408	1.5%
Project Management	\$1,859,904	3.7%
Total Project Costs	\$50,500,000	100%

Proposed Funding

UW Building Account	\$4,500,000	8.9%
State Bldg/Const. Account	\$36,000,000	71.3%
Donor Funds	\$10,000,000	19.8%
Total Funding	\$50,500,000	100%

BENCHMARKS:

UW Bothell Discovery Hall STEM Building 1, 2014, 78,000 GSF	\$1,303	Project Cost/GSF
UW CSE II Classroom Building 2, 2018, 135,000 GSF	\$936	Project Cost/GSF
OSU Learning Innovation Center STEM + Classroom Building 4, 2015, 119,129 GSF	\$1,048	Project Cost/GSF
OSU Peavy Hall Classroom Building, 2019, 82,000 GSF	\$1,007	Project Cost/GSF
WSU Everett STEM Building 5, 2017, 95,000 GSF	\$825	Project Cost/GSF

METRICS & INDICATORS:

	<u>Current</u>	<u>Targets</u>		<u>Current</u>	<u>Targets</u>
Net Assignable GSF	33,500	33,600	Construction Cost/GSF	\$830	\$762
Gross SF	50,000	55,000	Project Cost/GSF	\$1,000	\$918
Efficiency (NASF/GSF)	67%	66%	Operating Cost/GSF*	\$16.80	\$16.80

*These funds will be included in an O&M request to the State; if not funded UWT Reserves will cover the cost.

SCHEDULE:

2019				2020				2021				2022				2023			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
			DB TEAM																
				DEFINITION/PRECONSTRUCTION															
										CONSTRUCTION									
																	MOVE IN		

PROJECT SUMMARY				Demand Area: Renewal																																																																																							
				Type: Active																																																																																							
Haring Center Renovation																																																																																											
REGENTS ACTIONS:																																																																																											
April 2021		<ul style="list-style-type: none">Project approval for \$34 millionDelegated authority to award Design Build contract																																																																																									
GOALS:		<ul style="list-style-type: none">A comprehensive renovation of the existing Haring Center to fully serve the contemporary EEU, research and professional development programs.Maintain early education for the existing number of children served by the Haring Center during construction.Mitigation of all health and safety issues including regulated materials throughout the center.Complete reconfiguration of the interior layout to fully align with the current program, and to create a signature central courtyard and active space for shared use.A comprehensive upgrade or replacement of building systems and exterior assemblies to address thermal comfort and ventilation.Improve universal access and usability both in and around the facility.																																																																																									
DESCRIPTION: The Haring Center project utilizes donor funding to renovate 42,000 GSF to support the College of Education’s Early Education Unit (EEU). Revitalizing this “hidden gem” and realizing its future as a “living laboratory” to test emerging teaching strategies is a key objective of this project. The scope is a full renovation of the building, including building systems and interior configuration.																																																																																											
FINANCIALS:																																																																																											
Proposed Project Budget			Proposed Funding																																																																																								
Construction Cost	\$15,708,000	46.2%	Donor Funds*	\$30,000,000	88.2%																																																																																						
Consultant Services	\$3,230,000	9.5%	UW Central Funds	\$2,000,000	5.9%																																																																																						
Equipment and Furniture	\$1,224,000	3.6%	Departmental Funds	\$2,000,000	5.9%																																																																																						
Other Costs	\$6,358,000	18.7%	Total Funding	\$34,000,000	100%																																																																																						
Project Management	\$1,394,000	4.1%																																																																																									
Enabling Costs	\$6,086,000	17.9%																																																																																									
Total Project Costs	\$34,000,000	100%																																																																																									
* The Sunderland Foundation will make 3 payments for a total of \$30 million. The initial \$10 million payment was received on January 13 th . Subsequent payments will be made first quarter of 2022 & January 2023.																																																																																											
BENCHMARKS:																																																																																											
Parrington Hall Renovation (2020)			\$340	Project Cost/GSF																																																																																							
Kincaid Hall Renovation (2021)			\$545	Project Cost/GSF																																																																																							
UW Autism Center			\$604	Project Cost/GSF																																																																																							
Significant enabling costs contribute to higher cost/GSF between benchmark costs and estimated project.																																																																																											
METRICS & INDICATORS:																																																																																											
	Current	Targets		Current	Targets																																																																																						
Net Assignable GSF	-	30,400	Construction Cost/GSF	-	\$368																																																																																						
Gross SF	-	42,000	Project Cost/GSF	-	\$797																																																																																						
Efficiency (NASF/GSF)	-	72.4%	Operating Cost/GSF	-	No Change																																																																																						
SCHEDULE:																																																																																											
The desire is to complete the project for occupancy at the end of 2023. The risk in meeting that deadline is the construction of surge space, required to vacate the building to begin renovation.		<table><tr><th colspan="4">2021</th><th colspan="4">2022</th><th colspan="4">2023</th><th colspan="2">2024</th></tr><tr><th>Qtr. 1</th><th>Qtr. 2</th><th>Qtr. 3</th><th>Qtr. 4</th><th>Qtr. 1</th><th>Qtr. 2</th><th>Qtr. 3</th><th>Qtr. 4</th><th>Qtr. 1</th><th>Qtr. 2</th><th>Qtr. 3</th><th>Qtr. 4</th><th>Qtr. 1</th><th>Qtr. 2</th></tr><tr><td colspan="4">DB Team</td><td colspan="4">Surge</td><td colspan="4">Project Definition & Design</td><td colspan="4">Construction</td><td colspan="2">Move-in</td></tr><tr><td colspan="4">Approval: Delegated Authority to contract DB</td><td colspan="4"></td><td colspan="4"></td><td colspan="4"></td><td colspan="2"></td></tr><tr><td colspan="4"></td><td colspan="4"></td><td colspan="4"></td><td colspan="4"></td><td colspan="2"></td></tr></table>								2021				2022				2023				2024		Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	DB Team				Surge				Project Definition & Design				Construction				Move-in		Approval: Delegated Authority to contract DB																																			
		2021				2022				2023				2024																																																																													
		Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2																																																																												
		DB Team				Surge				Project Definition & Design				Construction				Move-in																																																																									
		Approval: Delegated Authority to contract DB																																																																																									

PROJECT SUMMARY

Demand Area: Renewal

Type: Active

Foster School of Business - Founders Hall

REGENTS ACTIONS:

April 2019 • Approved project budget, use of bridge program and naming

OBJECTIVES:

- Continue success in attracting the best faculty, students, and staff.
- Create flexible and adaptable space to meet the evolving needs of the Foster School of Business.
- Complement existing Foster buildings to form a cohesive and connected Foster School complex.
- Celebrate and enhance the distinctive campus open space and circulation patterns in this part of campus.

DESCRIPTION: The project will design and construct a new 84,500 square foot building to replace Mackenzie Hall. The program will be a mix of instructional, academic, and administrative spaces. The new facility will house the Foster School Advancement and Alumni teams, program Centers (the Arthur W. Buerk Center for Entrepreneurship, the Consulting and Business Development Center, the Global Business Center, the Center for Leadership and Strategic Thinking, and the Center for Sales and Marketing Strategy), Specialty Masters Programs, Program Offices, conference and team rooms, and Administrative support space. Sustainability and building performance are key design drivers and the building will comply with the University's Green Building Standards for LEED Gold Sustainability Rating, Energy Efficiency, and Water Use Reduction.

FINANCIALS:

Proposed Project Budget

Construction Cost	\$61,107,000	81.4%
Consultant Services	\$8,055,000	10.7%
Equipment and Furniture	\$1,861,000	2.5%
Project Management	\$1,645,000	2.2%
Other Costs	\$2,432,000	3.2%
Total Project Costs	\$75,100,000	100%

Proposed Funding

Donor Funds	\$71,282,500	94.9%
UW Capital Funds	\$3,817,500	5.1%
Total Funding	\$75,100,000	100%

BENCHMARKS:

UW CSE II (Gates Center)	\$866	Project Cost/GSF
WSU North Puget Sound	\$602	Project Cost/GSF
UW Bioengineering/Genomic Science	\$765	Project Cost/GSF
Cascadia CC GLA	\$702	Project Cost/GSF

Benchmarks are total project costs/GSF escalated to 2020

METRICS & INDICATORS:

	<u>Current</u>	<u>Targets</u>		<u>Current</u>	<u>Targets</u>
Net Assignable GSF	45,325	45,325	Construction Cost/GSF	\$723	\$693
Gross SF	84,500	82,500	Project Cost/GSF	\$889	\$848
Efficiency (NASF/GSF)	54%	55%	Operating Cost/GSF*	\$14.57	\$14.57

*Total operating cost is \$672,000 based upon the net new square footage added.

SCHEDULE:

2018				2019				2020				2021				2022			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	DB TEAM																		
		DEFINITION																	
				DESIGN/PERMITTING															
								CONSTRUCTION											

PROJECT SUMMARY

Demand Area: Strategic

Type: Active

University District Station Building

REGENTS ACTIONS:

- September 2018 • Stage 1 Approval — issue RFP
- December 2019 • Stage 2 Approval — 75 year ground lease / 15 year office lease

OBJECTIVES:

- Reduce the University's overall cost of leasing administrative office space.
- Initiate transit-oriented development in the University District.
- Create a gateway to the University's Seattle campus for light rail users.

DESCRIPTION: The University District Station Building (UDSB) will be constructed above the Sound Transit University Station located at NE 43rd St. and Brooklyn Ave NE. The vision is for a 13-story, 260,000 SF administrative and office building. The proposed UDSB maintains University control while aligning near and long-term occupancy presence in what will become the hub of circulation to and from the UW Seattle campus. UDSB aligns with the strategic growth plan allowing greater space efficiency, occupancy synergy and improved lease portfolio metrics. Occupancy of the UDSB will eliminate existing market leases, thus reducing cost to the University. The University property exchange and development agreements for the UDSB were approved at the January 2013 Board of Regents meeting with the Transit Orientated Development (TOD) of Sound Transit. Ground lease, facility lease and financial approval decisions were brought to the Regents Spring 2019. Due diligence is currently scheduled for summer 2021.

FINANCIALS:

Proposed Project Budget

Shell and Core	\$177,040,638	86.1%
Tenant Improvements	\$28,572,250	13.9%
Total Project Costs	\$205,612,888	100%

Proposed Funding

Public/Private Partnership	\$205,612,888	100%
Total Funding	\$205,612,888	100%

BENCHMARKS:

Trammel Crow / NBBJ Development Study May, 2017	\$522	Project Cost/GSF
Commercial Office Benchmark - Seattle Market (Seattle DJC May 2018)	\$500-600	Project Cost/GSF

METRICS & INDICATORS:

	Current	Targets		Current	Targets
Net Assignable GSF	-	TBD	Construction Cost/GSF	-	\$99
Gross SF	-	260,000/163,270	Project Cost/GSF	-	\$680/\$175
Safety	-	TBD	Space Utilization	-	TBD
Business Diversity	-	20% (15% OMWBE)	Sustainability	-	LEED Gold

SCHEDULE:

2018		2019				2020				2021				2022				2023				2024				25			
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1			
PLANNING																													
						DESIGN																							
														CONSTRUCTION															
																		TENANT IMPROVEMENTS											
																										MI			

PROJECT SUMMARY

Demand Area: Growth

Type: Active

ICA Basketball Ops Facility and Health & High Performance Center

REGENTS ACTIONS:

- | | |
|---------------|---|
| February 2020 | <ul style="list-style-type: none"> Approved use of site adjacent to Hec Ed (current site of Pavilion pool) Approved project budget, use of bridge program and delegated authority |
| TBD | <ul style="list-style-type: none"> Revision to project scope and budget |

OBJECTIVES:

- Provide a first-class home for men's and women's basketball with 24/7 practice courts.
- Renovate and expand the Health & Human Performance Center.
- Consolidate services to better serve student-athletes and the UW's commitment to Title IX.
- Be cost effective, with a look and feel in alignment with recent ICA capital projects.

DESCRIPTION: Two months after the project received Board approval in February 2020 it was put on hold given uncertainties surrounding COVID-19. The project will restart in May 2021 with the same goals as proposed in 2020. It will still build a new Basketball Training/Operations/High Performance Building where the Pavilion Pool is currently located but with a reduced project budget of approximately \$50 million which allows the project to be fully-funded by existing donor pledges. The new building is intended to provide practice court(s), locker rooms, meeting rooms, coaches and support staff offices, recruiting lounge, and other spaces associated with the two basketball programs. Along with a renovation of the weight room and Legends Center in Graves Annex, other desired program elements include new support facilities for basketball and the other Olympic sport programs. These programs include athletic training, strength and conditioning, sports medicine and rehabilitation, and nutrition. The new building will be structurally independent from, yet connected, to the Hec Edmundson complex to allow for game day synergies between the two buildings.

FINANCIALS:

Proposed Project Budget			Proposed Funding		
Construction Cost	\$40,500,000	81.0%	Donor Funds	\$50,000,000	100%
Consultant Services	\$4,900,000	9.8%	Total Funding	\$50,000,000	100%
Equipment and Furniture	\$1,300,000	2.6%			
Other Costs	\$1,500,000	3.0%			
Project Management	\$1,800,000	3.6%			
Total Project Costs	\$50,000,000	100%			

BENCHMARKS:

ASU Weatherup Center	\$806	Project Cost/GSF
Univ. of Arizona – Jefferson Gym & Davis Center	\$758	Project Cost/GSF
Univ. of Utah – Huntsman Basketball Center & Sorenson High Performance	\$733	Project Cost/GSF
OSU Basketball Center	\$756	Project Cost/GSF
Univ. of Houston Lewis Basketball Center	\$751	Project Cost/GSF

METRICS & INDICATORS:

	<u>Current</u>	<u>Targets</u>		<u>Current</u>	<u>Targets</u>
Net Assignable GSF	-	62,000	Construction Cost/GSF	-	\$613
Gross SF	-	80,000	Project Cost/GSF	-	\$757
Efficiency (NASF/GSF)	-	78%	Operating Cost/GSF*	-	\$13.00

SCHEDULE:

2020				2021				2022				2023				2024					
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
			PLANNING																		
				DB TEAM				PROJECT DEFINITION/DESIGN/PRECON													
												ENABLING		CONSTRUCTION							MOVE

PROJECT SUMMARY

Demand Area: Renewal

Type: Active

Intramural Activities Building (IMA) Locker Rooms and Pool Replacement

REGENTS ACTIONS:

- October 2020 • Introduced to Board of Regents
- November 2020 • Delegation of authority to the President or her designee to execute all transaction documents

OBJECTIVES:

- Increase IMA capacity and better serve the University's current and future demographics.
- Modernize gendered and gender-inclusive locker rooms.
- Expand swimming pool.
- Maintain continuous operation of the IMA building during construction.

DESCRIPTION: The locker rooms and swimming pool in the University of Washington's Intramural Activities Building (IMA) have not been significantly updated since the building's initial construction in 1966. In this time, infrastructure that assures continued operations has not seen any substantive repair or replacement. Over the past several years, student surveys have consistently prioritized the project objectives, gender-inclusive accommodations and increased pool capacity. The project scope will roughly double the swimming pool capacity and access along with renovations to existing locker room facilities, to create both gendered and gender-inclusive accommodations. The timing of this project will allow utilization of the Pavilion Pool during the renovation before it is demolished for the new Basketball Operations and Health & High Performance Center.

FINANCIALS:

Proposed Project Budget

Construction Cost	\$23,324,503	83.2%
Consultant Services	\$2,996,000	10.7%
Equipment and Furniture	\$66,000	0.2%
Other Costs	\$497,782	1.8%
Project Management	\$1,154,215	4.1%
Total Project Costs	\$28,038,500	100%

Proposed Funding

SAF Equity	\$22,500,000	80.2%
ILP Debt Funds	\$5,538,500	19.8%
Total Funding	\$28,038,500	100%

METRICS & INDICATORS:

	<u>Current</u>	<u>Targets</u>		<u>Current</u>	<u>Targets</u>
Net Assignable GSF	-	33,142	Construction Cost/GSF	-	\$536
Gross SF	-	43,500	Project Cost/GSF	-	\$645
Efficiency (NASF/GSF)	-	76%	Operating Cost/GSF	-	\$7.54
			Renewal Costs/GSF	-	\$3.50

SCHEDULE:

2019				2020				2021				2022				2023			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
				PLANNING															
								DB TEAM											
								DESIGN											
												CONSTRUCTION							
																MOVE			

PROJECT SUMMARY

Demand Area: Clinical
Type: Active

UW Medicine - NWH Childbirth Center

REGENTS ACTIONS:

- April 2018
- Approve Pre-construction Budget of \$850,000
 - Delegated Authority to Award Design Build Contract
- November 2018
- Approve Full Project Budget and Funding Plan

OBJECTIVES:

- Update facility to industry standards to be able to better compete in the market.
- Support UW Medicine's women's and children's service line strategic growth plan including UWMC NICU.
- Expand capacity and provide space to accommodate 2,500 births per year.
- Minimize downtime and impacts to existing CBC operations.

DESCRIPTION: The project will renovate approximately 23,000 SF of existing space in three adjoining wings (including one that is not part of the current childbirth center) plus approximately 1,600 SF of new space to house a new C-section suite. The project will be phased to allow continued operations in the balance of the unit and the integration of the new elements as they are completed. Key components of the renovated space include a refined mix of rooms that support the continuum of labor, delivery, recovery, and postpartum care much more efficiently. The renovation will also provide modern amenities in individual rooms, efficient staff and program support spaces, and an OB Emergency sub-department. It will also replace the mechanical and electrical systems. The project will support 2,500 births per year (an increase of more than 1,300 births) and contribute positively to both the annual revenues attributable to childbirth deliveries and other system-wide services associated with offering a childbirth center at UW Medical Center Northwest.

FINANCIALS:

Proposed Project Budget

Construction Cost	\$24,078,265	78.7%
Consultant Services	\$2,753,550	9.0%
Equipment and Furniture	\$2,722,955	8.9%
Other Costs	\$61,190	0.2%
Project Management	\$795,470	2.6%
Cost of Issuance	\$183,570	0.6%
Total Project Costs	\$30,595,000	100%

Proposed Funding

ILP Debt Funds	\$25,000,000	81.7%
Donor Funds	\$500,000	1.6%
Departmental Funds	\$5,095,000	16.7%
Total Funding	\$30,595,000	100%

Excludes \$6M of enabling projects funded and delivered by UW Medical Center Northwest

BENCHMARKS:

UWMC Phase II Expansion	\$844	Project Cost/GSF
UWMC ED East Extension	\$1,065	Project Cost/GSF
Swedish Ballard Level II Nursery	\$688	Const. Cost/GSF
Swedish Ballard Behavioral Health	\$677	Const. Cost/GSF

Benchmarks include both Project and Construction costs, since project costs were not verifiable for all benchmarked projects.

METRICS & INDICATORS:

	<u>Current</u>	<u>Targets</u>		<u>Current</u>	<u>Targets</u>
Net Assignable GSF	-	18,100	Construction Cost/GSF	\$984	\$698
Gross SF	24,600	26,000	Project Cost/GSF	\$1,244	\$962
Efficiency (NASF/GSF)	-	70%	Operating Cost/GSF	\$15.35	\$15.35

SCHEDULE:

2018				2019				2020				2021				2022			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	DB																		
		DEFINITIO																	
			DESIGN/PERMITTING																
							CONSTRUCTION - PHASE 1			PHASE 2	PHASE 3								

PROPOSED NEW INVESTMENTS

CORE CAPITAL

PROJECT SUMMARY

Demand Area: Renewal
Type: Core Capital

Seismic Improvements (10-Year Plan)

REGENTS ACTIONS:

September 2021

- Project approval of Phase 3 for \$8 million
- Delegated authority to award Design Build contract

OBJECTIVES:

- Improve life safety by reducing the risk of injury from collapse of unreinforced masonry.
- Reduce adverse effects on University operations in the event of an earthquake.
- Connect UW with resources by which departments can increase their own seismic resilience.
- Preserve integrity of the historical structures.

DESCRIPTION:

This ongoing project improves seismic preparedness in unreinforced masonry (URM) buildings on the Seattle campus. Twenty-five buildings were identified to be repaired over an eight-year timeframe. Phase 1 has been completed and we are nearing completion of Phase 2. The work reinforces URM bearing and non-bearing walls and reinforces parapets to reduce the risk of collapse of buildings and masonry falling from buildings.

FINANCIALS:

Proposed Project Budget

Construction Cost	\$66,946,000	89.5%
Consultant Services	\$2,019,600	2.7%
Equipment	\$523,600	0.7%
Other Costs	\$1,795,200	2.4%
Project Management	\$3,515,600	4.7%
Total Project Costs	\$74,800,000	100%

Proposed Funding

UW Building Account 17-19	\$17,500,000	23.4%
UW Building Account 19-21	\$15,000,000	20.0%
UW Building Account 21-23	\$8,000,000	10.7%
UW Building Account 23-25	\$16,300,000	21.8%
UW Building Account 25-27	\$18,000,000	24.1%
Total Funding	\$74,800,000	100%

SCHEDULE:

2021		2022				2023				2024				2025				2026		
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
PLANNING/COORDINATION 23-25																				
CONSTRUCTION 21-23								PLANNING/COORDINATION 25-27												
								CONSTRUCTION 23-25												
																CONSTRUCTION 25-27				

PROJECT SUMMARY		Demand Area: Renewal Type: Core Capital	
Core Capital Projects			
REGENTS ACTIONS:			
<ul style="list-style-type: none">No specific Regents actions associated with these projects			
OBJECTIVES:			
<ul style="list-style-type: none">Renew our existing facilities and infrastructure as life cycles end.Reduce ongoing maintenance and utility costs.Address facilities issues that hinder programmatic priorities.			
DESCRIPTION:			
<p>Asset Preservation (Minor Works): Agencies are required by RCW 43.88.030(5)(d) to develop a strategic plan for reducing their maintenance backlogs and completing repair projects. This plan must be included in the capital budget submittal. One way to reduce maintenance backlogs is through minor works projects, which are a consolidation of small capital projects each valued at less than \$2M. Minor works projects should be completed within the biennium of the funding allocation. Projects will be identified and prioritized by UWF Asset Management and Operations and executed by in-house trades staff and the Project Delivery Group.</p> <p>Programmatic Renewal (Classroom Modernization Effort): These projects are developed from information collected by UWF Account Managers, scored against the Board of Deans and prioritized by the Campus Stewardship Committee and approved by the Space Advisory Committee. These projects are also filtered with the list of Asset Preservation projects to look for synergies between the funding sources. The list of recommended projects is provided for final approval by the Provost and the Vice Provost of Planning and Budgeting.</p>			
FINANCIALS (FY22-FY26):			
Asset Preservation (Minor Works)	\$115,200,000	UW Building Account	100%
Programmatic Renewal (Classroom Modernization)	\$35,200,000	Central Equity	100%

PROJECT SUMMARY										Demand Area: Renewal Type: Core Capital										
Power Plant Repairs																				
REGENTS ACTIONS:																				
TBD		<ul style="list-style-type: none">Planned project approval Fall 2021																		
OBJECTIVES:		<ul style="list-style-type: none">Pre-design to verify scope and estimate, and to identify any air-pollution permitting obstacles or issues (\$500k).Demo existing High Pressure Turbine Generator and replace with new industrial Low Pressure Turbine Generator (\$8M) and black-start Diesel Generator (\$5M).Upgrade controls and flame safety systems on the No. 3 and No. 5 Boilers (\$6.5M).Upgrade Feedwater Pump System (\$2.5M).De-rate pressure on No. 6 and No. 7 Boilers (\$4.5M) — if it can be accomplished without triggering EPA NSPS standards that disallow modification.																		
DESCRIPTION: The aging plant and associated infrastructure is in desperate need of renewal to maintain reliability. A list of strategic investments to ensure ongoing, reliable operation of the facility for the next 5-10 years to support the daily operations of our buildings, research and academic programs has been identified.																				
FINANCIALS:																				
<u>Proposed Project Budget</u>										<u>Proposed Funding</u>										
Total Project Costs		\$27,000,000		100%		UW Building Account 21-23		\$10,000,000		37.0%		Central Equity		\$17,000,000		63.0%				
						Total Funding		\$27,000,000		100%										
SCHEDULE: TBD																				
2021		2022				2023				2024				2025				2026		
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
PLANNING																				
				CONSTRUCTION																

INSTITUTIONAL CAPITAL

[illegible]

PROJECT SUMMARY

Demand Area: Renewal
Type: Institutional Capital

Renovation/Replacement Magnuson Health Sciences Center – Phase 3**REGENTS ACTIONS:**

- TBD
- Project approval for Phase 3
 - Delegated authority to award Design Build contract

OBJECTIVES:

- Modernize primary teaching facility in support of pedagogies used by the nation's top-ranked health sciences schools.
- Reduce the deferred maintenance backlog in the largest campus building and upgrade critical systems in support of the entire Health Sciences complex.
- Advance the principles of the Campus Master Plan for the Health Sciences zone.

DESCRIPTION: Third phase of a multi-phased renovation in a 400,000 GSF fully occupied asset (T-Wing) to address deferred maintenance and new pedagogies. The phase II pre-design funding request will lay out the approximate phasing, the needs to be addressed and the complexities of a phased project of this magnitude.

The Magnuson Health Sciences Center is the primary teaching facility for the UW's health sciences students with direct connection to the UW Medical Center. It was built in various phases from 1949-1973. Each addition or minor renovation over the years has added more pressure to the building's overall infrastructure, MEP needs and structural integrity, with a significant amount of deferred maintenance built up, including safety and code compliance issues. The 1973 built T-Wing is 493,000 SF and cannot accommodate all existing or new course offerings nor support the advanced learning technologies and space requirements essential for training health care professionals of the 21st century. Current space also limits the options for the six schools of Health Sciences to share inter-professional and overlapping instructional activities and support connections with local, regional, and global community partners. In order to deliver world-class health science scholars, the UW must modernize our teaching facilities in a phased approach.

FINANCIALS:Proposed Project Budget

Construction Cost	\$71,963,655	75.8%
Consultant Services	\$9,876,730	10.4%
Equipment and Furniture	\$3,643,897	3.8%
Other Costs	\$6,966,256	7.3%
Project Management	\$2,549,462	2.7%
Total Project Costs	\$95,000,000	100%

Proposed Funding

State Capital Request 23-25	\$20,000,000	21.1%
State Capital Request 25-27	\$75,000,000	78.9%
Total Funding	\$95,000,000	100%

METRICS & INDICATORS:

	<u>Current</u>	<u>Targets</u>		<u>Current</u>	<u>Targets</u>
Net Assignable GSF	100,000	-	Construction Cost/GSF	\$720	-
Gross SF	65,000	-	Project Cost/GSF	\$950	-
Efficiency (NASF/GSF)	65%	-	Operating Cost/GSF	TBD	-
			Renewal Costs/GSF	TBD	\$8.78

SCHEDULE:

2023				2024				2025				2026				2027				2028				2029			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

PLANNING

DB TEAM

DEFINITION/PRECONSTRUCTION

CONSTRUCTION

PROJECT SUMMARY

Demand Area: Renewal
Type: Institutional Capital

Anderson Hall Renovation for College of Environment

REGENTS ACTIONS:

- September 2021
- Project approval for \$30 million
 - Delegated authority to award Design Build contract

OBJECTIVES:

- Maintain competitive excellence in instruction, research and recruitment.
- Provide world-class internationally recognized knowledge and leadership for environmental and natural resources issues.
- Support modern teaching pedagogies and increase capacity for general use.
- Preserve historic facility, enhance accessibility and bring structure and systems up to code compliance.

DESCRIPTION: Substantial alteration addressing code deficiencies such as: structural, seismic, life safety, hazardous materials and accessibility. Replacement of heating, ventilation, plumbing, electrical, fire protection, mechanical, and communication and alarm systems for functionality and reduced operating costs. Complete renewal of building envelope to prevent water infiltration and improve energy performance and occupant comfort. Classroom size flexibility and functionality to be increased with multimedia and furniture upgrades.

FINANCIALS:

Proposed Project Budget

Construction Cost	\$22,973,130	76.5%
Consultant Services	\$3,597,600	12.0%
Equipment and Furniture	\$744,364	2.5%
Other Costs	\$587,237	2.0%
Project Management	\$2,097,669	7.0%
Total Project Costs	\$30,000,000	100%

Proposed Funding

State Bldg/Const. Account	\$200,000	0.7%
UWF Programmatic Renewal	\$150,000	0.5%
State Capital Request 21-23	\$3,000,000	10.0%
State Capital Request 23-25	\$17,650,000	58.8%
Unit Equity	\$9,000,000	30.0%
Total Funding	\$30,000,000	100%

BENCHMARKS:

UW Clark Hall Renovation (2010)	\$935	Project Cost/GSF
UW Denny Hall Renovation (2016)	\$813	Project Cost/GSF
Parrington Hall Renovation (2020)	\$410	Project Cost/GSF
Kincaid Hall Renovation (2021)	\$542	Project Cost/GSF

METRICS & INDICATORS:

	<u>Current</u>	<u>Targets</u>		<u>Current</u>	<u>Targets</u>
Net Assignable GSF	21,480	TBD	Construction Cost/GSF	\$685	TBD
Gross SF	33,543	TBD	Project Cost/GSF	\$894	TBD
Efficiency (NASF/GSF)	64%	TBD	Operating Cost/GSF	NC	TBD
			Renewal Costs/GSF	NC	TBD

SCHEDULE:

2020				2021				2022				2023				2024			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
						PL													
							DB												
								DEF/PRECONSTRUCTION											
												CONSTRUCTION							
																		MOVE	

PROJECT SUMMARY

Demand Area: Renewal
Type: Institutional Capital

College of Arts & Sciences (A&S) Building Renovations

REGENTS ACTIONS:

- June 2021
- Delegated authority to engage with and select developer
 - Approved project budget of \$15M to be funded by Provost, College of Arts & Science and donors
 - Delegation of authority to the President or her designee to execute all transaction documents

- OBJECTIVES:**
- Invest in gathering space and learning environments to raise faculty, staff, and student morale.
 - Create a first floor creative hub that functions as a campus focal point for the Arts.
 - Broadcast the Arts on the Quad, on campus, and in the community at large.
 - Address safety and accessibility issues while improving flexibility in all areas.

DESCRIPTION: The project will be implemented in two phases as noted below.

Art Building Base Scope: Interior improvements to the Jacob Lawrence Gallery, ceramics studio, surrounding north wing spaces and courtyard, creating a safe, energy efficient environment that meets program needs. Upgrade interior finishes; improve MEP systems, safety and work flow; provide relevant security, access and equitable office space; and modernize FFE. Improve specialized waste management systems, including exterior storage for propane tanks. If costs are favorable, improvements to the woodshop, studio classroom and adjoining Advanced Concepts Lab will be provided.

Music Building Base Scope: A comprehensive renovation of the Brechemin Auditorium including fixed seating, finishes, reconfigured backstage and support spaces, AV, lighting, and recording equipment. Transformation of Lecture Hall 213 into a Recital Hall including lighting, equipment and finished. Upgrades to corridors and lobby areas outside these spaces will receive finish upgrades.

FINANCIALS:

<u>Proposed Project Budget</u>				<u>Proposed Funding</u>			
Construction Cost	\$11,746,902	78.3%		Provost	\$4,000,000	26.7%	
Consultant Services	\$424,376	2.8%		College of Arts & Sciences	\$4,000,000	26.7%	
Equipment and Furniture	\$813,544	5.4%		Donor Funding	\$7,000,000	46.6%	
Project Management	\$464,496	3.1%		Total Funding	\$15,000,000	100%	
Estimated Escalation	\$1,550,682	10.4%					
Total Project Costs	\$15,000,000	100%					

BENCHMARKS:

Parrington Hall Renovation (2020)	\$410	Project Cost/GSF
Kincaid Hall Renovation (2021)	\$542	Project Cost/GSF

METRICS & INDICATORS:

	Current	Targets		Current	Targets
Net Assignable GSF	-	-	Construction Cost/GSF	\$662	-
Gross SF	22,659	-	Project Cost/GSF	-	-
Efficiency (NASF/GSF)	64%	-	Operating Cost/GSF	-	-
			Renewal Costs/GSF	-	-

SCHEDULE: Phase 1- Art Building Renovation

2021				2022				2023				2024				2025			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
PLANNING																			
				DESIGN															
					CONSTRUCTION														
							MOVE												

PROJECT SUMMARY

Demand Area: Renewal
Type: Institutional Capital

UW Library Storage Renovation / iSchool Relocation

REGENTS ACTIONS:

- None anticipated

OBJECTIVES:

- Further UW Libraries' initiative to relocate collections to offsite space at Sand Point to better serve the collection stewardship mission and free up space on campus for student and faculty study and collaboration.
- Provide safe, climate-controlled collections space for UW Libraries' collections.
- Provide consolidated interim space for iSchool while search for permanent location continues.
- Serve iSchool's students, faculty, and staff by providing improved office, classroom, and dry lab space and support funded research.

DESCRIPTION: This project will create 30,000 ASF off-site collections space for use by UW Libraries in Sand Point Building 5D, Floor 4 and will reorganize and relocate Library collections to vacate Allen South 1st Floor and Kane Hall Basement. Allen South 1st Floor will be retrofitted for use by iSchool until a long-term, single-location solution is available. Project sequencing is expected to be as follows:

1. Construction of an enclosed and insulated 30,000 ASF off-site shelving space at Sand Point 5D, 4th Floor.
2. Installation of new and existing/relocated shelving (new shelving to be maximized as budget allows).
3. Movement of materials from various locations on campus per direction from UW Libraries.
4. Retrofit of Allen South 1st Floor for use by iSchool, improvements to iSchool space in Mary Gates Hall 3rd Floor.

FINANCIALS:

Proposed Project Budget

Construction Cost	\$6,176,610	79.2%
Consultant Services	\$232,663	2.9%
Equipment and Furniture	\$426,017	5.5%
Other Costs	\$546,500	7.0%
Project Management	\$418,210	5.4%
Total Project Costs	\$7,800,000	100%

Proposed Funding

Provost Funds	\$2,626,348	33.7%
Program Renewal	\$1,201,626	15.4%
iSchool Reserves	\$626,348	8.0%
Library Reserves	\$126,348	1.6%
Provost Loan to iSchool	\$2,000,000	25.6%
Libraries FAST Loan	\$1,225,956	15.7%
Total Funding	\$7,806,626	100%

METRICS & INDICATORS:

	<u>Current</u>	<u>Targets</u>		<u>Current</u>	<u>Targets</u>
Net Assignable GSF	41,000	-	Construction Cost/GSF	\$128	-
Gross SF	50,000	-	Project Cost/GSF	\$156	-
Efficiency (NASF/GSF)	82%	-	Operating Cost/GSF	-	-
			Renewal Costs/GSF	-	-

SCHEDULE:

2020		2021				2022				2023				2024				2025	
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
PLANNING																			
			DESIGN																
					CONSTRUCTION														
								CLOSEOUT											

PROJECT SUMMARY				Demand Area: Renewal Type: Institutional Capital	
ASUW Shell House Restoration					
REGENTS ACTIONS:					
TBD	<ul style="list-style-type: none">Project approval for \$10 million capital + \$3 million M+ODelegated authority to award Design Build contract				
OBJECTIVES:					
<ul style="list-style-type: none">Restore 100-year-old historic building while preserving the unique sense of place.Preserve exposed wood timbers, grand doors, ceilings and character of the structure.Provide modernized utility infrastructure.Comply with accessibility and life safety code.Upgrade program functions to be flexible and accommodate multiple uses.Improve adjacent landscape and access consistent with Campus Master Plan.					
DESCRIPTION: The existing building on the Montlake Cut was constructed in 1918 and was originally occupied as a US Navy seaplane hangar. Transfer of ownership to the UW revised the occupancy to construction and storing of rowing shells and for training UW rowers. The building is now largely vacant and used for gathering events and historical oversight of the UW rowing legacy. The scope of the project addresses improvements required to revitalize this building while maintaining the historical nature of the building. The improvements include site work for accessibility, utilities, increased electrical service, structural improvements, envelope thermal insulation, heating and ventilation, restrooms, stabilizing existing hangar doors, construction of a glass curtain wall in the exiting hangar door opening, fire protection and fire alarm, power, data, communications, and lighting.					
FINANCIALS:					
Proposed Project Budget (excludes M&O)			Proposed Funding		
Construction Cost	\$8,053,176	80.5%	Gift Funding	\$10,000,000	76.9%
Consultant Services	\$615,559	6.2%	Gift Funding (M&O)	\$3,000,000	23.1%
Equipment and Furniture	\$462,993	4.6%	Total Funding	\$13,000,000	100%
Other Costs	\$345,370	3.5%			
Project Management	\$522,902	5.2%			
Total Project Costs	\$10,000,000	100%			
BENCHMARKS:					
UW Clark Hall Renovation (2010)			\$935	Project Cost/GSF	
UW Denny Hall Renovation (2016)			\$813	Project Cost/GSF	
Parrington Hall Renovation (2020)			\$410	Project Cost/GSF	
Kincaid Hall Renovation (2021)			\$542	Project Cost/GSF	
METRICS & INDICATORS:					
	Current	Targets		Current	Targets
Net Assignable GSF	8,480	-	Construction Cost/GSF	-	\$564
Gross SF	10,600	-	Project Cost/GSF	-	\$940
Efficiency (NASF/GSF)	80%	-	Operating Cost/GSF	-	\$7.50
			Renewal Costs/GSF	-	\$7.00
SCHEDULE:					
To be determined.					

PROJECT SUMMARY				Demand Area: Growth Type: Institutional Capital	
College of Education – Early Learning Campus, Mt. Baker					
REGENTS ACTIONS:					
February 2022	• Delegated authority to engage with the City of Seattle on final terms				
March 2022	• Project Approval for \$57 million + \$15 million O+M (15 yr.) • Approved final terms with the City. • Delegation of authority to execute final terms with the City.				
OBJECTIVES:					
• Access: Deliver high-quality childcare and preschool programs including high-demand family support services. • Workforce Development: Provide affordable, relevant, and innovative professional-development and degree-completion programs to early-learning professionals. • Systems Improvement: Support incubation and rapid-cycle innovation in early-learning practices while providing equitable dissemination infrastructure that reaches every Head Start, Early Head Start, and most EACAP programs in the state.					
DESCRIPTION: The city of Seattle has assembled 3.79 acres of land adjacent to the Mount Baker Link light rail station, at Rainier Ave S. and S. McClellan street. A state capital-budget proviso mandates that the property be redeveloped for affordable housing and educational use, including a possible early-learning focus. This is an ideal location to deliver early learning services, support existing service providers, and incubate emerging services and providers. It is the proposed home of the Early Learning Campus. An advisory board made up of Southeast Seattle families and community leaders has joined with faculty members from the UW College of Education to shepherd the effort. Together, they have met with elected officials, the city government's Office of Housing and the Department of Education and Early Learning, and many community groups to explore and co-design the proposed initiative.					
FINANCIALS:					
Proposed Project Budget			Proposed Funding		
Capital Acquisition	\$36,000,000		Donor Funding	100%	
Capital TI Cost (including FF&E)	\$20,000,000		NOTE: No University Debt will be incurred for this project.		
Legal Fees & Expenses at Commencement	\$75,000				
Total Estimated Upfront Costs	\$56,075,000				
Operating Expenses (15 years)	\$15,100,000				
Mid Term Tenant Improvements/Renewal	\$625,850				
Total Estimated Upfront and Ongoing Costs	\$71,800,850				
METRICS & INDICATORS:					
	Current	Targets		Current	Targets
Net Assignable GSF	-	-	Construction Cost/GSF	\$896	-
Gross SF	62,585	-	Project Cost/GSF	-	-
Efficiency (NASF/GSF)	-	-	Operating Cost/GSF*	\$14	-
*Operating expenses include a 3% per annum increase.					
SCHEDULE:					
The City is driving the schedule for this development. It's currently anticipated that construction would begin immediately following the execution of the agreement between the University and the City of Seattle.					

CLINICAL CAPITAL

PROJECT SUMMARY

Demand Area: Renewal
Type: Clinical Capital

UW Medicine (Medical Centers) - Montlake Campus Membrane Repair

REGENTS ACTIONS:

November 2020

November 2021

Delegated authority to award Design Build contract (initial definition work)

Project approval for fully defined scope, schedule, and budget

OBJECTIVES:

Provide a complete and long-term solution to the ongoing threat of water infiltration underneath the Northwest and Main Entry Courts of UWMC Montlake Campus, while providing for improved ADA accessibility and accommodating increased pedestrian and bicycle movement in a manner which minimizes conflicts, congestion, and optimizes the use of valuable campus open space for a diversity of uses.

DESCRIPTION:

The existing waterproofing membrane underneath the Northwest and Main Entry Courts is beyond its service life and failures have been an ongoing challenge to operations, equipment, and patient care for UWMC. The intended scope of this project will include demolition of existing hardscape, excavation to expose existing waterproofing, and complete replacement of the existing waterproofing membrane, flashings, and associated systems. The existing waterproofing includes the horizontal waterproofing on the Level 3 structural deck (primarily), potentially the Level 2 structural deck and below-grade walls at these locations, the waterproofing at horizontal and vertical seismic joints, and the transitions where the waterproofing turns up onto the above-grade walls or down onto the below-grade walls of the existing Medical Center.

The project scope will also include new landscape and hardscape improvements that are appropriate for significant open spaces at the leading hospital in our region, will enhance the visitor, patient and staff experience, and are visually pleasing when viewed from above. Developing safe, effective, and attractive solutions for a dense interface of pedestrians, cyclists, cars and transit is a key aspect of the project. The project is expected to require a multi-phased approach to allow for continuous 24/7 access to the Medical Center, and the design-builder will be responsible for developing a design and construction phasing plan.

FINANCIALS:

Proposed Project Budget

Construction Cost

Consultant Services

Equipment

Other Costs

Project Management

Total Project Budget

\$33,526,800

\$4,140,600

\$321,600

\$603,000

\$1,608,000

\$40,200,000

83.4%

10.3%

0.8%

1.5%

4.0%

100%

Proposed Funding

ILP Debt Funds

Central Equity

Total Funding

\$25,600,000

\$14,600,000

\$40,200,000

63.7%

36.3%

100%

SCHEDULE:

2020		2021				2022				2023				2024				2025	
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
	DB TEAM																		
		DEFINITION/DESIGN																	
						CONSTRUCTION													
																		CLOSEOUT	

PROJECT SUMMARY

Demand Area: Renewal
Type: Clinical Capital

UW Medicine (Medical Centers) - Plaza Café Remodel

REGENTS ACTIONS:

- September 2021
- Project approval
 - Delegated authority to award Design Build contract

OBJECTIVES:

- Improve the overall patient and family experience at UWMC - Montlake.
- Improve efficiencies and create more cost effective delivery of services.
- Eliminate significant deferred maintenance backlog in the café and kitchen area.

DESCRIPTION: Renovation of dining and kitchen areas. The project will address electrical and mechanical systems, lighting, interior finishes and furnishings to recast the dining experience and improve efficiencies. Project schedule assumes a phased renovation.

FINANCIALS:

Proposed Project Budget

Construction Cost	\$13,400,000	67.0%
Consultant Services	\$2,400,000	12.0%
Other	\$4,200,000	21.0%

Total Project Budget \$20,000,000 100%

Proposed Funding

UW Medicine Unit Equity	\$20,000,000	100%
Total Funding	\$20,000,000	100%

SCHEDULE:

2021				2022				2023				2024				2025			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	PLANNING																		
			TEAM																
					DEFINITION/DESIGN														
									PHASED CONSTRUCTION										

PROJECT SUMMARY

Demand Area: Clinical
Type: Clinical Capital

UW Medicine - Primary and Specialty Care Expansion

REGENTS ACTIONS:

- October 2021
- Project approval
 - Approve use of ILP Funds
 - Delegate authority to award Design Build contract

OBJECTIVES:

- Provide additional primary and specialty care capacity for key service lines in order to grow strategic market volumes.

DESCRIPTION: UW Medicine has strategic initiatives to grow market share in key areas within the greater Puget Sound region. This project will provide capacity for additional primary and specialty care and related ancillary services. The additional volume generated from this expansion is anticipated to improve access for key service lines.

FINANCIALS: Project costs are not yet finalized and planning work for this project is just underway. Project execution is anticipated to occur starting late in FY22 and continuing into FY24.

Proposed Project Budget

Construction Cost	\$26,200,000	80.0%
Consultant Services	\$3,275,000	10.0%
Equipment and Furniture	\$3,275,000	10.0%
Total Project Costs	\$32,750,000	100%

Proposed Funding

ILP Debt Funds	\$32,750,000	100%
Total Funding	\$32,750,000	100%

SCHEDULE:

2021				2022				2023				2024				2025			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	PLANNING																		
			TEAM																
					DEFINITION/DESIGN														
								CONSTRUCTION											

PROJECT SUMMARY

Demand Area: Clinical
Type: Clinical Capital

UW Medicine (Medical Centers) - Procedural Space

REGENTS ACTIONS:

- September 2021
- Project approval
 - Approve use of ILP Funds
 - Delegate authority to award Design Build contract

OBJECTIVES:

- Relocate and expand capacity for procedures both to grow the program and allow for relief of volumes.
- Vacated procedural suite on the main campus will allow for future OR expansion on the Northwest main campus (OR expansion not included in this project scope).

DESCRIPTION: The vacated space on the main campus will be remodeled to create procedural suites to accommodate projected volume demand. This project will allow for procedural growth of one of the key strategic service lines within UW Medicine. Volumes at Montlake are at full capacity so this project will allow for the decanting of these lower acuity procedures to be focused on the Northwest campus. The project is not yet fully planned and developed but is anticipated to occur over a two-year period starting in FY22.

FINANCIALS:

Proposed Project Budget

Construction Cost	\$7,700,000	70.0%
Consultant Services	\$1,650,000	15.0%
Other Costs	\$1,650,000	15.0%
Total Project Costs	\$11,000,000	100%

Proposed Funding

ILP Debt Funds	\$11,000,000	100%
Total Funding	\$11,000,000	100%

SCHEDULE:

2021				2022				2023				2024				2025			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	PLANNING																		
			TEAM																
				DEFINITION/DESIGN															
								CONSTRUCTION											

PROJECT SUMMARY			Demand Area: Clinical Type: Clinical Capital		
UW Medicine (Medical Centers) – Other Clinical Capital Projects					
REGENTS ACTIONS:					
Date TBD		<ul style="list-style-type: none">Regents will review and approve a dedicated amount of ILP debt funding for groupings of small projects (under \$15M) on an annual basis as part of the review of UW Medicine’s Long Range Financial Plan (LRFP). To implement all the projects on the LRPF, UWMC local equity will also be leveraged. All projects will be executed under delegated authority.			
OBJECTIVES:					
		<ul style="list-style-type: none">Capital projects in the clinical enterprise support ongoing operations and strategic initiatives for each of the UW Medical Centers and clinics in keeping with the Strategic Refresh.			
DESCRIPTION:					
Construction – Core Capital: All of the UW medical centers require constant life cycle renewal and programmatic renewal to keep up with a rapidly changing industry and to adequately maintain the facilities. This set of projects ensures that the most pressing facilities needs can be addressed at each medical center. In many cases these projects complement larger initiatives at the respective medical centers. Fund sources to be deployed for these projects include ILP debt and local equity. Examples of projects include asset upgrades critical to Operations and Maintenance, Radiation Oncology, and Radiology.					
Equipment – Core Capital: Continual re-investment in medical and diagnostic equipment is critical in order to provide the most effective patient care possible. The capital investments in this grouping will ensure equipment at the medical centers is replaced and upgraded in a timely and strategic manner. Fund sources to be deployed for these projects include ILP debt and local equity. Examples of projects include medical and diagnostic equipment to support the Heart Institute, PCS, Perioperative Care, Radiation Oncology, and Radiology.					
Strategic Service Line Expansion: As part of UW Medicine’s Strategic Refresh a series of capital investments have been identified that will help advance UW Medicine’s position in the market. These projects focus on enhancing and expanding services at various locations throughout the system. Fund sources to be deployed for these projects include ILP debt and local equity. Examples of expansion projects include opportunities for the Heart Institute, Neurosciences Institute, Spine, Transplant, and Women & Children. Examples of refresh projects includes opportunities for ACD, Inpatient Care, Pharmacy, Psychiatric Care, and Perioperative Care.					
Campus Reconfiguration/Backfill at Northwest: In order to provide additional capacity for complex quaternary patient care on the Montlake Campus of UWMC, reconfiguration of existing clinical space on the Northwest campus is needed. A number spaces will be redesigned and updated to enable the relocation of certain services from Montlake to Northwest, providing much needed clinical space to expand services for key strategic services line growth on the Montlake campus.					
IT Improvements: One of the most rapidly changing areas of the clinical enterprise is IT. This has become especially apparent in the current situation as we work remotely and patients seek assistance remotely. The investments in this group will be funded through local equity.					
FINANCIALS:					
Proposed Project Budget			Proposed Funding		
Total Project Costs	\$449,450,000	100%	ILP Debt Funds	\$173,250,000	38.5%
			UW Medicine Unit Equity	\$276,200,000	61.5%
			Total Funding	\$449,450,000	100%
SCHEDULE:					
Individual project schedules in development.					

GLOSSARY

Appropriation: Legal authorization granted by the Washington state legislature to make expenditures and incur obligations for specific purposes.

Asset Preservation: Capital improvement projects that involve major repairs or rehabilitation of existing University facilities. This is a specific category of projects generally appropriated from the UW Building Account. It includes both Minor Works (projects below \$2 million) and Major Preservation (projects above \$2 million that are not subject to Minor Works restrictions).

Active Projects: Projects that have been approved by the Regents and are in process. These projects will continue to draw on current capital resources until they are complete, so they are included in the Five-Year Capital Budget.

Benchmarks: Similar past projects are used to help set expectations and budgets for planned projects.

Bridge Program: Gift-supported projects are based on pledges made to the University with specific stipulations about timing and payments. The Bridge Program is a short-term loan funded internally to accommodate timing differences between the expenditures and the pledge payments. Interest is charged but often at a different rate than long-term debt through the Internal Lending Program.

Building Account: A state-appropriated fund source, comprised mainly of student building fees, timber revenues and Metropolitan Tract proceeds. Although the revenue is collected locally, the state legislature appropriates the funding. A portion of it is used for Preventive Facility Maintenance which directly supports the core maintenance for all campus buildings, ensuring a certain level of critical maintenance is achieved. This account also supports seismic improvements.

Central Equity: An internal fund source that represents the use of UW cash reserves.

Clinical: This term is meant to differentiate the clinical enterprise within UW Medicine from the academic and research activities. It includes UWMC - Montlake, UWMC - Northwest, Harborview Medical Center, Valley Medical Center, UW Neighborhood Clinics, and Airlift Northwest. The Long-Term Capital Plan identifies clinical demands that include renewal, growth and strategic projects within the clinical enterprise.

Clinical Capital: Proposed future investments specifically for UW Medicine, which uses its own scoring system to rank its projects and ensure alignment with the highest priorities at an enterprise level.

Core Capital: Proposed future investments funded through recurring capital, primarily the UW Building Account which is appropriated by the state each biennium. These projects are grouped into categories and each line item represents many individual projects that are generally delivered as part of a program.

Debt: Long-term debt borrowed by units for a capital project from the Internal Lending Program. These funds are secured by general obligation bonds issued by the University. This does not include short-term borrowing from the Bridge Program to account for cash flow differences in pledge payments.

Demand: The four primary drivers of capital expenditures are growth (research or student FTEs), renewal or reinvestment in our existing facilities, strategic investments that have the potential to change the direction of the University, and clinical (see above).

Gross Square Foot (GSF): The total number of square feet of a building, measuring from the outside of the exterior walls and including all floors, walls, shafts, etc.

Gifts: Philanthropic support has been a vital source of funding for capital over the years and will continue to be in the future. Capital gifts have been historically used to fund academic, research and athletic projects.

Institutional Capital: All planned major capital investments, other than clinical projects, are in this category. Projects that have already been approved by the Regents are considered to be Active Capital.

Life Cycle: Every component of a building has a useful life that depends on its use and maintenance cycle. Life cycles vary from just a few years for IT and finishes to 30 years for major equipment and roofs to even longer for structural components. Replacement or renewal of components at the end of their useful life ensures the building can remain useful.

Maintenance & Operations: The ongoing annual cost of a building, including utilities, custodial, grounds, and maintenance. These costs are funded through the UWF Operating Budget. Life cycle renewal is typically not included in this figure.

Metrics: These are included in each project summary, and they are meant to be measurements we can use to quickly compare outcomes across projects — generally about space utilization and costs.

Net New GSF: This represents the increase in the overall campus footprint. It is the gross square footage of the new building minus buildings that were demolished or leased space that was vacated.

Other (fund source): This can be either a fund source such as the planned bond issue by King County or an execution vehicle utilizing a P3 (Public/Private Partnership).

Project Objectives: These are meant to explain why we are doing the project. They are defined very early in the process and used throughout the project as a reminder of the drivers behind the project.

Renewal: Any reinvestment in an existing facility needed to keep up with the life cycle of the systems or with new safety or code requirements.

State Bond: A fund source that represents the direct appropriation of state capital funds to the UW for a specific project — the result of a UW state budget request or legislative priority.

Strategic: Capital investments that take advantage of opportunities and/or projects that have the potential to send the University in new directions. Examples include HRP, Finance Transformation, GIX, UDSB, Medical School in Spokane, etc.

Unit Equity: An internal fund source that represents the use of UW cash reserves accumulated over time by an academic or central unit, and specifically includes the following fund sources: General Operating Funds, Designated Operating Funds and Self Sustaining Funds.