

FIVE-YEAR CAPITAL BUDGET

Fiscal Year 2024

*Founders Hall
UW Foster School of Business
Opened Autumn 2022*

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EXECUTIVE SUMMARY

UW Facilities is pleased to provide the Board of Regents and University Leadership with the Five-Year Capital Budget for Fiscal Year 2024 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 FY24-FY28 Capital Budget represents a total project investment of **\$4.2 billion** with an annual cash flow of approximately **\$530 million** (\$2.6B) over the next five fiscal years. More than **\$420 million** of this total requires annual debt service payments, and just over **\$800 million** of this total is expected to come from external partnerships (requiring the UW to commit to **leasing of space**) as the University leverages land values, existing cash flows and partnerships with other agencies and private developers.

The University owns and operates a diverse variety of physical assets and has an obligation to properly maintain these assets to ensure they are safe, durable and that they 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 future investments to optimize these resources, reduce overall life cycle costs and enhance the productivity of institutional assets.

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

UW Facilities would like to acknowledge the continued contributions and support of University leadership, the Office of Planning & Budgeting, External Relations, Treasury, Advancement, UW Medicine, academic leadership, and all our institutional partners for their collaboration as this document was developed.

BACKGROUND

LONG-TERM CAPITAL PLAN

The Long-Term Capital Plan (LTCP) strategies developed in late 2019 - early 2020 continue to guide the overall allocations of the primary fund sources (state, debt, gift, and equity) to demand categories (clinical, growth, renewal, and strategic).¹ The Long-Term Capital Plan emphasizes the following:

- Increased capital investment in renovation or replacement of existing buildings (i.e., **facilities “renewal”**) to avoid further growth of the deferred maintenance backlog
 - this includes prioritizing renewal investments to accommodate program growth and limiting the total new square footage **facilities growth rate** of the campuses
- Providing on-going access to **capital for the clinical enterprise**
- Leveraging **partnerships** with external entities where industry capabilities can serve to further the UW mission

These strategies are mapped to the projected capital funding sources to ensure year by year decisions are aligned with these guidelines. Based on the historic level of funding available the following goals were 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 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

As has been emphasized over the past several years, the main institutional risk remains the continued growth of the deferred maintenance backlog. On the Seattle campus alone, the projected renewal need for Education & General Administration (E&G) facilities continues to grow by approximately \$100 million per year (see table below). One of the key LTCP strategies is mitigating this growth and ensuring investment in renewal projects remains a priority. Renewal projects can be the replacement (including demolition) of dated facilities with new, modern facilities, or strategic renovations of existing buildings or building systems that have the potential for continued service long into the future.

ESTIMATED DEFERRED MAINTENANCE BACKLOG

FACILITY TYPE	UW BOTHELL	UW SEATTLE	UW TACOMA	UWMC
E&G Facilities	\$23M (increasing @ \$4.3M/yr.)	\$2.6B (increasing @ \$100M/yr.)	TBD	TBD
Housing	\$0 ²	\$200M ³	TBD	-
Utilities	TBD	TBD	TBD	TBD
Athletics	-	TBD	-	-

¹ Please see the Glossary at the end of this document for demand category definitions.

² Following Husky Village demolition.

³ Will be greatly reduced after UH4 Adjacent Properties transaction and the Haggett & McMahon Hall projects.

LONG-TERM CAPITAL PLAN UPDATE

An update to the Long-Term Capital Plan is planned to come to the Board in September 2023.

At the time the LTCP was originally developed, the plan excluded utilities and infrastructure as part of the renewal demand category. Associated with our deferred maintenance risk mentioned earlier is the need for recapitalization of the natural gas-powered steam utility plant and transformation of the aging utility infrastructure. The intent of this recapitalization effort is to not only enable long term reliability and resilience of the utility infrastructure, but also to shift from carbon-based fuels to clean energy sources to help realize institutional sustainability goals and comply with increasing mandates from, and costs imposed by, regulatory agencies. Absent this investment, UW will continue to be at increased risk of system-wide failures and likely subject to both State and locally imposed penalties for carbon emissions and excess energy use.

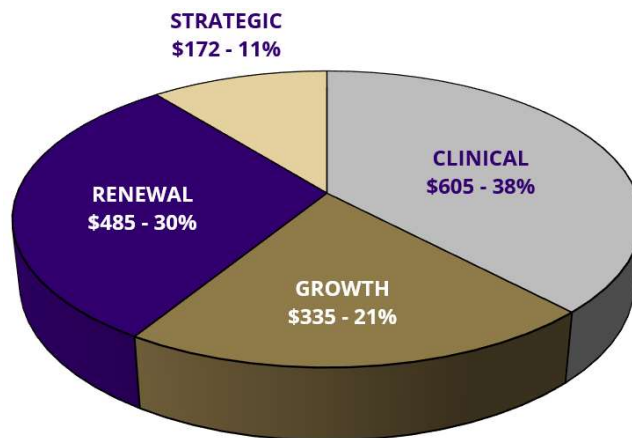
Planning for the provision of capital resources to renew and transform the utility plant and infrastructure to meet compliance mandates to reduce green-house gas emissions and energy use intensity on the Seattle campus is critical. Identifying how to pay for these investments, in addition to the aforementioned funding required for facility renewal via asset reinvestment (one-time capital) and annual stewardship (recurring capital), is necessary. Potential strategies might include partnerships with third party vendors, seeking grants, obtaining federal support (i.e., the Inflation Reduction Act incentives), State Climate Commitment Act proceeds, rebates, and other new sources of revenue. Many of these sources are incremental in nature, but when looked at in totality, could provide a foundation to build upon.

HOW ARE WE DOING?

OVERVIEW

The chart below shows the proposed distribution of the primary fund sources in the FY24 Five-Year Capital Budget based on the four LTCP demand categories. Based on the original LTCP target distributions the Clinical and Strategic categories are relatively close to the target percentages, Growth is more than double what is preferred, and Renewal is less than two-thirds of what is required to address ongoing institutional needs.

FY24-28 PROPOSED FUNDING DISTRIBUTION - \$1.6B*



**Chart excludes the Behavioral Health projects.*

As we start to revisit the four main strategies of the LTCP, the need to adjust the original assumptions regarding funding source availability and use will need to evolve to match current institutional initiatives and

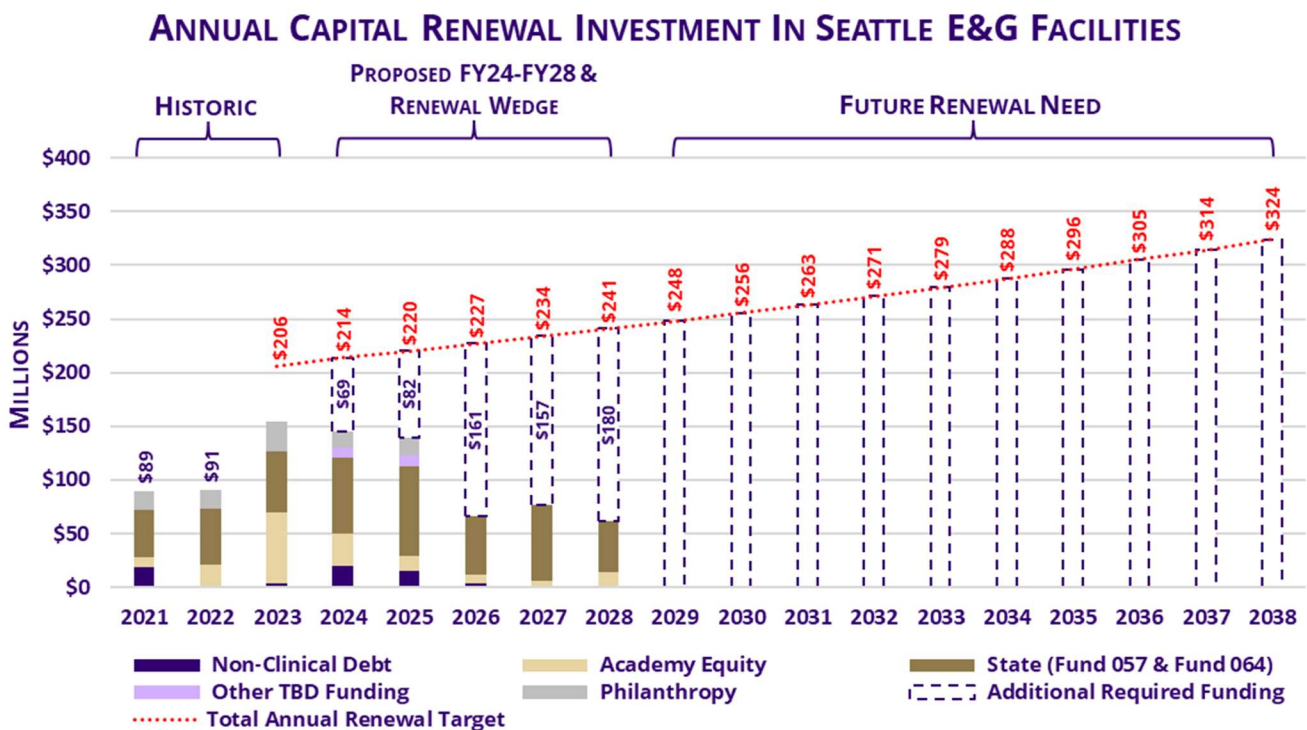
help close the renewal funding gap. A more definitive target for renewal is in development, which was informed by 1) a recent, comprehensive facility condition assessment of all Seattle campus educational and general administration facilities and 2) a strategy which was developed to reduce the institutional risk of deferred maintenance to a manageable level within 30 years. In order to execute this strategy to reduce institutional risk, the funding available for renewal projects would need to increase from the \$485 million currently allocated in this capital budget to \$1.1 billion over the next five years. Myriad strategies are being considered but not yet committed to meet this challenge.

INCREASED INVESTMENT IN RENEWAL

On an annual basis, UW Facilities continues to team with our campus partners to update forecasts regarding the growth, or sometimes decline, of the main funding sources identified in the LTCP for capital renewal expenditures. Those funding sources are:

- State Capital Bond Account (Fund 057)
- UW Building Account (Fund 064)
- Debt (clinical and non-clinical)
- Academy Equity (Central, Unit, and School of Medicine - excluding UWMC)
- UWMC Equity
- Philanthropy

As detailed earlier, and as documented in the recent Enterprise Risk Management brief, the main institutional risk remains the growth of the deferred maintenance backlog. The most recent estimates suggest that the deferred maintenance backlog in education & general administration (E&G) facilities on the Seattle Campus alone is \$2.6 billion. A detailed plan to reduce the backlog to what is considered by industry standards to be a manageable risk level within 30 years is in development. The identified “target” in investment is \$206 million per annum (in 2023 dollars).



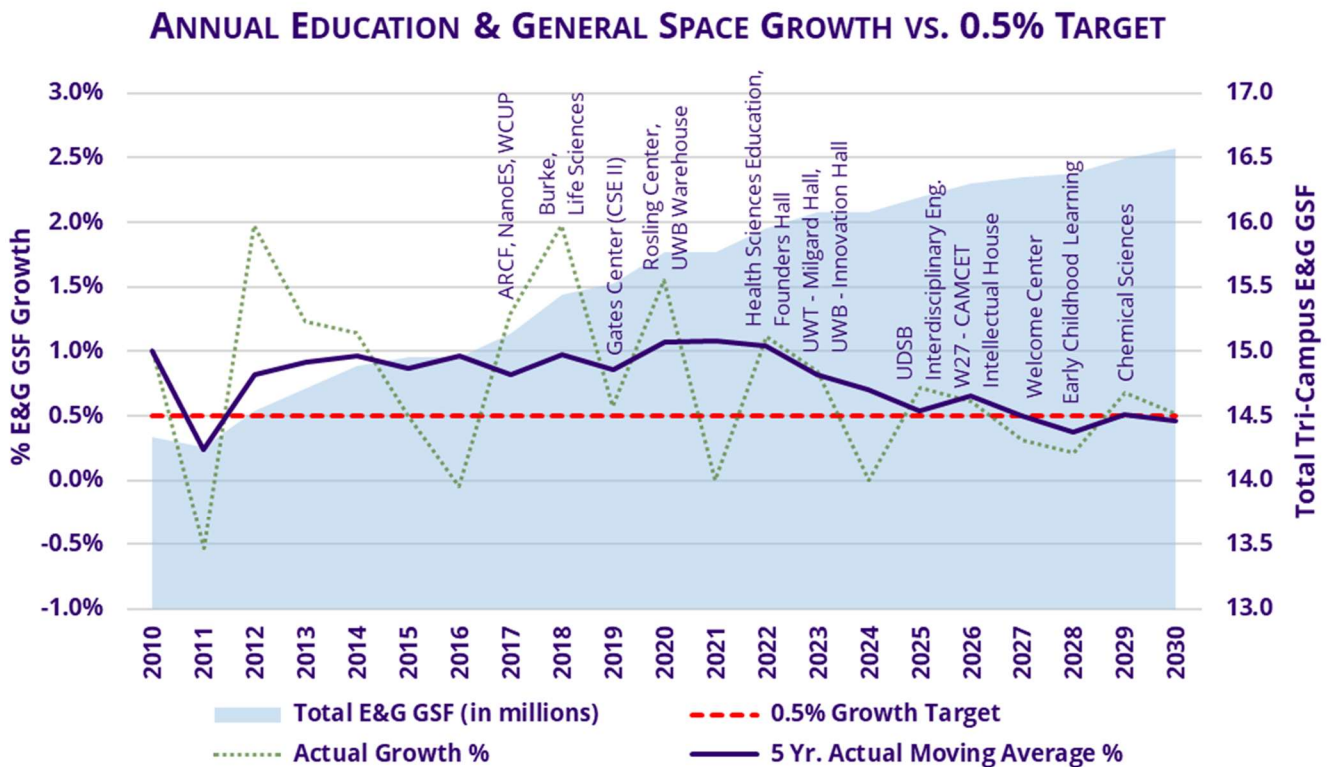
The chart on the previous page documents the amount of capital funding that has been directed towards renewal projects on the Seattle campus since 2021 and the amount currently planned for the FY24 Five-Year Capital Budget.

Although investment in capital renewal has been steadily increasing over the past few years, UW is falling well short of the identified target value. One of the main roadblocks to reaching that number is the lack of a source to service debt available for non-clinical projects. The LTCP assumes there will be approximately \$40-50 million of annual institutional debt capacity available for renewal projects. However, identifying ongoing sources available to cover debt service is a critical task that could require reductions in other institutional programs. In addition, developing projects that are attractive to both donors and public-private partners is essential to maximize potential renewal investment.

LIMITING GROWTH

One of the foundational strategies to maximize renewal investments is to accommodate any necessary program growth within the existing facility footprint and limit the amount of new space created. To support this effort, program growth that can be effectively housed in an existing facility renovated to suit the new use and address deferred maintenance should be considered the first option.

The chart below shows the progress made over the last several years to limit the growth of new E&G space across the institution. The chart also includes projects that are still under construction (or have yet to begin), and these projects create a trend line that begins to parallel the 0.5% target value of space growth in future years. Continued diligence in project selection will be required to maintain this positive trend.



CAPITAL FOR THE CLINICAL ENTERPRISE

Clinical demand is comprised of projects that support and bolster the mission and strategic objectives of the Clinical Enterprise. Although clinical demand is identified as a singular element of the four demand categories in the LTCP, and the associated target funding distribution, it encompasses elements of the other three (renewal, strategic, and growth) as well. The Clinical Enterprise needs to continue to make significant investments to address deferred maintenance, maintain safe and up-to-date infrastructure, and generate necessary revenue.

Until several years ago, most capital investments in the Clinical Enterprise were predominantly funded via clinical equity or cash reserves. The original LTCP forecasted clinical equity growing at 5% per annum. The current Five-Year Capital Budget deviates from this plan and assumes an increase in debt funded clinical capital investments. Starting with the FY21 Capital Budget, the UW Medical Center (UWMC) began working with the Office of Planning & Budgeting and Treasury to assign a debt wedge for planning purposes to support projects not funded with unit equity.

The institutional debt limit for capital investments is \$625 million over the next five years or approximately \$125 million per annum. Of this available capacity, UWMC has identified approximately \$70 million for use in FY24. This includes \$14.9 million for the Montlake Campus Membrane Repair & Landscape project previously approved in May 2022 (\$36.252 million total debt funding), \$6.3 million for UWMC Montlake Operating Room Expansion (to be delegated to the President by Board in June 2023), and approximately \$48.8 million for other small-works projects. Like the potential use of debt for increased investments in campus renewal, access to debt for the Clinical Enterprise is contingent upon detailed financial due diligence and risk assessment, including an assessment of the ability of the Clinical Enterprise to afford the risk (see *Capital Funding Guidelines* beginning on page 14).

LEVERAGING PARTNERSHIPS

The University has leveraged private sector expertise (partnerships) for close to 30 years and continues to do so today on a number of projects currently in development.

Potential benefits of partnerships include:

- Leveraging the expertise of a third party to further the UW mission
- Transferring risk to a third party (construction, lease-up, operating)
- Monetizing real estate assets (e.g., up-front and/or annual ground lease payments)

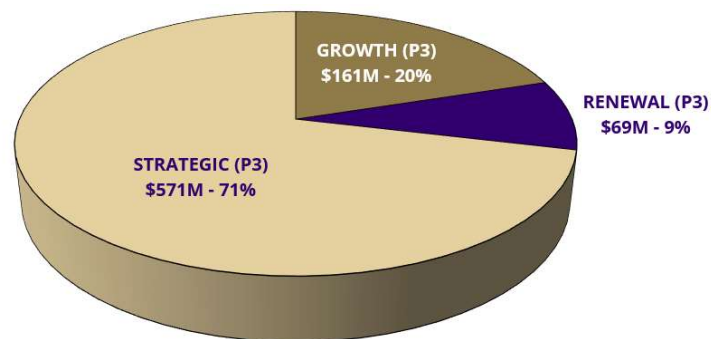
Issues to be considered:

- Rating agencies now consider partnership projects “on-credit,” but impact could be negative, neutral, or positive depending on the transaction structure and ongoing performance
- New Governmental Accounting Standards Board guidance eliminates the distinction between operating and capital leases. All future lease obligations are recorded on the institutional Balance Sheet (i.e., “on books”)
- Because the credit treatment could change over time, there is some risk to engaging in long-term agreements
- Potential use of future revenues, and higher cost of capital for project delivery

Because of the complexity of partnership agreements, the Capital Planning Advisory Team (CPAT) requested support from subject matter experts, which resulted in the creation of the Project Finance and Legal (PFAL) group. This group is a small, focused team of campus experts in real estate, facilities, finance, procurement and legal that is chartered by CPAT and exists to advise CPAT and senior leadership and perform the initial evaluation of a partnership opportunity. The PFAL team is guided by the *Public Private Partnerships Governance Framework* adopted in 2022.

The chart below provides a high-level recap of which demand categories these projects have helped support to date. In general, the majority of our current partnerships support strategic demand, some growth but do little to address renewal. To date, the LTCP has not specifically targeted partnerships as a source of funding for renewal. However, we anticipate that there is significant potential for interest by external partners to support energy transformation initiatives (which in many cases are actually more strategic in nature than simply renewal) and associated deferred maintenance backlog reduction going forward.

PARTNERSHIP CAPITAL DISTRIBUTION - \$801M



Current partnership projects included in the FY24 Five-Year Capital Budget include:

- W27 – Center for Advanced Materials and Clean Energy Technologies (page 29)
- UW Bothell - Student Housing (page 32)
- University District Station Development (page 34)
- Housing & Food Services – UH4 (University Housing Four Properties) (page 54)
- Welcome Center (page 57)

RELATIONSHIP TO OPERATING BUDGET

Since every proposed capital project influences the University's Annual Operating Budget, starting in 2020, the Board's practice has been to concurrently review and approve both the Annual Operating and the Five-Year Capital Budgets to make sure appropriate congruency exists between the two.

One of the keys in maximizing the life cycle of any proposed facility is ensuring funding will be available to support appropriate ongoing maintenance and operations (M&O), including anticipated systems renewal costs. However, since this process was not a cornerstone of the capital planning strategy until recently, one of the biggest challenges we continue to face is the deferred maintenance backlog.

As facilities are added, M&O costs automatically increase, yet in many cases full (or additional) funding for these increased costs is not provided by the state due to the funding mix used to construct the facility or in some cases the actual space use category. Because of this issue, the Capital Funding Guidelines now require

that full funding for annual M&O and renewal be committed before beginning any new building project. In some cases, this has included incremental funding from individual units.

CAPITAL BUDGETING PROCESS OVERVIEW

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 as outlined below.

STEP 1 - IDENTIFICATION OF POTENTIAL INVESTMENTS

The capital budget process begins with the visions of the President and Provost, and an alignment of the needs assessment of the Chancellors in Bothell and Tacoma and the Deans of each school and college, the Clinical Enterprise leadership and auxiliaries' leadership. 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. With ongoing counsel from the Capital Planning Advisory Team (see Step 2 below), projects are created with specific objectives, budgets, and funding strategies and then funding feasibility is evaluated with Advancement, Government Relations, Planning & Budgeting and Treasury. Each project is scored based on a multi-criteria scoring process that allows projects to be ranked while adjusting as external conditions change.

The process for identifying clinical investments is similar and is based on UW Medicine's capital planning efforts which are regularly reviewed by the UW Medicine Advisory Board. As specific investments are identified, each is scoped and scored using a similar multi-criteria prioritization system, with fine-tuning to match the needs of the Clinical Enterprise.

To be considered for the Five-Year Capital Budget, all projects must meet firm criteria to realistically move forward within the next five years. Project goals must be well established in addition to a defined project scope, a target budget based on selected benchmarks, a feasible funding plan and an identified source for ongoing M&O and renewal costs.

STEP 2 - CAPITAL PLANNING ADVISORY TEAM

Since the fall of 2021, the Capital Planning Advisory Team (CPAT) has been charged to bring a strategic focus and better organization and alignment to capital planning efforts. During the majority of 2022, the CPAT committee refreshed the comprehensive capital planning strategy for the University, resulting in the creation of Administrative Policy Statement (APS) 38.1 "Capital Planning and Space Stewardship" which is in the final stages of refinement and will provide clarity and transparency around capital planning policies and procedures.

CPATs ongoing role remains recommending projects that best balance a myriad of competing needs while working to:

- Reduce the deferred maintenance backlog to a manageable level
- Enable functional, beautiful space from renovation and replacement

- Review growth projects, such as net new square feet and public private partnerships to ensure alignment with University mission
- Help deliver a prioritized Five-Year Capital Budget with equity, inclusion, accessibility, sustainability, and financial sustainability at its center

The work of the team continues to be:

- Reviewing major unit and interdisciplinary capital needs and prioritizing projects, as advisory to the Provost and President
- Ensuring that policy guidelines have been met, funding plans are complete and sound, shared common good spaces and assets are prioritized, and maintenance and operations plans are complete and sound
- Advising the Provost and President as to what projects should be advanced as part of the University's Five-Year Capital Budget, presented to the Board of Regents for action every June

For the FY24 Capital Budget, the members of CPAT were presented with six new projects to review, score, and prioritize (see table below). Of these, CPAT determined two were developed enough and supported institutional goals to merit inclusion as "Institutional Capital." The projects are: (1) Burke Gilman Trail Corridor Renovation – Phase 2 (page 59) and (2) School of Dentistry - D1 Renovation - Digital Simulation Center (page 60). As these projects continue to be refined, there is the potential to eventually move to "Active Capital" to be evaluated and reviewed by the Board for approval. In addition to the two projects that CPAT recommended to the Executive Office for inclusion in the capital budget, there was strong support for projects at UW Bothell, UW Tacoma and the Energy Transformation Program that is currently in the process of being developed.

PROJECTS SUBMITTED TO CPAT FOR CONSIDERATION IN FY24

CPAT RANK	PROJECT NAME	SCORE (100)	INCLUDED IN FY24 CAPITAL BUDGET	REQUIRES ADDITIONAL INPUT
1	UW Bothell – Husky Hall	93	NO	YES
2	Burke Gilman Trail Corridor Renovation – Phase 2	84	YES	-
3	Energy Transformation	78	NO	YES
4	School of Dentistry – D1 Renovation Dental Simulation Center	75	YES	-
5	UW Tacoma – Jefferson Commons	71	NO	YES
6	Library Off-Site Storage	66	NO	YES

Although not a specific project presented to CPAT, the state has provided \$3 million of funding in the 23-25 Legislative Session to support the continued development of our Clean Energy Strategy (page 48) via proceeds from the Climate Commitment Account. This will allow the University to retain an energy services partner to conduct the detailed engineering analysis necessary to refine the elements. This will include timelines of energy service proposals, refined cost estimates and prioritization/dependency analyses to turn this strategy into an implementation plan that is aligned with other University strategic initiatives.

Targeting future funding from the Climate Commitment Account represents a new source of capital generated from the quarterly state auctions of emissions allowances that some greenhouse gas emitters need to purchase (inc. the UW) and aligns perfectly with our Energy Transformation Program mentioned above.

STEP 3 - TESTING & REFINEMENT

After individual projects are scored and ranked by CPAT, the University's overall priorities and capacities are considered to construct a comprehensive and integrated capital budget. Funding assumptions are fine-tuned to align with total available capacity. This is an iterative process and includes reviews by CPAT, UW Facilities, UW Executive Office (President and Provost), deans and faculty governing entities.

STEP 4 - APPROVAL OF THE CAPITAL BUDGET

The UW Board of Regents reviews the Five-Year Capital Budget in conjunction with the annual review of the University's Annual Operating Budget. The response along with continued feedback from the UW Executive Office and faculty governing entities, alongside a financial assessment of the University's capacity, shape the final Five-Year Capital Budget presented for approval to the Regents in June.

STEP 5 - APPROVAL OF INDIVIDUAL PROJECTS

After each project is fully formed and funding commitments confirmed, each project over \$15 million must be separately approved by the Board of Regents. This approval includes commitments of debt from either the [Internal Lending Program](#) or the [Bridge Program](#) (which addresses the timing gap between project expenditures and the receipt of gift funds to accelerate project construction). Projects in the \$5 million to \$15 million range are executed under delegated authority to the Vice President of Facilities 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 review of the UW Medicine Long Range Financial Plan. This process allows the Regents to respond to changing priorities and external constraints.

CAPITAL FUNDING SOURCES

As the University looks to build upon the number of funding sources available to address the growing number of institutional needs and risks, it is useful to review both the historical and potential (new) sources that might be available to help address these issues in a comprehensive manner.

The current LTCP considers the "historical" funding sources as part of its allocation strategies to address the four demand areas, but understandably has yet to consider some of the recent sources that have been identified more discretely over the past several years. Moving forward, there is a great opportunity to better incorporate these potential sources into the University's long-term strategies.

HISTORICAL SOURCES

State Capital Bond Account (Fund 057) ≈ \$50 million per annum

State Capital Bond Account funding represents an appropriation of funds for specific projects as a result of specific capital budget requests or legislative priorities (i.e., Behavioral Health). Funding acquired from this account is competitive in nature and detailed project proposals must be prepared in order to be considered for this fund source. Since the State Constitution limits debt service for the Bond Account to a maximum of 8.25 percent of the six-year average of general state revenues, this source rarely increases dramatically.

UW Building Account (Fund 064) ≈ \$34 million per annum

A State appropriated fund source comprised mainly of student building fees, DNR timber revenues, and Metropolitan Tract proceeds. Although the revenue is collected by the University, the State legislature appropriates the funding. The funding from this account is generally used to pay debt service on outstanding bonds, supplement preventive maintenance for facilities in Seattle (via an operating budget transfer), and fund asset preservation projects on all three campuses. In the recent past it has been used to support major capital projects as well. This shift in usage over time has directly impacted the UW's ability to fund ongoing renewal work, contributing to the accumulated deferred maintenance backlog.

Debt (clinical and non-clinical) ≈ \$125 million capacity per annum

Debt is an external funding source that is repaid over time using University funds. It represents a commitment of future revenues to make debt payments (principal and interest). The University estimates debt capacity annually by projecting institutional growth and benchmarking to peers. The current five-year debt capacity (FY24-FY28) is \$625 million.

Academy Equity ≈ \$41 million per annum

Academy Equity is an internal funding source that represents the use of UW cash reserves.

UWMC Equity ≈ \$50 million per annum

In the past, the UWMC (Clinical) equity amount for capital was calculated as the difference in capital demand per year less \$50 million per year in debt. However, at that time the debt wedge allocation was \$50 million per year versus the \$70 million for FY24. The equity target is now based upon a specific list of projects funded by a combination of both debt and unit equity, with detailed due diligence around UWMC's ability to service the debt (see *Capital for the Clinical Enterprise* on page 8).

Philanthropy ≈ \$43 million per annum

Donor support has been a vital source of funding for capital over the years and will continue to be in the future. Gifts have traditionally been committed to fund academic, research and sports facilities. The UW has been fortunate in the last number of years to receive significant gifts for important projects like the Hans Rosling Center, Haring Center Renovation, and the Interdisciplinary Engineering Building just to name a few. As facility renewal becomes the focus, identifying opportunities for donor support for these projects can be a key component of the solution.

Partnership Proceeds – TBD

Public Private Partnerships (P3's) are a project delivery method that has the potential to reduce risk to the UW, leverage expertise of the private sector and preserve institutional capital. Each P3 model is reviewed in the context of the risk of development and management, the control the University has over the process and the project, and the return the University can expect to receive from the project. The factors favoring a traditional approach and the factors favoring a partnership with the private sector (which could cost more in the long term) will be reviewed to help determine if a potential project is likely to benefit from a public/private venture. The previously referenced *Public Private Partnerships Governance Framework* requires

that a detailed financial analysis showing the cost-benefit of the P3 vs. self-financing is undertaken early in the process to ensure the University is making a prudent choice.

POTENTIAL NEW SOURCES

Climate Commitment Act Proceeds – TBD (\$25 million received in the 23-25 biennium)

In 2021, the Legislature passed the governor requested Climate Commitment Act (CCA). It requires Washington to reduce air pollution in overburdened communities and to cap and continue to reduce climate pollution going forward. The quarterly auctions that are the keystone of this cap-and-invest program will generate substantial revenue that must, by law, be invested in critical climate projects throughout the state. The CCA established three primary accounts and two sub-accounts to house cap-and-invest auction proceeds until they are appropriated for specific projects by the Legislature. The University was successful in receiving 45% (\$25.65 million) of the total funding provided to all the state higher education institutions from the Climate Commitment Account (one of the three primary accounts mentioned above) and will request funds from this source in the future.

Federal Inflation Reduction Act Proceeds – TBD

The Inflation Reduction Act (IRA) allows a refundable tax credit for tax-exempt entities under Internal Revenue Code (IRC) Section 6417. Qualifying “applicable entities” include states and political subdivisions (as well as other qualifying entities such as 501(c)(3) entities). The Internal Revenue Service (IRS) is currently developing guidance on the IRA direct payment in lieu of tax credit provisions, which we hope will clarify whether the term “state or political division” includes state agencies and instrumentalities or just states and political subdivisions. Discussions are currently underway with UW Federal Relations to better understand how this potential resource can help support the Energy Transformation Program.

CAPITAL FUNDING GUIDELINES

Continuous investment is required to ensure the proper stewardship of the University’s buildings, grounds, and infrastructure. The three main campuses are constantly evolving, and UW recognizes that additions and modifications to the fabric of these campuses can strain resources if not planned, prioritized, and funded appropriately. The following guidelines connect funding commitments to approval of capital projects.

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 \$15 million. Before projects are presented for approval, they must follow the steps outlined in the Capital Funding Guidelines and meet the requirements of each milestone.

CAPITAL FUNDING COMMITMENTS

The full range of potential fund sources is explored and evaluated for each capital project. For projects requiring state funding, for example, the default intent is to broaden the reach of state dollars by supporting 33% of the project budget from local equity or donor funds. Similarly, projects should have no more than 80%

of the total cost funded by debt. This requirement 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 a 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 capital appropriation language
- For loans from the Internal Lending Program, financial due diligence must be completed by the Treasury Office
- For donor funding, fully executed pledges must be in place, 10% of the gifts received, and availability of bridge loan financing confirmed
- For local funds, a separately identifiable budget must be established with the fully committed amount deposited. This includes any necessary commitments for M&O and renewal

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 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

Written commitments must be in place for 100% of the donor pledges for a project to seek Regent approval to move on to the execution phase. In addition, a minimum of 10% of the donor funding must be in hand.

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 Advancement and the Vice President of UW Facilities.

To match project cash flow needs with gift flow during the construction project, a bridge loan may be established by the Treasury Office 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 depending on project size. All pledge agreements for capital projects shall additionally include the signature of the Vice President of UW Facilities.

FUNDING FOR MAINTENANCE & OPERATIONS + RENEWAL

If new incremental (net-new) space is added to the tri-campus facility inventory, 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 as mentioned earlier. Several fund sources may be utilized to provide this funding (e.g., state funds, unit funds, operating revenue, building endowments, etc.). Projects that anticipate utilizing state funding to satisfy these requirements must provide a secondary funding source, or “backstop” commitment prior to approval of the project.

FIVE-YEAR CAPITAL BUDGET

PROJECT TYPES

The following summary tables of the preliminary Five-Year Capital Budget shows individual projects 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 or are being executed under Delegated Authority (less than \$15M) and are underway. Each of these projects will continue to draw on the University's capital resources over the next five years, and together they account for roughly 46% of the total Five-Year Capital Budget. The risks associated with each project and its fund sources are included in the individual Project Summaries section which begins on page 24.

PROPOSED NEW INVESTMENTS

CORE CAPITAL: Projects funded by recurring capital sources, primarily the UW Building Account. Asset Preservation projects are smaller projects typically performed by internal staff. Program Renewal is funded centrally and focuses primarily on academic space and general assignment classrooms. Accessibility Improvements are also part of the capital strategy to help ensure ADA compliant access to programs, services, and activities throughout the institution. The Seismic Improvements project continues the phased approach to addressing unreinforced masonry on the Seattle campus. The Power Plant project focuses on optimizing and repairing the steam infrastructure in advance of eventual conversion to hot water. Core Capital also includes several new additions related to recapitalization of the Seattle campus energy infrastructure.

INSTITUTIONAL CAPITAL: 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.

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

PROJECT COST ESCALATION

The overall outlook for commercial construction, and the potential for cost escalation to begin to slow and return to more normal rates, is starting to turn positive. This appears to be occurring despite continual challenges and the ongoing uncertainty regarding the overall economy, including increased interest rates. According to several industry publications, construction starts in 2022 ended on a positive note.

In general, it does appear that materials costs are beginning to stabilize, although long lead times and material shortages remain a constant issue for some projects. Similarly, the availability of skilled labor remains challenging due to the smaller and aging workforce and the still robust number of construction projects currently underway in the region.

The yearly escalation percentage in construction costs averaged 6.7% for 2022 (calendar year) across all regional markets tracked by Mortenson Construction. Fortunately, Seattle is no longer leading the way in cost escalation, as it had been for the past several years with a slightly less annual increase of 4.9%. In the very long term, "normal" escalation is considered to be in the 3% range, but fluctuations are normal and can be pronounced, as seen in recent years

As mentioned last year, the project formation process needs to continue to monitor these issues so that proposed project budgets are both accurate and reasonable based on informed forecasts of future costs.

ACTIVE CAPITAL

All budget and funding numbers are in \$ millions. The P3 projects shown include only the cost of construction of University occupied space and do not include the cost of lease payments.

Project Name	Primary Demand Area	Budget	Prior Spend	FY2024 - FY2028 Projected Spend									P3	Future Spend FY29-FY33
				State Bond	UW Bldg. Account	Debt	Gift	Central Equity	Unit Equity	Other ¹	UW Total			
Destination One Epic (D1 Epic)	Strategic	171.5	161.7	-	-	7.4	-	-	-	2.4	9.8	-	-	
Finance Transformation	Strategic	339.9	290.7	-	-	49.2	-	-	-	-	49.2	-	-	
UWMC - NWH Behavioral Health Teaching Facility	Clinical	244.0	215.4	18.6	-	-	-	-	-	10.0	28.6	-	-	
College of Engineering - Interdisciplinary Engineering Building - Phase I(a)	Growth	96.0	36.7	13.3	-	5.0	26.1	6.0	8.9	-	59.3	-	-	
W27 - Center for Advanced Materials and Clean Energy Technologies	Growth	292.1	32.5	14.2	-	-	47.8	-	0.8	6.0	68.8	190.7	-	
UW Bothell - Innovation Hall	Growth	80.5	74.5	4.2	-	-	-	-	1.8	-	6.0	-	-	
UW Bothell - Housing Replacement	Growth	173.2	131.6	-	-	-	-	-	1.6	-	1.6	40.0	-	
Haring Center Renovation	Renewal	37.6	25.8	-	-	-	7.2	-	4.6	-	11.8	-	-	
University District Station Development	Strategic	208.6	8.9	-	-	-	-	8.0	-	-	8.0	191.7	-	
ICA Basketball Training Facility	Growth	59.6	5.5	-	-	-	54.2	-	-	-	54.2	-	-	
UW Library Storage Renovation / iSchool Relocation	Renewal	10.6	9.5	-	-	-	-	1.1	-	-	1.1	-	-	
IMA Locker Rooms and Pool Replacement	Renewal	28.0	21.7	-	-	5.5	-	-	0.8	-	6.4	-	-	
UWMC - NWH Behavioral Health Renovation	Clinical	15.0	1.2	13.8	-	-	-	-	-	-	13.8	-	-	
Renovation/Replacement Magnuson Health Sciences Bldg - Phase 2	Renewal	64.0	2.8	61.2	-	-	-	-	-	-	61.2	-	-	
Laboratory Medicine & Pathology	Strategic	77.0	20.4	-	-	-	-	-	56.6	-	56.6	-	-	
Anderson Hall Renovation for College of Environment	Renewal	40.8	1.6	28.7	-	-	-	1.6	9.0	-	39.2	-	-	
TOTALS		1,938.6	1,040.5	153.9	-	67.2	135.3	16.7	84.1	18.4	475.6	422.4	-	

¹ "Other" funding represents funding sources that are still being determined or are not direct institutional obligations.

PROPOSED NEW INVESTMENTS

All budget and funding numbers are in \$ millions. The P3 projects shown include only the cost of construction of University occupied space and do not include the cost of lease payments.

CORE CAPITAL

Project Name	Primary Demand Area	Budget	Prior Spend	FY2024 - FY2028 Projected Spend								Future Spend FY29-FY33	
				State Bond	UW Bldg. Account	Debt	Gift	Central Equity	Unit Equity	Other ¹	UW Total		P3
Asset Preservation (Minor Works and Major Preservation)	Renewal	223.0	86.0	-	113.6	-	-	-	-	-	113.6	-	23.4
Program Renewal (Classroom Modernization Effort)	Renewal	52.5	20.7	-	-	-	-	27.9	-	-	27.9	-	4.0
Accessibility Improvements	Renewal	12.7	8.9	-	-	-	-	3.8	-	-	3.8	-	-
Seismic Improvements	Renewal	109.4	41.4	-	31.8	-	-	-	-	-	31.8	-	36.2
Power Plant - Phase 1 Infrastructure Renewal	Renewal	27.5	22.9	-	-	-	-	4.1	0.5	-	4.6	-	-
Infrastructure Renewal	Renewal	54.3	-	-	31.2	-	-	-	-	15.0	46.2	-	8.1
Clean Energy Strategy	Renewal	3.0	-	-	-	-	-	-	-	3.0	3.0	-	-
TOTALS		482.4	179.9	-	176.6	-	-	35.7	0.5	18.0	230.8	-	71.6

Note: Asset Preservation and Program Renewal calculations utilize four fiscal years for "Prior Spend" and one year for "Future Spend" even though these funding sources (UW Bldg. Account and Central Equity) are anticipated to provide a consistent level of funding for future projects. The current Infrastructure Renewal forecast assumes that the \$25.825 million operating transfer from the UW Building Account for Preventive Maintenance will continue into the foreseeable future.

INSTITUTIONAL CAPITAL

Project Name	Primary Demand Area	Budget	Prior Spend	FY2024 - FY2028 Projected Spend								Future Spend FY29-FY33	
				State Bond	UW Bldg. Account	Debt	Gift	Central Equity	Unit Equity	Other ¹	UW Total		P3
Intellectual House - Phase 2	Growth	12.0	0.2	9.0	-	-	2.8	-	-	-	11.8	-	-
Chemical Sciences Modernization	Renewal	240.0	0.0	200.0	-	-	-	-	40.0	-	240.0	-	-
ASUW Shell House Restoration	Renewal	15.5	0.7	-	-	-	12.8	-	-	2.0	14.8	-	-
College of Education - Early Learning Center, Rainier Valley	Growth	35.2	-	-	-	-	35.2	-	-	-	35.2	-	-
HFS - University Housing Four Properties UH4	Strategic	360.5	-	-	-	-	-	-	-	-	-	360.5	-
HFS - Haggett Hall	Renewal	165.0	5.0	-	-	-	-	-	160.0	-	160.0	-	-
HFS - McMahon Hall	Renewal	190.0	-	-	-	-	-	-	10.0	-	10.0	-	180.0
Welcome Center	Strategic	71.0	0.2	-	-	-	45.3	-	4.8	2.0	52.1	18.7	-
UW Tacoma - Land Acquisition	Strategic	7.7	-	7.7	-	-	-	-	-	-	7.7	-	-
Burke Gilman Trail Corridor Renovation - Phase 2	Renewal	16.0	-	-	-	-	-	-	-	8.3	8.3	-	7.7
School of Dentistry - D1 Renovation - Digital Simulation Center	Renewal	3.5	-	-	-	-	1.0	1.0	1.5	-	3.5	-	-
TOTALS		1,116.3	6.2	216.7	-	-	97.0	1.0	216.3	12.3	543.3	379.2	187.7

¹ "Other" funding represents funding sources that are still being determined or are not direct institutional obligations.

CLINICAL CAPITAL

All budget and funding numbers are in \$ millions.

Project Name	Primary Demand Area	Budget	Prior Spend	FY2024 - FY2028 Projected Spend								UW Total	P3	Future Spend FY29-FY33
				State Bond	UW Bldg. Account	Debt	Gift	Central Equity	Unit Equity	Other ¹				
INDIVIDUAL PROJECTS														
UWMC - Montlake Campus Membrane Repair	Renewal	51.2	18.9	-	-	32.3	-	-	-	-	32.3	-	-	
UWMC - Plaza Café Remodel	Renewal	96.4	0.5	-	-	93.9	-	-	2.0	-	95.9	-	-	
UWMC - Primary and Specialty Care Expansion	Strategic	221.0	42.9	-	-	178.1	-	-	-	-	178.1	-	-	
GROUPED PROJECTS ²														
UWMC - Core Capital Equipment	Renewal	148.2	-	-	-	6.7	-	-	141.5	-	148.2	-	-	
UWMC - Deferred Maintenance	Renewal	47.8	21.2	-	-	26.6	-	-	-	-	26.6	-	-	
UWMC - End of Life Equipment	Renewal	9.0	6.6	-	-	2.3	-	-	-	-	2.3	-	-	
UWMC - Strategic Service Line Expansion	Strategic	20.2	3.0	-	-	15.1	-	-	2.1	-	17.2	-	-	
UWMC - IT	Strategic	96.8	-	-	-	-	-	-	96.8	-	96.8	-	-	
TOTALS		690.6	93.1	-	-	355.1	-	-	242.4	-	597.5	-	-	

¹ "Other" funding represents funding sources that are still being determined or are not direct institutional obligations.

² May include projects that will require future Regental approval/reporting.

SUMMARY

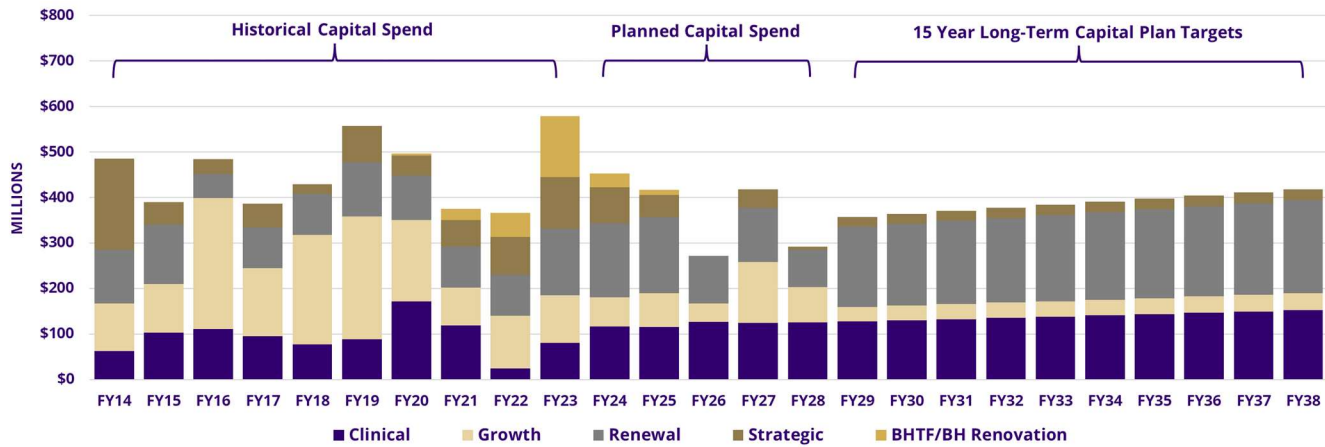
All budget and funding numbers are in \$ millions. The P3 projects shown include only the cost of construction of University occupied space and do not include the cost of lease payments.

Project Type	Budget	Prior Spend	FY2024 - FY2028 Projected Spend (Rounded)								UW Total	P3	Future Spend FY29-FY33
			State Bond	UW Bldg. Account	Debt	Gift	Central Equity	Unit Equity	Other ¹				
Active Capital	1,939	1,041	154	-	67	135	17	84	18	475	422	-	
Core Capital	482	180	-	177	-	-	36	1	18	232	-	72	
Institutional Capital	1,116	6	217	-	-	97	1	216	12	543	379	188	
Clinical Capital	691	93	-	-	355	-	-	242	-	597	-	-	
PROJECTS TOTAL	4,228	1,320	371	177	422	232	54	543	48	1,847	801	260	

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 next two charts illustrate that evolution.

FIVE-YEAR CAPITAL BUDGET TO LONG-TERM DEMAND



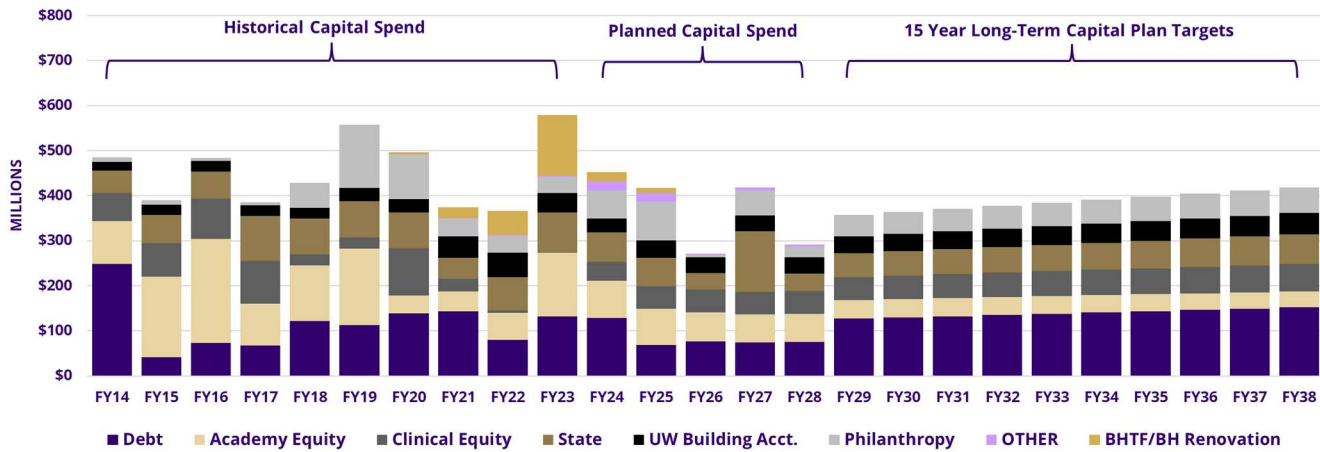
This chart shows both historical and proposed capital spending categorized by demand type. This review of annual capital spending illustrates a steady rate of future capital spending, but a shift in demand areas is evident. The years prior to FY21 are notable for a heavy period of growth, with new housing in West and North campus, new research space in South Lake Union, multiple new facilities on the Seattle Campus, and new buildings at the Bothell and Tacoma campuses. While of great benefit to the University, this focus on growth limited spending on renovation and clinical projects (Destination One Epic is the notable exception in FY20).

The FY24 version of the Five-Year Capital Budget continues to work toward rebalancing the capital portfolio as active projects are completed and the LTCP strategies focus on investments in the Clinical Enterprise and facility renewal in conjunction with the decline in overall spending compared to the historical capital spend.

The new Behavioral Health Teaching Facility and the Behavioral Health Renovation have been separated out because of the unique funding situations (funded by the state outside of University request process), to normalize the historical and anticipated spending patterns.

Note: This chart does not include projects which utilize partnerships. Please refer to the Partnership Capital Distribution chart on page 9 for a recap of the demand areas related to the projects that include capital from partnerships.

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



This chart shows both historical and proposed capital spending by fund source. A heavy reliance on debt in FY14 is notable, along with a sharp drop in FY15 as the University began to constrain its 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, decreasing by 1% per annum in the latest forecast. The use of debt to fund capital investments continues to be underutilized due to constraints in servicing additional debt (e.g., lack of identified funding source). Although philanthropy is expected to decrease by 2% per annum it remains a key component in capital financing, as long as projects are formed and identified with elements that donors support.

Mitigating the risk of growing deferred maintenance backlog and modernizing utility infrastructure remain high institutional priorities, and significant work remains to plan capital projects that address both areas and not only utilize existing funding streams (including debt, philanthropy, state appropriations, and academy and clinical equity), but look for new sources of funding that will be required to solve these issues. UW Facilities is developing an Implementation Plan to guide deferred maintenance investments over the next decade along with a framework for the ensuing years.

Again, the Behavioral Health Teaching Facility and the Behavioral Health Renovation have been shown separately because they are seen as incremental funding from the state.

Note: This chart does not include projects which utilize partnerships.

PROJECT SUMMARIES

ACTIVE CAPITAL

PROJECT SUMMARY															Demand Area: Strategic Type: Active Capital														
Destination One Epic (D1 Epic)																													
REGENTS ACTIONS:																													
July 2018					<ul style="list-style-type: none"> Approved project budget of \$159.5 million and use of ILP to fund up to \$129 million 																								
February 2021					<ul style="list-style-type: none"> Approval of a \$12 million increase to the project budget and updated Go-Live date 																								
OBJECTIVES:																													
<ul style="list-style-type: none"> Improve workflows and reduce costs. Reduce the number of systems used across the Consolidated Clinical Enterprise of UW Medicine and standardized work across the continuum of patient care. Move to a single enterprise-wide electronic health record (EHR) solution. 																													
DESCRIPTION: Destination One Epic, or D1 Epic, is a new connected care experience that UW Medicine implemented to expand to a single, enterprise-wide electronic health record system for all clinical and revenue operations. It essentially makes it more convenient for medical professionals to access patient information, while also streamlining business operations.																													
FINANCIALS:																													
Approved Project Budget										Approved Funding																			
Internal Labor	\$65,100,000	37.9%	UWM ILP Borrowings	\$128,400,000	74.9%	External Labor	\$53,100,000	30.9%	UWMC Equity	\$22,400,000	13.1%	EHR Software Licenses	\$13,300,000	7.8%	HMC Equity	\$14,450,000	8.4%	Vendor Services	\$19,300,000	11.3%	SCCA Equity	\$6,250,000	3.6%	Other Costs	\$20,700,000	12.1%	Total Funding	\$171,500,000	100%
Total Project Budget			\$171,500,000			100%																							
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										
		DESIGN & BUILD																											
				TEST & SITE PREP																									
												★ GO LIVE																	
												STABILIZE																	
																★ GO LIVE 2													

PROJECT SUMMARY
Demand Area: Strategic
Type: Active Capital

Finance Transformation
REGENTS ACTIONS:

- | | |
|----------------|---|
| July 2019 | • Stage 1 Approval to begin design. |
| December 2019 | • Stage 2 Approval to adopt a budget of \$269.3 million for the UW Finance Transformation program;
• Approve project financing of up to \$180 million;
• Approve the use of \$50 million of funds from the reserves of the Internal Lending Program (ILP); and
• Delegate authority to the President or her designee to execute project vendor contracts and/or other related documents, as necessary. |
| September 2021 | • Increasing the project budget from \$269.3 million to \$339.9 million; and
• Delaying the project go-live to July 1, 2023. |

- 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 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 2021 to confirm and update the approved program scope, schedule, and budget. At the end of the phase, the program team made a recommendation to the program Sponsors regarding any changes to scope, schedule, or budget. The scenario recommended by staff to the Sponsors was for a year extension in the program "go live." Accordingly, the costs included in the capital plan include the additional estimated costs for a year schedule delay. The extension and additional funding were approved by the program Sponsors and by the Regents.

FINANCIALS:

Approved Project Budget			Approved Funding		
Readiness & Design	\$23,980,000	7.1%	External Debt	\$177,950,000	52.4%
Implementation Labor	\$243,250,000	71.6%	Unit Equity	\$83,400,000	24.5%
Workday Subscription	\$26,310,000	7.7%	Central Equity	\$78,570,000	23.1%
Other Costs	\$17,660,000	5.2%	Total Funding	\$339,920,000	100%
Contingency	\$28,720,000	8.4%			
Total Project Budget	\$339,920,000	100%			

SCHEDULE:

- | | |
|---------------------------------|---|
| Design: | July 2019 - December 2019 |
| Financial Management: | July 2023 |
| Adaptive Insights for Planning: | August 2022 (Release 1) and August 2023 (Release 2) |
| Stabilization: | December 2023 |

PROJECT SUMMARY
Demand Area: Clinical
Type: Active Capital

UW Medicine - Behavioral Health Teaching Facility
REGENTS ACTIONS:

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

OBJECTIVES:

- **Integrate:** Innovative and comprehensive care, offered in a healing environment, to help patients with behavioral health recovery.
- **Heal:** Alternative to existing long-term (90/180-day) civil commitment beds at Western State Hospital.
- **Educate:** Training site for the next generation of health and behavioral health care providers for Washington State.
- **Innovate:** Support the first of its kind 24/7 365 day a year tele-psych program
- **Safeguard:** Ensure safe environment for patients, providers, staff, trainees, and visitors.
- **Sustain:** Project design to incorporate required infrastructure upgrades & connectivity for hospital's essential services.
- **Honor:** Preserve and evolve campus vision, including how patients and visitors experience the campus.
- **Welcome:** Provide a welcoming and healing environment that will raise public awareness about the importance of behavioral health and its impact to the health of all our families and our communities.

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. The University should maximize the use of medical/surgery beds within the facility 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:

Approved Project Budget			Approved Funding		
Construction Cost	\$197,513,609	80.9%	State Bldg/Const. Account 19-21	\$33,250,000	13.6%
Consultant Services	\$27,503,971	11.3%	State Bldg/Const. Account 21-23	\$200,750,000	82.3%
Equipment and Furniture	\$8,211,257	3.4%	State Capital Assistance Account	\$10,000,000	4.1%
Other Costs	\$4,400,612	1.8%	Total Funding	\$244,000,000	100%
Project Management	\$6,370,551	2.6%			
Total Project Costs	\$244,000,000	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:

	Current	Target		Current	Target
Net Assignable SF	149,841	-	Construction Cost/GSF	\$1,073	-
Gross Square Feet	184,159	-	Project Cost/GSF	\$1,324	-
Efficiency (NASF/GSF)	81%	-			

SCHEDULE:

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

PROJECT SUMMARY
Demand Area: Growth 69% - Renewal 31%

Type: Active Capital

Interdisciplinary Engineering Building
REGENTS ACTIONS:

- | | |
|------------|--|
| June 2020 | <ul style="list-style-type: none"> Delegated Authority to Award Design Build Contract, Site Selection and Project Budget (\$75,070,000) |
| Match 2023 | <ul style="list-style-type: none"> An increase in the project budget from \$75.07 million to \$96.035 million; The use of up to \$5.0 million from the Internal Lending Program (ILP) for a portion of the construction costs; The use of the ILP Bridge Program to fund expenditures relating to unrealized pledges with a maximum borrowing of \$7.7 million and a loan term not to exceed five years; and, Delegation of authority to the President or her designee to execute contracts required to execute the project. |

OBJECTIVES:

- Provide an educational experience that prepares undergraduate students to be leaders.
- Increase diversity and access to foster excellence.
- Accommodate the nearly doubling in the number of undergraduate students over the last 12 years.
- Build interdisciplinary collaborations that inspire innovation.
- Create industry partnerships to increase impact.
- Focus on key global challenges where they achieve greatest impact and excellence.

DESCRIPTION: The new Interdisciplinary Engineering Building (IEB) facility will provide the capacity to alleviate existing space deficits within the College of Engineering and provide student services and a “home base” for the first year and sophomore classes. The IEB will 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:

Approved Project Budget			Approved Funding		
Acquisition/Enabling Costs	\$4,038,750	4.2%	State Bldg/Const. Account 17-19	\$600,000	0.6%
Construction Contracts	\$82,597,629	86.0%	UW Building Account 19-21	\$4,000,000	4.2%
Consultant Services	\$2,087,591	2.2%	State Bldg/Const. Account 21-23	\$45,400,000	47.3%
Equipment and Furniture	\$1,378,125	1.4%	Donor Funding ¹	\$26,100,000	27.2%
Other Costs	\$2,753,301	2.9%	ILP Debt Funds	\$5,000,000	5.2%
Project Management	\$3,179,604	3.3%	College of Engineering Equity ²	\$8,935,000	9.3%
Total Project Costs	\$96,035,000	100%	Central Equity	\$6,000,000	6.2%
			Total Funding	\$96,035,000	100%

¹ Reflects donor pledges plus gifts on-hand as of 11/30/2022. Excludes interest earning on donor funds. Funding is net of 5.0% assessment fee.

² College equity is expected to be reimbursed by donor pledges to be received after construction is complete. Costs of issuance associated with the ILP loan (\$35,000) also to be paid from College equity.

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:

	Current	Target		Current	Target
Net Assignable SF	41,500	-	Construction Cost/GSF	\$1,101	\$704
Gross Square Feet	75,000	-	Project Cost/GSF	\$1,280	\$1,001
Efficiency (NASF/GSF)	55%	-			

SCHEDULE:

2019	2020				2021				2022				2023				2024				2025	
Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	
PLANNING																						
			DB TEAM																			
					DEFINITION/PRECONSTRUCTION																	
								ENABLING														
												CONSTRUCTION										
																						MOVE

PROJECT SUMMARY
Demand Area: Growth 70% - Renewal 30%

Type: Active Capital

W27 – Center for Advanced Materials and Clean Energy Technologies
REGENTS ACTIONS:

- December 2019 • Site Selection, Solicitation of Developer Proposals
- March 2022 • Approve agreement to lease, ground lease, and building lease; and
- Delegate authority to President or her designee to execute all transaction documents

OBJECTIVES:

- Foster collaborative research between the University and other public and private entities that accelerates solutions for a healthy planet.
- Provide world-class innovation space for students and researchers.

DESCRIPTION: The University will ground lease Site W27 to developer, Wexford Science + Technology LLC, to construct an 11-story building of approximately 340,000 GSF which will include about 115 below-grade parking stalls. To clear the development area, several buildings will be vacated and demolished, along with 95 parking stalls in lots W12 and W13. The University will lease back space in the building for lab intensive research units focused on solutions for a healthy planet. University occupancy will provide the opportunity to closely collaborate with other public and private sector tenants in the building working on compatible research and technologies focused on solutions for a healthy planet. Other project elements include landscaping improvements to the 1.2-acre site, upgrades to the Burke Gilman Trail, and creation of a mid-block pathway between sites W27 and W26 to the north.

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 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. 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 provided \$29 million to help catalyze the development. These funds will be used for enabling projects, tenant improvements and equipment for the Clean Energy Institute, one of the building's anchor tenants.

Approved Project Budget

Wexford Costs		
Construction Hard + Soft Costs	\$202,500,000	97.1%
Project Management Fees	\$5,000,000	2.4%
Predev. Reimbursement to UW	\$1,000,000	0.5%
Total Wexford Project Costs	\$208,500,000	100%

UW Costs

CEI - Bowman Expenses	\$11,755,000	14.1%
CEI - TIs & W27 Enabling	\$18,295,000	21.9%
Inst. for Protein Design – TIs	\$24,850,000	29.7%
Brotman Baty Inst. – TIs	\$22,700,000	27.1%
Unidentified Tenants – Tis	\$6,000,000	7.2%
Total UW Project Costs	\$83,600,000	100%

Total Project Costs **\$292,100,000**
Approved Funding

State Bldg/Const. Account 15-17	\$9,000,000	10.8%
State Bldg/Const. Account 17-19	\$19,988,000	23.9%
Donor – Inst. for Protein Design ¹	\$24,850,000	29.7%
Donor – Brotman Baty Institute ¹	\$22,700,000	27.1%
Donor – Clean Energy Institute	\$260,000	0.3%
Unit Equity (CEI Reserves)	\$800,000	1.0%
Other (Unidentified Tenants) ²	\$6,000,000	7.2%
Total UW Funding	\$83,598,000	100%

¹ If there is a shortfall in philanthropy funding, TI's will be covered in accordance with MOU between SOM and OPB.

² Remaining tenants yet to be identified and funding secured.

BENCHMARKS:

Wentworth Institute (Boston) – 60/40 Lab/Office (648,974 GSF - 2026)	\$822 Project Cost/GSF
UC Davis Lab East (Sacramento) (326,700 GSF – 2025)	\$676 Project Cost/GSF
Biomedical Campus Building 2 (Phoenix) – 50/50 Lab/Office (265,255 GSF – 2024)	\$603 Project Cost/GSF
3838 Market St. (Philadelphia) – 50/50 Lab/Office (255,850 GSF – 2024)	\$598 Project Cost/GSF
City Square (Philadelphia) – 50/50 Lab/Office (427,684 GSF – 2022)	\$494 Project Cost/GSF
Wake Forest/Atrium Health (Charlotte) – 50/50 Lab/Office (250,000 GSF – 2025)	\$472 Project Cost/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
DEV. SELECTION																			
		SCHEMATIC DESIGN																	
						DD & CONST. DOCS													
										PERMITTING									
										ENABLING				CONSTRUCTION				T1'S	

PROJECT SUMMARY
Demand Area: Growth
Type: Active Capital

UW Bothell – Innovation Hall (previously STEM 4)
REGENTS ACTIONS:

- | | |
|--------------|---|
| March 2019 | <ul style="list-style-type: none"> • Approved Project Site • Approved Pre-construction budget of \$6M |
| October 2020 | <ul style="list-style-type: none"> • 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, 79,500 GSF, STEM academic facility providing classrooms, class labs, collaborative faculty offices and student collaboration space, 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:

Approved Project Budget			Approved Funding*		
Construction Cost	\$66,232,338	82.2%	State Bldg/Const. Account 15-17	\$500,000	0.6%
Consultant Services	\$8,675,975	10.8%	State Bldg/Const. Account 17-19	\$3,000,000	3.7%
Equipment and Furniture	\$313,117	0.4%	State Bldg/Const. Account 19-21	\$75,938,000	94.3%
Other Costs	\$3,202,716	4.0%	UW Bothell	\$550,000	0.7%
Project Management	\$2,113,854	2.6%	Cascadia College	\$550,000	0.7%
Total Project Costs	\$80,538,000	100%	Total Funding	\$80,538,000	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:

	Current	Target		Current	Target
Net Assignable SF	45,844	64,500	Construction Cost/GSF	\$833	\$675
Gross Square Feet	79,500	100,000	Project Cost/GSF	\$1,013	\$796
Efficiency (NASF/GSF)	58%	65%			

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 73% - Renewal 27%

Type: Active Capital

UW Bothell - Student Housing
REGENTS ACTIONS:

- | | |
|---------------|--|
| July 2019 | <ul style="list-style-type: none"> • Approved Project Site • Delegated Authority to engage with and select Developer. |
| February 2021 | <ul style="list-style-type: none"> • Approved pre-construction budget of \$300,000 to be funded by UW Bothell • 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 provide 1,055 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	\$154,601,665	90.9%	UWB Equity	\$2,985,787
TI Allowance for UWB Offices (\$100/SF)	\$2,013,200	1.2%	<i>(Office Fit Up over TI Allowance)</i>	
Debt Payoff to UW ILP	\$10,441,871	6.2%	UWB Equity	\$196,132
Project Management Fee to UWF	\$2,600,000	1.5%	<i>(Shared funding commitments)</i>	
Predevelopment Reimbursements to UWB	\$350,000	0.2%	Total University Costs	\$3,181,919
Total Project Budget (Capstone Funded)	\$170,006,736	100%		

Ground Lease: Annual ground rent payments beginning in Year 11 include fixed and variable components.

Office Lease for UW Bothell Administration: Rent plus operating expenses start at \$720,000 per year in 2023 and increase by 2% annually for 20 years. This is offset by termination of 16,573 SF office at Beardslee Crossing in December 2022 (average \$564,000 per year.)

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	Target		Current	Target
Operating Cost/Bed	\$4,988	-	Construction Cost/GSF	\$498	-
Renewal Cost/Bed	\$225	-	Construction Cost/Bed	\$144,027	-
Efficiency (NASF/GSF)	60%	-			

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:

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				
2019 > DEVELOPER				DESIGN				PHASE 1 - CONSTRUCTION				MOVE				PHASE 2 - CONSTRUCTION				MOVE			

PROJECT SUMMARY	Demand Area: Renewal Type: Active Capital
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Haring Center Renovation

REGENTS ACTIONS:

- April 2021
- Project approval for \$34 million
 - Delegated authority to award Design Build contract

GOALS:

- 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 evaluate 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.

To meet core program goals, the College of Education contributed an additional \$3.2 million to the project in January 2022.

FINANCIALS:

Approved Project Budget			Approved Funding		
Construction Cost	\$33,088,545	88.1%	Donor Funds*	\$31,000,000	82.5%
Consultant Services	\$704,493	1.9%	Central Equity	\$2,000,000	5.3%
Equipment and Furniture	\$732,705	2.0%	Unit Equity	\$4,200,000	11.2%
Other Costs	\$1,598,693	4.2%	HFS Equity	\$370,233	1.0%
Project Management	\$1,445,797	3.8%	Total Funding	\$37,570,233	100%
Total Project Costs	\$37,570,233	100%			

**The Sunderland Foundation has pledged \$30M to this project. We have received three payments of \$10M each.*

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		Target	
Net Assignable SF	30,400	30,400	Construction Cost/GSF	\$788 / \$504
Gross Square Feet	42,000	42,000	Project Cost/GSF	\$895 / \$810
Efficiency (NASF/GSF)	72%	72%		

SCHEDULE:

2021				2022				2023				2024			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	DB TEAM SELECTION														
	SURGE														
		DEFINITION & DESIGN													
				CONSTRUCTION							MOVE				

PROJECT SUMMARY
Demand Area: Strategic
Type: Active Capital

University District Station Development
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 space.
- Take advantage of operational synergies of centralized administrative units.
- Create a branded gateway to the University of Washington Campus for light rail users.
- Design a building that sets a precedent for efficient and effective administrative space usage.
- Encourage transit-oriented development consistent with the masterplan.

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 13-story, 260,000 SF administrative and office building will be a ground lease partnership with Lincoln Properties with the University of Washington leasing six floors (135,000 SF). Start of construction UDSB has been delayed by City of Seattle permits, and lease commencement is now forecast for Spring, 2025. Tenant improvement costs of \$175/SF are included in the terms of the lease, with any costs exceeding \$175/SF to be covered by Central funding up to \$8M.

The Developer will design, finance, construct, operate and maintain UDSB development. The sources of funding for paying rent and ongoing maintenance and operating expenses (for the dedicated University space) will be direct charges to departments and Central funding. Funding commitments will be set forth in Occupancy Assignments with each occupant of the building and with the Office of Planning & Budgeting.

FINANCIALS:

Approved Budget			Approved Funding		
Core and Shell (Developer)	\$177,000,000	84.9%	Public/Private Partnership	\$200,600,000	96.2%
TI – Developer Allowance (\$175/RSF)	\$23,600,000	11.3%	Central Equity	\$8,000,000	3.8%
TI – UW Commitment	\$8,000,000	3.8%	Total Funding	\$208,600,000	100%
Total Project Costs	\$208,600,000	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		Target			Current		Target	
Net Assignable SF (UW)	135,000	135,000	135,000	135,000	Project Cost/GSF	\$793	\$793	\$793	\$793
Gross Square Feet	263,000	263,000	263,000	263,000					

SCHEDULE:

2018		2019				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	Q3	Q4	Q1	Q2				
PLANNING						DESIGN						CONSTRUCTION						TI*		MOVE							

*Final TI schedule to be coordinated with the Developer's Master Schedule.

PROJECT SUMMARY		Demand Area: Growth 35% - Renewal 65%	
		Type: Active Capital	
<i>ICA Basketball Training Facility</i>			
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 		
OBJECTIVES:			
<ul style="list-style-type: none"> • Provide a first-class home for men’s and women’s basketball with 24/7 practice courts. The Training Facility will demonstrate the University’s commitment to Title IX by creating equitable spaces for each program. • Point of arrival and interiors will enhance student athlete access and maximize Husky Basketball appeal for prospective recruits. • Connect to Hec Edmundson Arena floor and Graves Annex. • Be cost effective, and aesthetic quality will be consistent with recent ICA capital projects. 			
DESCRIPTION:			
<p>When the project was originally conceived and approved by the Board of Regents in February 2020 for \$60.5M, it was envisioned as a newly constructed Basketball Operations Center to replace the existing Pavilion Pool, and renovation of the Health & Human Performance Center (H2P) in Graves Annex. Shortly after, it was paused due to significant financial uncertainty caused by COVID-19. The project restarted in May 2021 with a reduced project budget of \$53.75M. However, multiple factors led to the realization that the budget did not support the original program vision. As a result, the program objectives were reduced in January 2023, project title adjusted to reflect the revised scope, and funding commitment was increased to \$59,575,000.</p> <p>The current project will replace the existing Pavilion Pool and build a new Basketball Training Facility in its place. The Training Facility will include dedicated practice courts for the men’s and women’s basketball programs, a welcoming and statement-making lobby, court viewing spaces, and required building support. The new facility will provide interior connections to the Arena floor level of Hec Edmundson Pavilion and Graves Annex Strength and Conditioning space. Site improvements will be performed as required by impact imposed upon the surroundings including code required improvements, accessibility, site restoration, and utility/infrastructure relocations triggered by the proposed construction. The pool building will be demolished within the scope of this project, as allowed by the Seattle Landmarks Commission’s determination of non-historic significance on December 5, 2018.</p> <p>The balance of original project objectives that are unattainable within the current project scope include all H2P renovations, basketball team spaces, coaches’ offices, athletic training facilities. These programs are being deferred to a future project or subsequent phase.</p>			
FINANCIALS:			
Approved Project Budget		Approved Funding	
Construction Cost	\$45,718,363 76.7%	Donor Funds	\$59,575,000 100%
Consultant Services	\$7,949,950 13.3%	Total Funding	\$59,575,000 100%
Equipment and Furniture	\$1,998,118 3.4%		
Other Costs	\$1,877,312 3.2%		
Project Management	\$2,031,257 3.4%		
Total Project Costs	\$59,575,000 100%		
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:

	Current	Target		Current	Target
Net Assignable SF	26,242	62,000	Construction Cost/GSF	\$1,096	\$613
Gross Square Feet	41,719	80,000	Project Cost/GSF	\$1,428	\$757
Efficiency (NASF/GSF)	63%	78%			

SCHEDULE:

2020				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	Q1	Q2	Q3	Q4
			PLANNING																				
				DB TEAM																			
								PROJECT DEFINITION/DESIGN/PRECONSTRUCTION															
																CONSTRUCTION							
																							MOVE

PROJECT SUMMARY
Demand Area: Renewal
Type: Active 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 the Seattle 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 the Seattle Campus per direction from UW Libraries.
4. Retrofit of Allen South 1st Floor for use by iSchool.

FINANCIALS:
Approved Project Budget

Construction Cost	\$8,353,545	78.5%
Consultant Services	\$1,138,500	10.7%
Equipment and Furniture	\$446,888	4.2%
Other Costs	\$170,243	1.6%
Project Management	\$532,009	5.0%
Total Project Costs	\$10,640,185	100%

Approved Funding

Central Equity (Provost)	\$3,827,974	35.9%
Provost Loan to iSchool	\$2,000,000	18.8%
iSchool Reserves	\$1,562,685	14.7%
Library Reserves	\$3,189,526	30.0%
UWMC Equity	\$60,000	0.6%
Total Funding	\$10,640,185	100%

METRICS & INDICATORS:

	Current	Target		Current	Target
Net Assignable SF	44,660	44,660	Construction Cost/GSF	\$174	\$180
Gross Square Feet	48,000	48,800	Project Cost/GSF	\$222	\$214
Efficiency (NASF/GSF)	93%	93%			

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															
						DESIGN													
								CONSTRUCTION											
														CLOSEOUT					

PROJECT SUMMARY

Demand Area: Renewal
Type: Active Capital

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.
- Convert locker rooms to be gender-inclusive and fully accessible.
- Expand the swimming pool to 14 lanes and update systems.
- 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 nearly double the swimming pool's capacity and reduce barriers for access. Renovations to adjacent locker room facilities will focus on gender-inclusive and accessible accommodations.

Due to unprecedented market escalation, project costs have jeopardized the ability to realize goal-critical project scope. As a result, Recreation has agreed to supplement the approved funding with an additional contribution of up to \$550,000, bringing the committing funding up to \$28,588,500.

FINANCIALS:

Approved Project Budget			Approved Funding		
Construction Cost	\$22,339,970	79.6%	Services and Activities Fees	\$28,038,500	100%
Consultant Services	\$3,942,413	14.1%	Total Funding	\$28,038,500	100%
Equipment and Furniture	\$77,070	0.3%			
Other Costs	\$516,542	1.8%			
Project Management	\$1,162,505	4.2%			
Total Project Costs	\$28,038,500	100%			

METRICS & INDICATORS:

	Current	Target		Current	Target
Net Assignable SF	26,840	33,142	Construction Cost/GSF	\$714	\$586
Gross Square Feet	31,310	43,500	Project Cost/GSF	\$896	\$644
Efficiency (NASF/GSF)	86%	76%			

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												
										PERMITTING											
												CONSTRUCTION									
																			MOVE		

PROJECT SUMMARY
Demand Area: Clinical
Type: Active Capital

UW Medical Center Northwest Hospital – Behavioral Health Renovation
REGENTS ACTIONS:

- | | |
|--------------|---|
| January 2023 | • Information Item. |
| March 2023 | • Approve the full project budget of \$15 Million; and, |
| | • Delegate authority to the President or her designee to execute contracts required to deliver the project. |

- OBJECTIVES:**
- An appropriation was provided during the 21-23 Legislative Session solely for the renovation of existing geriatric psychiatric beds within the Northwest Campus of the University of Washington Medical Center, including predesign, design costs, enabling projects, and early work packages. The renovation design must include fourteen adult psychiatric beds.

DESCRIPTION:

Renovation of nearly 13,000 SF of the existing Adult Psychiatric Care Unit in E-Wing to create an adult voluntary behavioral health unit for 14 patients, and space for teaching and training health care providers. The renovation will meet the requirements of the Department of Health licensing. Project scope is limited to avoid substantial alterations and Seattle Energy Code upgrades. Patient room updates will be limited to finishes, anti-ligature, door, and window upgrades. Two rooms will undergo full renovation to meet ADA accessibility requirements. Infrastructure work includes the replacement of the heating, ventilation and cooling systems and minor electrical and data upgrades to limited rooms.

FINANCIALS:

Approved Project Budget			Approved Funding		
Construction Cost	\$10,489,812	69.9%	State Bldg/Const. Account 21-23	\$2,000,000	13.3%
Consultant Services	\$1,548,656	10.3%	State Bldg/Const. Account 23-25	\$13,000,000	86.7%
Equipment and Furniture	\$1,792,830	12.0%	Total Funding	\$15,000,000	100%
Other Costs	\$453,124	3.0%			
Project Management	\$715,578	4.8%			
Total Project Costs	\$15,000,000	100%			

METRICS & INDICATORS:

	Current	Target		Current	Target
Net Assignable SF	12,571	-	Construction Cost/GSF	\$814	-
Gross Square Feet	12,881	-	Project Cost/GSF	\$1,164	-
Efficiency (NASF/GSF)	98%	-			

SCHEDULE:

2022				2023				2024				2025			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	DB TEAM														
		DEFINITION													
				DESIGN/PRE-CONSTRUCTION											
								CONSTRUCTION							
												OCCUPANCY			

PROJECT SUMMARY	Demand Area: Renewal Type: Active Capital
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Renovation/Replacement Magnuson Health Sciences Center – Phase 2

REGENTS ACTIONS:

- | | |
|---------------|--|
| February 2022 | • Informational Brief |
| March 2022 | • Approve Full Project Budget and Financing Plan |

OBJECTIVES:

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

DESCRIPTION: The renovation of T-Wing is Phase 2 of a potential four-phase plan identified in the 2011-2013 State Capital Budget Request 10-Year Plan. The Phase I construction of the new Health Sciences Education Building (HSEB) was the start of the phased plan and began to meet the need for shared instructional space as well as provide an opportunity to decant existing T-Wing functions in anticipation of the Phase 2 renovation.

The Phase II project will supplement the HSEB and further accommodate the growing demands of educational space for the health sciences schools, including team-based interdisciplinary learning, the connection and collaboration of students and faculty across disciplines, and space for interdisciplinary innovation and collaboration to help transform the training of tomorrow’s health professionals.

FINANCIALS:

Approved Project Budget			Approved Funding		
Construction Cost	\$52,696,633	82.3%	State Bldg/Const. Account 19-21	\$1,000,000	1.6%
Consultant Services	\$5,331,546	8.3%	State Bldg/Const. Account 21-23	\$5,000,000	7.8%
Equipment & Furnishings	\$1,949,220	3.1%	State Bldg/Const. Account 23-25	\$58,000,000	90.6%
Other Costs	\$1,839,502	2.9%	Total Funding	\$64,000,000	100%
Project Management	\$2,183,099	3.4%			
Total Project Costs	\$64,000,000	100%			

METRICS & INDICATORS:

	Current		Target			Current		Target	
Net Assignable SF	57,470	57,470	57,470	57,470	Construction Cost/GSF	\$590	\$626	\$590	\$626
Gross Square Feet	89,375	89,375	89,375	89,375	Project Cost/GSF	\$716	\$717	\$716	\$717
Efficiency (NASF/GSF)	64%	64%	64%	64%					

SCHEDULE:

2020				2021				2022				2023				2024				2025				2026				
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																						
					DEFINTION/PRECON																							
									CONSTRUCTION																			

PROJECT SUMMARY																		Demand Area: Strategic Type: Active Capital			
<i>UW Medicine – Laboratory Medicine & Pathology</i>																					
REGENTS ACTIONS:																					
March 2022					<ul style="list-style-type: none"> Approval of lease terms for relocation and consolidation of Department of Laboratory Medicine and Pathology Delegation of authority to the President or her designee to execute the lease and other documents associated with consolidation of the space 																
May 2023					<ul style="list-style-type: none"> Approval of increased project cost to \$77 million 																
OBJECTIVES:																					
<ul style="list-style-type: none"> Consolidation of six separate, outdated locations into a singular, new location is a strategic priority to increase the operational efficiency of laboratory services and allow for growth over time. 																					
DESCRIPTION:																					
<p>The Department of Laboratory Medicine and Pathology currently occupies 84,000 square feet in multiple hospital and leased locations. The University plans to consolidate a significant portion of the hospital-based functions and all functions in leased space into a 5-story building at 1601 Lind Avenue in Renton, totaling 199,168 square feet. Consolidation and growth have been a long-term goal, predating the pandemic.</p> <p>The total projected cost is approximately \$202 million, which includes rent and operating expenses for the 20-year lease term plus initial tenant improvements to renovate the building and furnish it with laboratory equipment. All costs will be funded 100% by revenue and unrestricted reserves of the Department of Laboratory Medicine and Pathology.</p>																					
FINANCIALS:																					
Approved Project Budget										Approved Funding											
Tenant Improvements			\$65,000,000		84.4%					Total Funding			\$77,000,000			100%					
Equipment			\$12,000,000		15.6%																
Total Project Costs			\$77,000,000		100%																
Lease Recap										Proposed Funding											
New 20-Year Lease					\$124,691,115					Unit Equity			\$21,847,508			100%					
Existing Leases Being Retired					(\$102,843,607)																
Net New Lease Obligations					\$21,847,508																
BENCHMARKS:																					
Average Existing Lease Cost (for the six existing leases for 49,408 SF)															\$104 per SF (inc. M&O)						
New Lease at 1601 Lind Avenue, Renton															\$31 per SF (inc. M&O)						
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		
		NEGOTIATIONS																			
						TENANT IMPROVEMENTS															

PROJECT SUMMARY	Demand Area: Renewal Type: Active Capital
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Anderson Hall Renovation for College of Environment

REGENTS ACTIONS:

- November 2022
- Approve the Full Project Budget of \$40.8 million; and,
 - Delegate authority to the President or her designee to execute contracts required to deliver the project.

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			Proposed Funding		
Construction Cost	\$34,214,000	83.9%	State Capital Budget 09-11	\$200,000	0.5%
Consultant Services	\$3,329,000	8.2%	Central Equity (Provost)	\$2,950,000	7.2%
Equipment & Furnishings	\$1,120,000	2.7%	State Bldg/Const. Account 23-25	\$28,650,000	70.2%
Other Costs	\$962,000	2.3%	Unit Equity	\$9,000,000	22.1%
Project Management	\$1,175,000	2.9%	Total Funding	\$40,800,000	100%
Total Project Costs	\$40,800,000	100%			

BENCHMARKS:

UW Clark Hall Renovation (2010)	\$935 Project Cost/GSF
UW Denny Hall Renovation (2016)	\$813 Project Cost/GSF
Parrington Hall Renovation (2020)	\$514 Project Cost/GSF
Kincaid Hall Renovation (2021)	\$542 Project Cost/GSF

METRICS & INDICATORS:

	Current	Target		Current	Target
Net Assignable SF	21,187	21,187	Construction Cost/GSF	\$952	TBD
Gross Square Feet	35,923	35,923	Project Cost/GSF	\$1,136	TBD
Efficiency (NASF/GSF)	59%	59%			

SCHEDULE:

2022				2023				2024				2025			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		PL													
			DB												
				DEF/PRECONSTRUCTION											
								CONSTRUCTION							
														MOVE	

PROPOSED NEW INVESTMENTS

CORE CAPITAL

PROJECT SUMMARY		Demand Area: Renewal Type: Core Capital	
<i>Asset Preservation & Program Renewal</i>			
REGENTS ACTIONS:			
<ul style="list-style-type: none"> No specific Regents actions are associated with these projects 			
OBJECTIVES:			
<ul style="list-style-type: none"> Renew 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): RCW 43.88.030(5)(d) requires agencies 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. This category of projects also includes some accessibility improvements. Projects are identified and prioritized by Bothell and Tacoma for their respective campuses and by UWF Asset Management and Operations for the Seattle Campus. Projects are typically delivered 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 (FY24-FY28):			
Asset Preservation (Minor Works)	\$113,600,000	UW Building Account	100%
Programmatic Renewal (Classroom Modernization)	\$27,900,000	Central Equity (Provost)	100%

PROJECT SUMMARY		Demand Area: Renewal Type: Core Capital	
<i>Accessibility Improvements</i>			
REGENTS ACTIONS:			
<ul style="list-style-type: none"> No specific Regents actions are associated with these projects 			
OBJECTIVES:			
<ul style="list-style-type: none"> Ensure access to institutional programs, services, and activities. Address both site related (external) and facility related (internal) access issues 			
DESCRIPTION:			
<p>These projects are part of the capital strategy to help ensure ADA compliant access to programs, services, and activities throughout the institution. This work aligns with the University's vision to educate a diverse student body and its values of integrity, diversity, inclusion, excellence, collaboration, innovation, and respect.</p> <p>To achieve accessibility for students, staff, faculty, and visitors with disabilities across all institutional facilities, the University of Washington expects the built environment to be designed and constructed to meet the 2010 ADA Standards for Accessible Design.</p> <p>In addition, the University has recently prepared ADA Transition Plans for all three campuses that will help guide this effort. These detailed documents summarize self-evaluations, which include an accessibility assessment of pedestrian facilities as well as practices and procedures which relate to them. They also contain specific transition plans, which identify a strategy for the removal of barriers and identifies how the University will address requests for accommodations.</p>			
FINANCIAL OVERVIEW:			
Funding sources for these projects vary depending on project type but typically include support from Central Equity (Provost Reinvestment Funds), Unit Equity (Facilities) and the UW 064 Building Account (typically captured in Asset Preservation (Minor Works) projects).			
FINANCIALS (FY24-FY28):			
Accessibility Improvements	\$3,750,000	Central Equity (Provost)	100%

PROJECT SUMMARY			Demand Area: Renewal Type: Core Capital		
<i>Seismic Improvements</i>					
REGENTS ACTIONS:					
September 2023 • Delegated authority to award new Design Build contract					
OBJECTIVES:					
<ul style="list-style-type: none"> • Improve life safety by reducing the risk of injury from the 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 initially identified to be repaired over an eight-year period. Due to increased project costs, the program now includes nine phases executed over a period of 18 years. We have completed the first three phases and are commencing the fourth. The work reinforces URM bearing and non-bearing walls and reinforces parapet and façade elements to reduce the risk of collapse of buildings and masonry falling from buildings.					
FINANCIALS:					
Proposed Project Budget			Proposed Funding		
Construction Cost	\$97,913,000	89.5%	UW Building Account 17-19	\$17,500,000	16.0%
Consultant Services	\$2,953,800	2.7%	UW Building Account 19-21	\$15,000,000	13.7%
Equipment & Furnishings	\$765,800	0.7%	UW Building Account 21-23	\$8,000,000	7.3%
Other Costs	\$2,625,600	2.4%	State Bldg/Const. Account 21-23	\$2,000,000	1.8%
Project Management	\$5,141,800	4.7%	UW Building Account 23-25	\$14,300,000	13.1%
Total Project Costs	\$109,400,000	100%	UW Building Acct. Req. 25-27	\$10,300,000	9.4%
			UW Building Acct. Req. 27-29	\$12,300,000	11.2%
			UW Building Acct. Req. 29-31	\$11,500,000	10.5%
			UW Building Acct. Req. 31-33	\$8,100,000	7.5%
			UW Building Acct. Req. 33-35	\$10,400,000	9.5%
			Total Funding	\$109,400,000	100%
SCHEDULE (PHASING):					
Completed – Phase 1:		Completed – Phase 3:		Phase 7 (29-31):	
Communications		Johnson Hall		Hec Edmundson	
Gowen Hall		Mary Gates Hall		Miller Hall	
Lewis Hall		Portage Bay Building			
Music Building		Power Plant		Phase 8 (31-33):	
Savery Hall		Current - Phase 4 (23-25):		Hall Health	
Smith Hall		Hutchinson Hall		Oceanography Bldg.	
Thomson Hall				Plant Operations	
Completed – Phase 2:		Phase 5 (25-27):		Phase 9 (33-35):	
Eagleson Hall		Suzzallo Library		Harris Hydraulics	
		Phase 6 (27-29):		Jacobsen Observatory	
		Art Building			
		Raitt Hall			

PROJECT SUMMARY
Demand Area: Renewal
Type: Core Capital

Power Plant - Phase 1 Infrastructure Renewal
REGENTS ACTIONS:

- October 2021
- Project budget approval for Power Plant Reliability project of \$27.5 million
 - Delegated authority to execute construction contract and amendments

OBJECTIVES:
Uninterruptable Power Supply

- Respond to power outage risk due to failure of aging infrastructure.
- Address uninterrupted steam energy to the Seattle Campus community.
- Provide redundancy and modernize uninterruptible power solution(s)

Optimize Boiler/Steam System (de-rate boilers)

- Utilize and optimize existing infrastructure.
- Convert dual pressure steam system to single lower pressure technology.
- Improved reliability, efficiency, and reduction of plant emissions

Emergency Power Resiliency

- Upgrade unreliable emergency power supply.
- Meet and maintain UWMC accreditation requirements.
- Leverage existing infrastructure where appropriate.
- Remove high pressure steam turbine.
- Leave no stranded capital assets

DESCRIPTION: The improvement strategy focuses on optimizing the steam infrastructure within the Plant, providing a new source of uninterruptable/emergency power, and improving overall efficiency by making normal power where steam energy would otherwise be lost. Several options were evaluated for viability based on criteria including reliability/resiliency, cost, sustainability, operations/maintenance, permitting and schedule.

The chosen option simplifies the existing plant's use of both high- and low-pressure steam production into a single lower pressure technology. This involves derating the former high-pressure boilers to supplement the existing low-pressure boilers and enhances plant reliability. Replacement of the 50+ year-old high-pressure steam turbine and the need to meet UWMC accreditation requirements are fundamental drivers of the improvement strategy.

The existing high-pressure steam turbine has recently been removed. Regarding its uninterruptable/emergency power function, it has been replaced with a modern stand-alone diesel rotary uninterruptable power supply (DRUPS). The DRUPS unit features a flywheel to store energy and meets the core objectives of the project for emergency power resilience and reliability.

In alignment with the University's sustainability objectives, an energy recovery turbine will be installed in 2023 and will recover "free" energy that would be otherwise discarded and has a five-year ROI. This partially replaces the normal power supply function of the old turbine.

FINANCIALS:
Approved Project Budget

Construction Costs	\$22,250,000	80.9%
Consultant Services	\$3,115,000	11.3%
Project Management	\$1,160,000	4.2%
Other Costs	\$975,000	3.6%
Total Project Costs	\$27,500,000	100%

Approved Funding

Central Equity	\$17,000,000	61.8%
UW Building Account 21-23	\$10,000,000	36.4%
Facilities Reserves	\$500,000	1.8%
Total Funding	\$27,500,000	100%

BENCHMARKS: N/A
METRICS & INDICATORS: N/A
SCHEDULE:

2021				2022				2023			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	DB										
		DEFINITION									
			EARLY EQPT.		CONSTRUCTION						
								START-UP			

PROJECT SUMMARY
Demand Area: Renewal
Type: Core Capital

Infrastructure Renewal
REGENTS ACTIONS:

 TBD

- Reporting of action(s) taken under Delegated Authority.

OBJECTIVES: The University of Washington requested \$35 million from the Building Account to support a variety of infrastructure renewal projects across the Seattle Campus. Most of the funding for these projects also help the University begin to address the Clean Buildings Performance Standard (CBPS). In addition, the University has a substantial backlog of deferred maintenance/renewal issues and with increasing costs and the complexity of these projects, these infrastructure projects now typically exceed the ceiling for Minor Works (\$2 million or less) projects and therefore continue to be deferred due to funding constraints. This Infrastructure Renewal request would enable us to help solve major deficiencies that cannot be solved via the Minor Works Program. The intent is that this program will continue for the next several biennia if funding is available.

DESCRIPTION: The list of projects submitted for consideration is outlined below. Some are large stand-alone projects, others will be a combination of multiple, smaller projects that will be bundled for contracting purposes.

- CBPS: Energy Modernization**
 - ✓ Utility Metering Equipment
 - ✓ Building Control System Upgrades (Equipment & Software)
 - ✓ Mechanical Equipment Replacement
- CBPS: Power Plant Chiller #5**
- Fire/Life Safety**
 - ✓ Fire Alarm Panel/Device Installation
- Equity & Inclusion**
 - ✓ Skagit & King Lanes
- Classroom Infrastructure**

FINANCIALS:

Proposed Project Budget				Proposed Funding			
Construction	\$17,406,000	72.0%		Climate Commitment Acct. 23-25	\$15,000,000	62.0%	
Consultant Services	\$3,384,500	14.0%		UW Building Account 23-25	\$9,175,000	38.0%	
Equipment & Furnishings	\$483,500	2.0%		Total Funding	\$24,175,000	100%	
Other Costs	\$1,208,750	5.0%		Potential Future Requests			
Project Management	\$1,692,250	7.0%		UW Building Account 25-27	\$14,800,000		
Total Project Costs	\$24,175,000	100%		UW Building Account 27-29	\$15,300,000		

BENCHMARKS: N/A
METRICS & INDICATORS: N/A
SCHEDULE:

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

INSTITUTIONAL CAPITAL

PROJECT SUMMARY			Demand Area: Growth Type: Institutional Capital		
wəłəbʔaltxʷ (Intellectual House) – Phase 2					
REGENTS ACTIONS:					
TBD	<ul style="list-style-type: none"> • Approval of \$12 million project budget • Delegated Authority to execute Design Build Contract 				
OBJECTIVES:					
<ul style="list-style-type: none"> • To make Native people “visible” on the UW campus. • To offer a meeting place for UW Native American students, faculty, and staff. • To visibly manifest and symbolize the importance of Native traditions in the institutional culture. • To share knowledge of Northwest Indigenous people within the UW community and among the Tribes in the area, and the broader community. • To enhance recruitment and retention of Native students, faculty, and staff. • To serve Tribes with resources and access to the University community. • To provide a learning space for UW courses and programs aligned with the purpose and values of the IH. • To edify the community with respect to the cultures and values of Indigenous people. • To enhance the campus experience for all students, faculty, staff, and visitors. 					
<p>DESCRIPTION: The University of Washington’s Diversity Blueprint 2022-2026: Actions toward Access, Inclusion, and Equity endeavors to move beyond simply assessing diversity needs by prompting us to develop opportunities for place-based education and engagement. The Intellectual House (wəłəbʔaltxʷ) - Phase 1, completed in 2015, moved us closer toward enabling Native American students to overcome the cultural barriers they face to earning a four-year degree by creating a facility where students, faculty, staff, and Native American communities can come together in a supportive and welcoming educational environment to share their knowledge and cultures.</p> <p>wəłəbʔaltxʷ - Phase 1 was built in the Coast Salish longhouse-style and prioritized function and related facilities tied to the community gathering activities including a large gathering hall, kitchen, and conference room. Phase 2 is envisioned to bring additional support to Native American student retention through greater connection to their culture and community in the form of a facility that includes a Native art lab, classrooms, a student resource area, student lounge, and an outdoor gathering space surrounded by educational native gardens used in the teaching of indigenous science, art, and medicine.</p>					
FINANCIALS:					
Proposed Project Budget (excludes M&O)			Proposed Funding		
Construction Cost	\$8,463,941	70.5%	State Bldg/Const. Account 23-25	\$9,000,000	75%
Consultant Services	\$2,253,879	18.8%	Donor Funds	\$3,000,000	25%
Equipment & Furnishings	\$384,167	3.2%	Total Funding	\$12,000,000	100%
Other Costs	\$116,520	1.0%			
Project Management	\$781,493	6.5%			
Total Project Costs	\$12,000,000	100%			
BENCHMARKS:					
Intellectual House – Phase 1, Seattle, WA (escalated from 2015)				\$1,337 Project Cost/GSF	
METRICS & INDICATORS:					
	Current	Target		Current	Target
Net Assignable SF	6,317	-	Construction Cost/GSF	\$1,008	-
Gross Square Feet	8,400	-	Project Cost/GSF	\$1,428	-
Efficiency (NASF/GSF)	75%	-			

SCHEDULE:

2023				2024				2025				2026			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
FUNDRAISING/PLANNING															
		DB SELECT													
				DESIGN/PERMIT											
								CONSTRUCTION							

PROJECT SUMMARY
Demand Area: Growth 74% - Renewal 26%
Type: Institutional Capital

Chemical Sciences Modernization
REGENTS ACTIONS:

November 2023 • Project approval and delegated authority to the President or her designee to execute contracts required to deliver the project.

OBJECTIVES:

- **[student/faculty growth and retention]** Increase degree production through recruitment of graduate students resulting in an expansion of class offerings.
- **[colocation interdisciplinary]** Increase grant funding and new interdisciplinary discovery through a more creative and efficient collocated environment.
- **[modernization/optimization]** Optimize space by 15% through implementation of efficiencies, modernization, and economies of scale.
- **[synergy/interdependence between research & classroom]** Capitalize on synergy and interdependence between research and classroom by creating an environment that drives innovation and research that feeds what is taught in the classroom.

DESCRIPTION: Construction of a replacement Chemical Sciences Building (CSB) that will enable a new mode of science where curiosity-driven chemical research can transform into real-world applications in real-time. This is anticipated to be the first phase of a multi-phase project, co-locating Chemistry research faculty members currently housed in Bagley Hall and Chemistry Library as the two buildings are unfit and unsafe for modern chemical research. The new building will provide unique opportunities for education and discovery for undergraduate and graduate students in interdisciplinary chemical sciences research and enhance the Department of Chemistry's ability to recruit and retain faculty and graduate students to grow its research portfolio. This facility requires close proximity to the existing Chemistry Building and Bagley Hall with nearby interdisciplinary research centers such as MoES and NanoES. The proposed location (CMP sites C16 and/or C17) will relocate displaced occupants from the Chemistry Library and create vacant space in Bagley Hall.

FINANCIALS:

Proposed Project Budget			Proposed Funding		
Construction Cost	\$180,000,000	75.0%	State Supplemental Request FY25	\$5,000,000	2.1%
Consultant Services	\$24,000,000	10.0%	State Capital Request 25-27	\$100,000,000	41.7%
Equipment and Furniture	\$12,000,000	5.0%	State Capital Request 27-29	\$95,000,000	39.6%
Other Costs	\$9,600,000	4.0%	Unit Equity	\$40,000,000	16.6%
Project Management	\$14,400,000	6.0%	Total Funding	\$240,000,000	100%
Total Project Costs	\$240,000,000	100%			

BENCHMARKS:

Life Sciences Building (\$814 per GSF in 2017)	\$1,467 Escalated Project Cost/GSF
Nano Engineering Sciences (\$1,043 per GSF in 2016)	\$1,949 Escalated Project Cost/GSF
Molecular Engineering Sciences (\$836 per GSF in 2011)	\$1,541 Escalated Project Cost/GSF

METRICS & INDICATORS:

	Current	Target		Current	Target
Net Assignable SF	112,500	-	Construction Cost/GSF	\$1,200	-
Gross Square Feet	150,000	-	Project Cost/GSF	\$1,600	-
Efficiency (NASF/GSF)	75%	-			

SCHEDULE:

2022				2023				2024				2025				2026				2027				2028							
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				
				PREDESIGN/PLANNING																											
								DB TEAM																							
										DEFINITION																					
												DESIGN/PERMIT																			
																CONSTRUCTION															

PROJECT SUMMARY										Demand Area: Renewal					
										Type: Institutional Capital					
ASUW Shell House Restoration															
REGENTS ACTIONS:															
September 2023		<ul style="list-style-type: none"> • Project approval for \$15,500,000 • Delegated 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 Seattle 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						Proposed Funding									
Construction Cost	\$12,477,500	67.4%	Donor Funding	\$18,500,000	100.0%										
Consultant Services	\$961,000	5.2%	Total Funding	\$18,500,000	100%										
Equipment & Furnishings	\$713,000	3.9%													
Other Costs	\$542,500	2.9%													
Project Management	\$806,000	4.4%													
Maintenance & Operations	\$3,000,000	16.2%													
Total Project Costs	\$18,500,000	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		Target				Current		Target					
Net Assignable SF		8,480		-		Construction Cost/GSF		\$1,177		-					
Gross Square Feet		10,600		-		Project Cost/GSF		\$1,462		-					
Efficiency (NASF/GSF)		80%		-											
SCHEDULE:															
2018 - 2022				2023				2024				2025			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
FUNDRAISING							DB TEAM								
							DESIGN								
							PERMITTING								
							CONSTRUCTION								

PROJECT SUMMARY		Demand Area: Growth Type: Institutional Capital			
<i>College of Education – Early Learning Center, Rainier Valley</i>					
REGENTS ACTIONS:					
June 2023	<ul style="list-style-type: none"> Approve participation in a City of Seattle solicitation for proposals to develop City property adjacent to the Mt. Baker light rail station, with expectation of the University's commitment to occupy space as an Early Learning Campus 				
TBD in 2024	<ul style="list-style-type: none"> Delegate authority to execute final terms with Developer in 2024 Project scope estimated at \$35 million + \$15 million M&O (15 years) 				
OBJECTIVES:					
<ul style="list-style-type: none"> Access: Deliver high-quality early learning 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: A state capital-budget proviso mandates that the property formerly owned by UW and transferred to City of Seattle adjacent to the Mt Baker Link light rail station in Rainier Valley 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. 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	\$24,100,000	Donor Funding	100%		
Capital TI Cost (including FF&E)	\$11,000,000	NOTE: No University Debt will be incurred for this project.			
Legal Fees & Expenses at Commencement	\$75,000				
Total Estimated Upfront Costs	\$35,175,000				
Operating Expenses (15 years)*	\$15,100,000				
Mid Term Tenant Improvements/Renewal	\$625,850				
Total Estimated Upfront and Ongoing Costs	\$50,900,850				
* Operating expenses include a 3% per annum increase.					
METRICS & INDICATORS:					
	Current	Target		Current	Target
Net Assignable SF	-	-	Construction Cost/GSF	\$947	-
Gross Square Feet	35,023	-	Project Cost/GSF	\$1,002	-
Efficiency (NASF/GSF)	-	-			
SCHEDULE:					
The City of Seattle is driving the schedule for this development. It is currently anticipated that construction would begin immediately following the execution of a development agreement between the City and the selected developer for the affordable housing in 2024 after conclusion of its solicitation process in 2023. UW would sign a separate agreement with the developer for construction of the Early Learning Center.					

PROJECT SUMMARY
Demand Area: Strategic
Type: Institutional Capital

***Housing & Food Services – University Housing Four Properties UH4
 Radford Court, Nordheim Court, Blakeley Village, and Laurel Village***
REGENTS ACTIONS:

- September 2022 • Approval to release the RFQ/RFP for the UH4 ground leases
- November 2023 • Approval for the Seattle Campus UH4 ground leases

OBJECTIVES:

- Achieve a HFS cash reserve balance sufficient to execute on required capital projects on existing on-campus HFS facilities
- Maintain on-campus rental rates, which would increase only with inflation
- Eliminate deferred maintenance on-campus and in the campus adjacent communities
- Maintain affordable housing for student families
- Increase campus adjacent housing for students
- Increase childcare capacity
- Retire substantial debt currently carried by the department

DESCRIPTION: This project aims to leverage the UH4 properties through long term land leases to achieve institutional objectives surrounding debt reduction, childcare capacity, student family housing availability and affordability, on-campus housing capacity, and reduction of deferred maintenance in the housing system.

The land currently occupied by Radford Court, Nordheim Court, Laurel Village, and Blakeley Village would be leased to a private developer(s) in return for up front and ongoing revenue streams meeting the objectives outlines above. It is estimated that the Radford and Nordheim leases would result in approximately \$175 million in year one revenues.

The net after \$45 million debt payoff for Radford and Nordheim will be \$130 million. Annual ground lease payments over the 45-year lease are anticipated at \$325 million. These funds would be used for the redevelopment of Haggett Hall and major renovations of McMahan and Hansee Halls. HFS will require the lessee to construct new single student apartments at Blakeley Village and new family student housing at Laurel Village.

At the Laurel site, HFS requires inclusion of a childcare facility (replacing several existing facilities) and approximately 160 units to be reserved for UW students at a reduced rental rate. Annual proceeds from the Laurel and Blakeley sites would be used to fund the ongoing childcare operating costs as well as subsidize below market rents for UW student units.

FINANCIALS:

Blakely Village Proposed Project Budget			Proposed Funding		
Total Project Costs	\$202,711,808	100%	Private Developer	\$202,711,808	100%
Laurel Village Proposed Project Budget			Proposed Funding		
Total Project Costs	\$157,758,114	100%	Private Developer	\$157,758,114	100%
Proposed Project Revenues – Year One			Proposed Funding		
Lump Sum Payment	\$167,000,000	77.6%	Private Developer	\$215,240,000	100%
Debt Payment	\$46,000,000	21.4%	(Land Lease Revenues)		
Annual Land Lease	\$2,240,000	1.0%			
Total Project Costs	\$215,240,000	100%			

SCHEDULE:

- Radford and Nordheim: Late FY24 \$175 million lump sum (net debt); Annual escalating ground lease payments totaling \$325 million between FY25-FY70. Any new development timeline will be determined by the private developer.
- Laurel and Blakeley Villages: FY24 development commences; no income to HFS

PROJECT SUMMARY
Demand Area: Growth 33% - Renewal 67%
Type: Institutional Capital

Housing & Food Services – Haggett Hall
REGENTS ACTIONS:

- September 2022 • Approval to hire a design build team.
- November 2023 • Approval for HFS cash flow financing.

OBJECTIVES:

- Complete the Housing Master Plan and north campus neighborhood as originally intended prior to the pandemic.
- Provide a welcoming facility that includes a minimum of 800 student beds, and a fitness and wellness center.
- Leverage timing to reduce overall project costs with the required demolition of Haggett Hall and new Haggett Hall construction occurring sequentially.
- Comply with deferred SDCI and SFD requirements for Willow Hall grade plane and emergency vehicle access.

DESCRIPTION: Haggett Hall, as it currently exists, is beyond reasonable life expectancy and was identified for demolition and replacement as part of the 2011 Seattle Campus Housing Master Plan. Per previous studies, it is cost prohibitive to renovate Haggett in lieu of replacement. Replacement will include, full abatement, demolition, site restoration and design and construction of a replacement Haggett Hall. Site restoration will include compliance with deferred SDCI and SFD requirements pertaining to Willow Hall grade plane compliance and access road compliance. The new design will feature 6 over 2 podium construction designed to accommodate 800 student beds and communal spaces to support equity and wellness. To meet project timelines, demolition permit to be in-hand no later than December 2023.

FINANCIALS:

Approved Project Budget			Approved Funding		
Projected Total Project Costs	\$165,000,000	100%	HFS Equity (Land Lease Revenues)	\$165,000,000	100%
Approved to Date (Phase 1)	\$22,500,000		Committed to Date (Phase 1)	\$22,500,000	

BENCHMARKS:

Oak Hall (2020)	\$551 Project Cost/GSF
Willow Hall (2018)	\$485 Project Cost/GSF
Madrona Hall (2018)	\$487 Project Cost/GSF
McCarty Hall (2018)	\$415 Project Cost/GSF

SCHEDULE:

Project is estimated to span FY23-27, opening to residents in Autumn 2027.

2022		2023				2024				2025				2026				2027		
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
GC SELECT																				
		ARCH SELECT																		
		DEMO DESIGN & PERMITTING																		
		DESIGN AND DOCUMENTATION																		
						NEW CONSTRUCTION PERMITTING														
						ABATEMENT AND DEMOLITION														
										NEW CONSTRUCTION										

PROJECT SUMMARY															Demand Area: Renewal Type: Institutional Capital																					
<i>Housing & Food Services – McMahon Hall</i>																																				
REGENTS ACTIONS:																																				
TBD • TBD																																				
OBJECTIVES: • McMahon Hall was constructed in 1967. Building assessments over the last 25 years indicate that a substantial renovation is required to maintain the building in a least cost model.																																				
DESCRIPTION: Housing and Food Services is planning to engage a construction and design team in 2026-2028 to begin the renovation process. McMahon will close in 2027 and the students who live in McMahon Hall would be able to move into the newly opened Haggett Hall in 2027. The building would likely remain empty for 1-2 years before renovation begins. A renovated McMahon would open sometime between 2030-32.																																				
FINANCIALS:																																				
Proposed Project Budget											Proposed Funding																									
Projected Total Project Costs \$190,000,000 100%											HFS Equity (Land Lease Revenues) \$190,000,000 100%																									
BENCHMARKS:																																				
Oak Hall (2020)															\$551 Project Cost/GSF																					
Willow Hall (2018)															\$485 Project Cost/GSF																					
Madrona Hall (2018)															\$487 Project Cost/GSF																					
McCarty Hall (2018)															\$415 Project Cost/GSF																					
SCHEDULE:																																				
Project is estimated to span FY28-32, opening to residents in Autumn 2032.																																				
2026				2027				2028				2029				2030				2031				2032												
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									
INITIAL DESIGN TEAM ENGAGEMENT																																				
				McMAHON CLOSES																																
								McMAHON HALL REMAINS EMPTY																												
												RENOVATIONS																								
																					RENOVATED FACILITY OPENS TO STUDENTS															

PROJECT SUMMARY
Demand Area: Strategic
Type: Institutional Capital

Welcome Center
REGENTS ACTIONS:

November 2022 • Information item.

OBJECTIVES:

- The UW has a rare opportunity to partner with the University Book Store and the University of Washington Alumni Association to develop and operate a Welcome Center, nestled in the heart of the U-District. Across the street from campus and a block from the new light rail station, the Welcome Center will create a gateway to the UW. It will tell the UW's story of impact, catalyze collaboration, ignite curiosity, and evoke a deep sense of place and belonging. It will welcome everyone to *their* university.

DESCRIPTION:

Final business terms are not determined at this time.

- The University Book Store (UBS), the Alumni Association (UWAA) and the UW plan to create an LLC.
- This LLC (initially comprised of UBS and UWAA) plans to issue an RFP as part of the process to find a developer who will build and operate a 256,600 GSF structure on the current UBS parking lot on the corner of 15th and 43rd NE.
- UW contemplated to join LLC on or after Developer Selection.
- UBS will contribute the fee title to the parking lot to the LLC.
- It is anticipated that the developer will build and operate the tower facility under a long-term ground lease with the LLC.
- The project will consist of two condominium units:
 - A podium unit that contains a UW Welcome Center, UBS Book Store and Alumni Association, public space.
- A tower to potentially contain leased office or residential space.
- It is anticipated that the LLC will lease the podium core and shell from the developer for 25 years with an obligation to purchase it at year 25 for a predetermined and fixed price.
- The LLC will construct the build out and tenant improvements in the podium unit.
- UW anticipates occupying the podium in perpetuity and its ownership interest through the LLC.

FINANCIALS:

Estimated Project Budget*

Podium Core & Shell	\$21,800,000	30.7%
Soft Costs	\$20,600,000	29.0%
Tenant Improvements	\$18,100,000	25.5%
Site Preparation (MHA)	\$5,400,000	7.6%
Parking	\$5,100,000	7.2%
Total Project Costs	\$71,000,000	100%

Estimated Funding

Philanthropy	\$45,300,000	63.8%
Unit Equity (from UBS)	\$2,000,000	2.8%
Alumni Association	\$5,000,000	7.1%
Ground Lease (from UBS)	\$18,700,000	26.3%
Total Funding	\$71,000,000	100%

*Project cost dependent upon outcome of the Request for Proposals (RFP) process.

SCHEDULE:

2022			2023				2024				2025				2026				2027				
Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
LEGAL STRUCTURE																							
	DEVELOPER SELECTION																						
		UW APPROVALS																					
			DESIGN																				
				PERMITTING (MUP & BLDG)																			
												CONSTRUCTION											
																							MOVE

PROJECT SUMMARY
Demand Area: Strategic
Type: Institutional Capital

UW Tacoma – Land Acquisition
REGENTS ACTIONS:

TBD • TBD

OBJECTIVES:

- The sites that will be acquired with land acquisition funding will eventually be used to implement elements of the UW Tacoma Master Plan, primarily campus housing, community/student life, and playfields/open space. Acquisition from current private owners will prevent development by those owners into facilities that do not support UW Tacoma.

DESCRIPTION: Funding was requested to acquire seven (7) properties within the existing established boundaries of the University of Washington - Tacoma Campus. Acquisition of these properties from the current private owners will prevent development by those owners into facilities that do not support the mission of the UW Tacoma Campus. In addition, if the properties are privately developed, they will be far more expensive to acquire at a later date to support campus needs.

FINANCIALS:

Proposed Project Budget				Proposed Funding			
Acquisition	\$7,700,000	100.0%		State Bldg/Const. Account 23-25	\$7,700,000	100.0%	
Total Project Costs	\$7,700,000	100%		Total Funding	\$7,700,000	100%	

BENCHMARKS:

Land w/ Commercial Building (23XX Tacoma Ave S.)	\$8.5M Cost/Acre
Vacant Land (15XX Tacoma Ave. S.)	\$4.0 Cost/Acre

METRICS & INDICATORS: N/A
SCHEDULE:

2022			2023				2024				2025			
Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	PLANNING													
				NEGOTIATIONS										
							ACQUISITION							

PROJECT SUMMARY
Demand Area: Renewal
Type: Institutional Capital

Burke Gilman Trail Corridor Renovation – Phase 2
REGENTS ACTIONS:

- May/June 2025
- Request budget approval for Burke Gilman Trail Corridor Renovation Phase 2 of \$16,000,000; and
 - Delegated authority to the President or her designee to execute contract amendments for construction contracts.

OBJECTIVES: The Burke Gilman Trail Corridor (BGTC) Renovation Phase 2 project will prioritize safely accommodating the projected 2030 bike and pedestrian demand while minimizing conflicts between pedestrians, cyclists, and vehicles, and improving accessibility, usability, enjoyment, and management of the trail. Measurable actions to achieve these goals will include:

- Improved safety through adequate lighting, sightlines, and signage/markings
- Consistent and clearly defined trail connections and crossings
- Mode separation in areas of high use by both pedestrians and cyclists
- Increased ADA access and connections
- Improved drainage and construction methods to reduce long-term maintenance needs

DESCRIPTION: To address current safety and usability issues, this project will complete the development of a comprehensive BGTC design which can then be constructed with a strategic, phased approach that meets the project goals while staying within the provided funding. To achieve this, information on past project phases will be reviewed and overlaid with updated land and environmental surveys to determine the design, which may differ along the trail based on use and alignment with the target budget.

An estimated 5,000 feet of trail, including the remaining Campus Reach between Rainier Vista East and Snohomish Lane (Hec. Ed Bridge), and the Forest Reach, adjacent to Montlake Boulevard and the crossing with Pend Oreille Drive, will be the targeted areas of Phase 2 construction, and will be divided into sub-phases based on the flow of funding.

FINANCIALS:

Proposed Project Budget			Proposed Funding		
Construction Cost	\$12,160,000	76.0%	WSDOT 25-27 (Anticipated)	\$1,700,000	10.6%
Consultant Services	\$2,240,000	14.0%	WSDOT 27-29 (Anticipated)	\$6,600,000	41.3%
Other Costs	\$800,000	5.0%	WSDOT 29-31 (Anticipated)	\$7,700,000	48.1%
Project Management	\$800,000	5.0%	Total Funding	\$16,000,000	100%
Total Project Costs	\$16,000,000	100%			

BENCHMARKS:

Burke Gilman Trail Corridor Phase 1	\$2,675/lineal foot (2017)	\$3,600/lineal foot (2023)	\$3,900/lineal foot (2025)
KPFF Estimate for Phase 2	\$2,500/lineal foot (2015)	\$3,500/lineal foot (2023)	\$3,800/lineal foot (2025)

METRICS & INDICATORS: N/A
SCHEDULE:

2027				2028				2029				2030				2031			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		DB SELECT																	
				DESIGN / PERMIT															
								CONSTRUCTION PH 2A											
												CONSTRUCTION PH 2B							

PROJECT SUMMARY	Demand Area: Renewal Type: Institutional Capital
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School of Dentistry - D1 Renovation - Digital Simulation Center

REGENTS ACTIONS:

N/A • None anticipated.

OBJECTIVES: This is a budget driven project to ensure ongoing accreditation and run a functioning and competitive dental school in the region. UW School of Dentistry must update their existing spaces and replace antiquated technology with current digital technology and learning environments to achieve the following:

1. Provide dental students with contemporary educational experiences and technologies they need to transition into private practice where familiarity with these technologies will be expected.
2. Maintain CODA accreditation, upcoming site visit evaluation in 2024:
 - a. CODA stresses the importance of student environment “conducive to change, innovation, and continuous improvement in educational programs.”
 - b. In addition to student experience, CODA links this expectation to faculty, staff, administration, and patient experience.
3. Provide state-of-the-art technology to our RIDE students that in effect, benefit rural/underserved and underrepresented minority patients across the state.
4. Remain competitive with other U.S. dental schools to attract and enroll students.

DESCRIPTION: This project is the largest scope of work within an overarching initiative for the School of Dentistry to renovate and expand the existing D-1 simulation teaching lab in the Magnuson Health Sciences Building – D Wing. The work will include the renovation of existing space and purchase of new dental simulation equipment and technology.

FINANCIALS:

Proposed Project Budget			Proposed Funding		
Construction Cost	\$2,205,000	63.0%	Unit Equity	\$1,500,000	42.8%
Consultant Services	\$350,000	10.0%	Central Equity (Provost) ¹	\$1,000,000	28.6%
Equipment & Furnishings	\$525,000	15.0%	Donors ²	\$1,000,000	28.6%
Other Costs	\$140,000	4.0%	Total Funding	\$3,500,000	100%
Project Management	\$280,000	8.0%			
Total Project Costs	\$3,500,000	100%			

¹ Programmatic Renewal Funding: \$500K (FY22) & \$500K (FY23).

² School of Dentistry - Campaign for Clinics.

BENCHMARKS:

School of Dentistry B350 Renovation \$423 Project Cost/GSF

METRICS & INDICATORS:

	Current		Target			Current		Target	
Net Assignable SF	7,217	7,217	7,217	7,217	Construction Cost/GSF	\$259	\$259	\$259	\$259
Gross Square Feet	8,516	8,516	8,516	8,516	Project Cost/GSF	\$411	\$411	\$411	\$411
Efficiency (NASF/GSF)	85%	85%	85%	85%					

SCHEDULE:

2022				2023				2024			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		PLANNING									
				DESIGN/PERMITTING							
								CONSTRUCTION			

CLINICAL CAPITAL

PROJECT SUMMARY			Demand Area: Renewal																	
			Type: Clinical Capital																	
<i>UW Medical Center - Montlake Campus Membrane Repair & Landscape</i>																				
REGENTS ACTIONS:																				
November 2020	<ul style="list-style-type: none"> Delegated authority to award Design Build contract (initial definition work) 																			
May 2022	<ul style="list-style-type: none"> Project approval for fully defined scope, schedule, and budget 																			
OBJECTIVES:																				
	<ul style="list-style-type: none"> 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 scope of this project includes 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), 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 also includes new landscape and hardscape improvements that are appropriate for significant open spaces at the leading hospital in the 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 requires a multi-phased approach to allow for continuous 24/7 access to the Medical Center, and the design-builder is responsible for developing a design and construction phasing plan.																				
FINANCIALS:																				
Proposed Project Budget			Proposed Funding																	
Construction Cost	\$40,560,286	79.1%	ILP Debt Funds	\$36,252,000	70.7%															
Consultant Services	\$7,436,659	14.5%	Central Equity	\$14,600,000	28.5%															
Equipment and Furniture	\$13,095	0.1%	SOM Equity	\$400,000	0.8%															
Other Costs	\$1,184,337	2.3%	Total Funding	\$51,252,000	100%															
Project Management	\$1,805,623	3.5%																		
Loan Issuance	\$252,000	0.5%																		
Total Project Costs	\$51,252,000	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	Q3
	DB TEAM																			
		PROJECT DEFINITION/DESIGN																		
						CONSTRUCTION (JULY 2022 - AUGUST 2025)														

PROJECT SUMMARY
Demand Area: Renewal
Type: Clinical Capital

UW Medical Center - Plaza Café Remodel
REGENTS ACTIONS:

TBD • TBD

OBJECTIVES: The existing kitchen/dining area of the Plaza Café is in need of an update to provide modernized food service needs for UWMC inpatients, visitors/families, staff, and student populations. This project hopes to refresh the dining experience to once again provide that warm and welcoming environment for its patrons.

Being at the heart of the campus, it is crucial that the UWMC Plaza Cafe remain operational to serve the inpatient population for the duration of this project. It is with this intent that the project takes on a rigorous multi-phased approach to achieve final build-out. Given that there is little opportunity for lateral expansion for program growth needs, this project proposes an exterior expansion to the existing Plaza Cafe courtyard along with a vertical expansion above.

It is anticipated that the project team will need to work with the Department of Health to provide a path forward through the phased process to ensure that the ‘essential kitchen’ can provide for the inpatient population for the duration.

DESCRIPTION: The recently concluded Feasibility Study reviewed a number of options for achieving the project goals, but ultimately, it was decided that there is only a singular multi-phased option in order to maintain room service kitchen operations while renovating and expanding in place. Due to the constraints, it was determined early in the Study that the existing conference rooms would be re-purposed for food service uses and conference space would be located elsewhere on campus as part of a separate project. A summary of the scope included each phase of the four (4) phase strategy is as follows:

- Phase 1: New restrooms and dietary offices on the north side of the corridor, new coffee/retail; new room service kitchen, and begin new 2-story dining expansion.
- Phase 2: New dining entry circulation, new ware wash, new refrigerated storage, new ingredient control, begin construction of new kitchen and servery, and continue construction of 2-story dining expansion.
- Phase 3: New server completed, new pot wash, continue construction of kitchen and 2-story dining expansion.
- Phase 4: Complete kitchen and 2-story dining expansion, additional new refrigerated storage, and ingredient control.

FINANCIALS:
Proposed Project Budget

Construction Cost	\$80,494,000	83.5%
Consultant Services	\$11,086,000	11.5%
Equipment & Furnishings	\$289,200	0.3%
Other Costs	\$1,349,600	1.4%
Project Management	\$3,181,200	3.3%

Proposed Funding

ILP Debt Funds	\$94,400,000	97.1%
Unit Equity	\$2,000,000	2.1%
Total Funding	\$96,400,000	100%

Total Project Costs \$96,400,000 100%
SCHEDULE:

2022				2023				2024				2025				2026				2027			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
FEASIBILITY STUDY																							
				APPROVAL/FUNDING																			
								TEAM SELECTION															
												DESIGN/PERMITTING											
																CONSTRUCTION (4 PHASES)							

PROJECT SUMMARY			Demand Area: Strategic Type: Clinical Capital		
<i>UW Medical Center - Primary and Specialty Care Expansion</i>					
REGENTS ACTIONS:					
October 2021	<ul style="list-style-type: none"> • Project approval • Approve use of ILP Funds • Delegate authority to award Design Build contract 				
OBJECTIVES:					
<ul style="list-style-type: none"> • Provide additional primary and specialty care capacity for key service lines to grow strategic market volumes. 					
DESCRIPTION: PSCE expansion projects include relocating the present ML WISH (WWAMI Institute for Simulation in Healthcare) unit and building a new WISH unit on the NW campus which will in turn give UWMC an opportunity to create more ORs on ML campus which will increase capacity and revenue generation. The 6N OB and 7N med surg renovation will enable UWMC to expand OB services by providing six additional antepartum rooms and the 7N remodel will add 14 Med Surg capacity which will generate revenue. The capital cost for the expansion of the 7N beds is shared with FHCC as a portion of the project restores oncology beds previously displaced by the FHCC 20 bed unit on 8NE.					
FINANCIALS: Costs are finalized on a project-by-project basis and planning work for this work is ongoing.					
Proposed Project Budget			Proposed Funding		
Construction Cost	\$154,700,000	70.0%	ILP Debt Funds	\$216,700,000	98.0%
Consultant Services	\$33,150,000	15.0%	Unit Equity	\$4,300,000	2.0%
Equipment and Furniture	\$33,150,000	15.0%	Total Funding	\$221,000,000	100%
Total Project Costs	\$221,000,000	100%			
SCHEDULE:					
Project schedule(s) in development.					

PROJECT SUMMARY
Demand Area: Clinical/Renewal/Strategic

Type: Clinical Capital

UW Medical Center – Other Clinical Capital Projects
REGENTS ACTIONS:

- Date TBD
- Regents will review and approve a dedicated amount of ILP debt funding for groupings of small projects (each 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 LRFP, UWMC local equity will also be leveraged. All projects will be executed under delegated authority.

- OBJECTIVES:**
- 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:

Core Capital Equipment (\$148.2M): Continual re-investment in medical and diagnostic equipment is critical in order to provide the most effective and safe 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.

Deferred Maintenance (\$47.8M): The projects included are to ensure our current facilities continue to operate to provide safe and efficient patient care to our community.

End of Life Equipment (\$9M): The projects included are to ensure our current equipment continues to operate to provide safe and efficient patient care to our community.

Strategic Service Line Expansion (\$20.2M): SSLE includes expansion of the Digestive Health clinic which is a part of our strategic service line plans to support growth in endoscopy services. Also, included is UWMC NW MIMP (Major Institution Master Plan) which is required by the City of Seattle and will help us envision how to accommodate our region's growing population's healthcare needs. It will also allow for replacing aging campus facilities with more energy efficient, lower maintenance and appropriate systems for a modern healthcare campus.

IT Improvements (\$96.8M): 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: Costs are finalized on a project-by-project basis and planning work for this work is ongoing.

Proposed Project Budget			Proposed Funding		
Total Project Costs	\$322,000,000	100%	ILP Debt Funds	\$79,600,000	24.7%
			Unit Equity	\$242,400,000	75.3%
			Total Funding	\$322,000,000	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 have already been approved by the Board of Regents or are being executed under Delegated Authority (less than \$15M) and are underway. 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.

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

Climate Commitment Account: To be used for programs, activities, and projects physically located in Washington state as outlined in chapter [70A.65 RCW](#) such as those that reduce and mitigate impacts from greenhouse gases and co-pollutants in overburdened communities; that deploy renewable energy resources; that increase energy efficiency or reduce greenhouse emissions of industrial facilities, the agricultural sector, or in new and existing buildings; that directly improve energy affordability.

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.

Deferred Maintenance: Refers to work on an asset that is near failure or past its overall life cycle (either planned or unplanned) that is postponed to a future budget cycle or indefinitely.

Demand: The four primary drivers of capital expenditures are clinical, growth (research or student FTEs), renewal of existing facilities, and strategic investments that have the potential to change the direction of the University. See detailed descriptions below:

Clinical: Projects that support and bolster the mission and strategic objectives of the Clinical Enterprise. Clinical demand also includes the three other demands that pertain to the institution. Therefore, Clinical demand accounts for all Clinical renewal, strategic, and growth. Examples of current projects include Destination One (Strategic) and Behavioral Health Teaching Hospital (growth).

Growth: Projects which are driven by a growth in student enrollment, research, or additional capacity. This growth tracks in a fairly linear fashion to additional square footage. Growth projects expand on the University's mission and support increases in the overall reach of the institution.

Renewal: Reinvestment required across all three campuses in existing facilities needed to keep up with the life cycle of the systems or with new safety or code requirements.

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

Gross Square Feet (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 Assignable Square Feet (NASF): The sum of all areas on all floors of a facility assigned to, or available for assignment to, an occupant, program, or specific use.

Net New GSF: This represents the increase in the overall facility 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 a yet to be defined/finalized funding source.

Preventive Maintenance: A maintenance strategy where inspections are made or actions are taken on a scheduled basis to reduce service interruptions, reduce the premature failure of facilities, systems, and equipment, and continue efficient operations.

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

Public/Private Partnership (P3): Public-private partnerships involve collaboration between the University and a private-sector company that can be used to finance, build, and operate projects

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.

State Capital Account: Sometimes referred to as Fund 057. The state building construction account established in the state treasury and used exclusively for the purposes of conducting the provisions of the capital appropriation acts.

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.

UW Building Account: Sometimes referred to as Fund 064. A state appropriated fund source comprised mainly of student building fees, timber revenues and Metropolitan Tract proceeds for the construction, completion, reconstruction, remodeling, rehabilitation and improvement of building and facilities at University of Washington. Although the revenue is collected locally, the state legislature appropriates the funding.