Meeting Synopsis:

1. Call to order
2. Review of the minutes from February 27, 2020
3. Chair’s Remarks
4. Classroom report: UW Bothell and UW Tacoma -- Amy van Dyke and Elizabeth Hyun
5. Overview/preview of the Capital Plan draft -- Mike McCormick and Lou Cariello
6. Update on Architect Selection and the IDB process -- Mike McCormick and Lou Cariello
7. Good of the order
8. Adjourn

1. Call to order

The meeting was called to order at 10:03 A.M.

2. Review of the minutes from February 27, 2020

The minutes from February 27, 2020 were approved as written.

3. Chair’s Remarks

The Chair updated the council on an item left open from the last meeting: the Sustainability Action Plan had been presented but there had been some confusion relating to an attachment and there remained questions at the end of the meeting; council members were promised additional time for discussion at the following meeting. However, in the meanwhile, the Action Plan Committee has withdrawn its request for council comments and has instead decided to send the plan and a survey to the full faculty for comments.

4. Classroom report: UW Bothell and UW Tacoma -- Amy van Dyke and Elizabeth Hyun

The Chair introduced presenters Elizabeth Hyun, Campus Space Planning Manager & Architect at UW Tacoma, and Amy Van Dyke, Director of Physical Planning and Space Management at UW Bothell to provide an update on instructional space inventory, utilization, and planning for those campuses.
**UW Tacoma Instructional Spaces**

A PowerPoint was used as part of the presentation (Exhibit 1). A slide was shown with inventory information for various types of instructional spaces on the UW Tacoma campus (Slide 3, Exhibit 1).

Slides were shown with information on space utilization and related issues (Slides 4-5, Exhibit 1).

Hyun explained a space refresh program was initiated in 2018 that identified and ranked spaces with greatest need for renewal. Several resulting room conversions were detailed in the presentation (Slides 7-12, Exhibit 1).

Hyun noted the overall seating capacity for general classrooms increased substantially as part of the refresh program. She reported no conflicts in scheduling during autumn quarter 2019 – a first-time occurrence in the last half decade.

Hyun concluded the presentation with an overview of projects currently underway (Slide 12, Exhibit 1).

**UW Bothell Instructional Spaces**

A PowerPoint was used as part of the presentation (Exhibit 2). Van Dyke explained Hyun’s team and her own team meet regularly as there is a lot of overlap in space issues between the campuses (Exhibit 2). While many instructional spaces may be used by any UW Bothell unit, there are some restricted spaces where certain units have priority in scheduling. A slide was shown with overall space inventory at UW Bothell (Slide 3, Exhibit 2).

Slides were shown on the space refresh program at UW Bothell spanning progress and plans from 2017 through 2021 (Slides 6-10, Exhibit 2). A desire for flexible classrooms was voiced by the UW Bothell faculty and as a result the refresh program includes enhancing spaces for active learning and group work (e.g. mobile chairs and desks) (Exhibit 2).

**Discussion**

Councilmembers asked about the most pressing needs for each campus over the next decade. Hyun noted that additional housing is needed on campus to accommodate growth and encourage more students to attend UW Tacoma. UW Tacoma currently owns land that might be developed for that purpose in the future. Hyun explained a full renovation of the Tioga Library building is becoming necessary as it is central to the campus and very visible and the original structure was built in 1890. A member asked if there are still plans to connect UW Tacoma with Highline Community College in Federal Way. It was noted there is no update on that project at the present time.

UW Bothell, which shares the campus with Cascadia Community College (CCC), created a campus master plan to identify the space needs. Administrative functions have since been moved off-campus to utilize campus space for instruction. Future considerations will need to address how to consolidate administrative and instructional functions back into one campus. Parking remains an issue at UW Bothell, but a new parking area was recently been built. A new STEM building, in conjunction with CCC, is currently in the design phase. UWB recently acquired an apartment complex adjacent to campus as a first step toward providing student housing.
A councilmember expressed a concern over the expected lifetime of mobile furniture versus fixed furniture. It was clarified all UW campuses have access to the same furniture vendors. While flexible furniture does have more moveable parts that can break, UW Bothell focuses on vendors with excellent product warranties of 10+ years.

5. Overview/preview of the Capital Plan draft -- Mike McCormick and Lou Cariello

The Chair introduced Mike McCormick, Associate Vice President of UW Facilities, to present an update on the Five-Year Capital Plan draft (Exhibit 4, Slides 7-13) and preliminary budget (Exhibit 3). The UW Board of Regents (BoR) will receive a presentation on the plan in May. He noted that long-term planning is difficult to carry out in the current global situation with the ongoing COVID-19 health crisis and mentioned that FCUFS has been instrumental in improving the development process for capital planning at the University.

McCormick explained that a focus on investment in UW’s clinical activities and renewal will be priorities in capital project planning. Growth projects will therefore be less evident in the project priority list. Additionally, more private partnerships will be necessary to fulfill capital planning needs in the future.

A graph was shown on demands on UW capital planning looking forward to FY 2034. McCormick showed a separate PDF with information on active projects continuing over the next five years (Exhibit 4, Slides 1-6). The Five-Year Capital Plan indicates $4.3 billion in capital spending.

A member asked about state funding, preliminary budgets, and risks given the ongoing pandemic. McCormick noted all state funded projects are planned to proceed apart from the Center for Advanced Materials and Clean Energy Technologies. A few other projects were noted to be at-risk for funding.

6. Update on Architect Selection and the IDB process -- Mike McCormick and Lou Cariello

Mike McCormick presented an update on the new Architect Selection model (Exhibit 4).

A slide was shown on the model (Slide 6, Exhibit 4). It was noted the shortlist of firms represents a very strong pool. McCormick noted he welcomes feedback from members on this model going forward. There was some discussion of the importance of professional trust between architects and general contractors or construction management firms. In the progressive design build delivery method that UW is currently using, contractors have a habit of selecting only local architects that they know. UW Facilities is trying to broaden the pool of architects so that the campus continues to have the vitality that comes from many different designers responding to our projects. Selection of firms located in other cities can introduce some complexity, but UW Facilities works with their teams to address those issues, which may involve adding a local liaison architect.

7. Good of the order

Nothing was stated.

8. Adjourn
The meeting adjourned at 11:39 A.M.

Minutes by Alexandra S Portillo, xanport@uw.edu, faculty council analyst

Present:

Faculty Code Section 21-61 A: Ann Marie Borys (chair), Ashley Emery, Bill Erdly, Andy Hoofnagle, Laura Little, Murray Maitland, Giovanni Migliaccio, Gundula Proksch

Faculty Code Section 21-61 B: Bruce Balick, Alena Wolotira

Faculty Code Section 21-61 C:

Regularly Invited Guests: Elizabeth Hyun, Amy Van Dyke, Mike McCormick

Absent:

Faculty Code Section 21-61 B: John Carroll
Faculty Code Section 21-61 C: Lou Cariello

Exhibits

Exhibit 1- FCUFS UWT Space Report 2020_04_23
Exhibit 2- FCUFS UWB Space Report 2020_04_23
Exhibit 3- FCUFS - 2020 Five Year Capital Budget Preliminary (04222020)
Exhibit 4- FCUFS - Selection Process & Capital Budget
UW TACOMA
Instructional Spaces

Update to FCUFS
April 23, 2020
UW Tacoma Topics

• Space Inventory
• General Classroom Utilization
• Refresh Program
• Refreshes 2019
• Current Projects
# UW Tacoma
## Space Inventory

<table>
<thead>
<tr>
<th>Category</th>
<th>QTY</th>
<th># Seats</th>
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<tr>
<td>General Classrooms *</td>
<td>49</td>
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<tr>
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<td>8</td>
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<td>Computer Classrooms</td>
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<tr>
<td>Sci/Eng Labs</td>
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<td>318</td>
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</table>

*3 classrooms are less than 30 seats and make up 3% of total seats
34 classrooms are 30-49 and make up 59% of total seats
8 classrooms are 50-79 seats and make up 21% of total seats
4 classrooms are 80-100+ seats and make up 17% of total seats
UW Tacoma
General Classroom Utilization

Utilization by Day – Autumn 2019

<table>
<thead>
<tr>
<th>Day</th>
<th>Utilization</th>
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<tbody>
<tr>
<td>Monday</td>
<td>71%</td>
</tr>
<tr>
<td>Tuesday</td>
<td>74%</td>
</tr>
<tr>
<td>Wednesday</td>
<td>71%</td>
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<tr>
<td>Thursday</td>
<td>76%</td>
</tr>
<tr>
<td>Friday</td>
<td>74%</td>
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</table>

HECB Target: 74%
UW Tacoma
Utilization Issues

1. Actual utilization (% of occupied seats) vs. building utilization (scheduled timeblocks)
   • Gap between enrollment numbers and room capacity

2. Scheduling issues

Classroom Utilization by Timeblock, Autumn 2019
UW Tacoma
Refresh Program

Space Refresh Planning Team

• 2018 - Identify and rank spaces with most need for renewal
• Establish refresh cycle – 15 to 20 years, AV every 5 years
• Establish scope – furniture, finishes, systems, technology
• Establish annual budget of approximately $1M
  • Classrooms (5 @ $125k)
  • Offices (8 @ $15k)
  • Conference/Meeting ($30k)
  • Common Areas ($40k)
  • Furniture Replace/Repair ($15k)
  • Exterior furnishings ($5k)
UW Tacoma
Refreshes 2019

CP 206C
conversion of conf. room into eng. networking lab

BEFORE

AFTER
UW Tacoma
Refreshes 2019

JOY 001
conversion of shared classroom into large capacity computer lab
UW Tacoma
Refreshes 2019

WG 210
conversion of underutilized computer lab into a higher cap general classroom

BEFORE

AFTER
UW Tacoma Refreshes 2019

JOY 201 Conf Room

CP 103 Seminar Room
UW Tacoma Refreshes 2019

General Classrooms
UW Tacoma
Current Projects

• Refresh of a classroom
• Conversion of a shared office into 2 breakouts for students
• Learning Commons Ph I & Engineering Labs
  • Programming
  • Anticipated construction start Jan. 2021
• New Milgard Hall Building
  • Design Build team formation
  • Anticipated completion Autumn 2023
TOPICS

- Space Inventory
- General Classroom Utilization
- Refresh Program
- Classroom Refresh Projects 2019
- Current Projects
## UW BOTHELL
### Instructional Space Inventory

<table>
<thead>
<tr>
<th>Category</th>
<th>QTY</th>
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<td>General Classrooms *</td>
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<td>Restricted Classlabs **</td>
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<tr>
<td>Computer Classlabs</td>
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<td>Performing Arts Studios</td>
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<tr>
<td>STEM Classlabs</td>
<td>13</td>
<td>294</td>
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* 5 classrooms are 24 or fewer seats and make up 5% of total seats
13 classrooms are 30-40 seats and make up 23% of total seats
18 classrooms are 48 seats and make up 45% of total seats
4 classrooms are 60-96 seats and make up 16% of total seats
1 classroom is 198 seats and makes up 10% of total seats

** Primary use – department; Secondary use - general
UW BOTHELL
General Classroom Utilization

Autumn 2019

Utilization by Day

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<th>Day</th>
<th>Utilization</th>
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<td>Tue</td>
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<td>Wed</td>
<td>70%</td>
</tr>
<tr>
<td>Thur</td>
<td>79%</td>
</tr>
<tr>
<td>Fri</td>
<td>74%</td>
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</table>

Average Utilization: 71.2%
> Seat utilization (% of occupied seats) vs. room utilization
  Gap between enrollment numbers and room/seat capacity
> Timeblock scheduling issues
UW BOTHELL
Refresh Program

Space Refresh Planning Team

• Identify and rank spaces with most need for renewal
• Establish refresh cycle – 15 to 20 years, AV TBD
• Establish scope – furniture and finishes, technology TBD
• Establish bi-ennial budget of approximately $1M
  • Classrooms
  • Computer Labs
  • Common Areas
  • Conference/Meeting Rooms
  • Student Study
2017-19 Projects

Founders Hall (UW1) – 16 Classrooms

Refresh projects could include:

- Chairs and tables that are mobile and easy to move and rearrange
- Varied classroom designs and furniture; different seating arrangements and different types of chairs
- Whiteboard space on walls, mobile or personal whiteboards
- Color accent wall
- New carpet
- Human-centric lighting
UW BOTHELL
Refresh Projects – Flexible Classrooms

Founders Hall
UW1 202
UW BOTHELL
Refresh Projects – Flexible Classrooms

Founders Hall
UW1 110
2019-21
Space Refresh Projects

Commons Hall (UW2)
  > 11 Classrooms

Library Annex (LBA)
  > 1 Classroom

Founders Hall (UW1)
  > Common Areas/Student Study
## Preliminary Five-Year Capital Budget (Fiscal Year 2021)

### Enterprise-Wide Outlook

#### Institutional Capital

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Demand Area</th>
<th>Project Budget</th>
<th>Prior FY Funding</th>
<th>State Bond</th>
<th>Bldg Acct</th>
<th>Debt</th>
<th>Gift</th>
<th>Central Equity</th>
<th>Unit Equity</th>
<th>Other</th>
<th>Future Funding (Projected)</th>
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### Total Project Total

- Overall Project Total: $2,166
- 5 YR Budget Total: $2,166
- $725
- 231
- $248
- $183
- $66
- $711
- $2.5

### Capital Construction Improvements

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<tr>
<th>Project Name</th>
<th>Demand Area</th>
<th>Project Budget</th>
<th>Prior FY Funding</th>
<th>State Bond</th>
<th>Bldg Acct</th>
<th>Debt</th>
<th>Gift</th>
<th>Central Equity</th>
<th>Unit Equity</th>
<th>Other</th>
<th>Future Funding (Projected)</th>
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<td>UW - Capital Construction Improvements</td>
<td>Growth</td>
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<td>725</td>
<td>231</td>
<td>$248</td>
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<td>$711</td>
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### Capital Equipment Enhancements

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<th>Unit Equity</th>
<th>Other</th>
<th>Future Funding (Projected)</th>
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<tr>
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### Capital Strategic Refresh Investments

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<th>Unit Equity</th>
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### Total Capital Budget

- Overall Project Total: $2,166
- 5 YR Budget Total: $2,166
- $725
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- $248
- $183
- $66
- $711
- $2.5

### Core Capital

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<tr>
<th>Project Name</th>
<th>Demand Area</th>
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### Total Core Capital

- Overall Project Total: $338
- 5 YR Budget Total: $338
- $109
- - | - | - | - | - | - | - | - | - | - |

### Institutional Capital

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<tr>
<th>Project Name</th>
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<td>Renewal</td>
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<td>$74.9</td>
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<td>82 Miller Hall Renovation for College of Education</td>
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<td>66 Renovation Art &amp; Music Buildings (A&amp;S)</td>
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### Total Institutional Capital

- Overall Project Total: $150.0
- 5 YR Budget Total: $150.0
- $12.0
- - | - | - | - | - | - | - | - | - | - |

### Other

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Demand Area</th>
<th>Project Budget</th>
<th>Prior FY Funding</th>
<th>State Bond</th>
<th>Bldg Acct</th>
<th>Debt</th>
<th>Gift</th>
<th>Central Equity</th>
<th>Unit Equity</th>
<th>Other</th>
<th>Future Funding (Projected)</th>
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<tbody>
<tr>
<td>UW Medicine (Harborview) - Behavioral Health Institute</td>
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### Total Other

- Overall Project Total: $1,267
- 5 YR Budget Total: $1,267
- $95 | - | - | - | - | - | 14 | $265 | - | - | $763 | $224 | - |

### Overall Project Total

- Overall Project Total: $4,331
Architect Selection

Mike McCormick, AIA
AVP Asset Management & University Architect

FCUFS
April 23, 2020
TYPICAL MODEL FOR CONTRACTING

Theory of Compounding Risk

- Distributing Risk/Profit causes fragmentation
- Actually increases overall risk/cost to the project
NEW MODEL FOR INTEGRATED D/B
Eliminates contractual barriers to collaboration

- Risk / Profits are shared
- Needs of the project take precedence
RISK REWARD PROPOSITION

Profit depends on Project Success

Total Project

Target Cost

Profit Pool

Increased Profit Pool

Profit Pool

Direct Costs

Below Target

Above Target

Catastrophic failure

Owner’s Shared Risk

Direct Costs

Direct Costs

Direct Costs

Planned

UNIVERSITY of WASHINGTON
Design Builder Selection Process
Compliance with RCW 39.10 - Alternative Public Works & Design/Build

- Qualifications based process
- Two step process – SOQ + Proposal
- Evaluation criteria shall include... must be established prior to solicitation
- Evaluation committee must be established
- Honorarium to be paid by owner
- Minimum notification timelines established
- Typically Design Builders are selected as a team - Contractor + Designer

*Tends to yield small subset of proposers and architects*
New Architect Selection Process
Selected as a subcontractor to the Builder as part of risk / reward

- Step 1: Solicit interest from top firms across the country
- Step 2: Narrow field to 10-15 firms to receive RFQ
- Step 3: Review and score SOQ’s to shortlist 3-5 firms
- Step 4: Visit offices of shortlisted firm to begin team building process
- Step 5: Architectural Commission interviews finalists
  (note some may be eliminated in during office visits)
- Step 6: Architectural Commission makes recommendation to Lou Cariello, who makes final recommendation to builder

Results: Pool has been broadened. Shortlisted firms include Kieran Timberlake, ARO, Shigeru Ban, BORA, Lever, SRG, Cannon Design...
Five Year Capital Budget

Mike McCormick, AIA
AVP Asset Management & University Architect

FCUFS
April 23, 2020
For the last decade, UW has been steadily moving towards a long-term strategic approach to capital planning.

- **2013**: One Capital Plan “list” developed
- **2016**: Projects ranked and stress-tested
- **2018**: Projects scored and full life cycle costs considered
- **2019**: UW Medicine included in capital planning process. Fund sources and demands are grouped and projected over 15 years
- **2020**: Long Term Capital Planning framework and financial “gates” for five-year capital budget

Transaction Focused → Strategy Focused
The Challenge: Demand > Sources

Base case assumptions indicate demands exceed sources by $137M per year

- **Growth** – investments that add new square footage driven by growth
- **Renewal** – renovations or replacement of the existing physical infrastructure
- **Strategic** – investments that have the potential to take the University in new directions through efficiencies, technologies, partnerships, etc.
- **Clinical** – investments that support the mission and objectives of the Clinical Enterprise

**Demand Buckets - $9.4B**
($ in Billions)

- Growth
- Clinical
- Strategic
- Renewal

**Source Buckets - $7.4B**
($ in Billions)

- The Gap: $2.0
- Build. Acct.
- State
- Equity
- Philanthropy
- Debt

FY20 - FY34
Proposed Long-Term Capital Strategy
(~$500M/yr = $7.4B over 15 years)

1. Focus on Renewal / Replacement - Make capital investments in existing facilities equal to the deterioration rate. This stabilizes deferred maintenance backlog, reduces risk, and preserves historic buildings.
   • ~$240M / yr funded by state, debt, donors & equity (50% of total capex)

2. Increase Clinical Investments - Increase access to debt financing for the clinical enterprise to address strategic, growth, and renewal needs of the clinical operation.
   • ~$125M / yr funded by clinical equity & debt (25% of total capex)

3. Limit UW’s square footage growth - Reduce Seattle campus education & general SF growth rate to 0.5% per year by carefully utilizing existing space and establishing clear priorities for new space.
   • ~$75M / yr funded primarily by donors  (limited state or debt)

4. Leverage partnerships to pursue strategic goals and opportunities - Plan to commit UW funds well below estimated demand
   • $180M / yr - ~$50M / yr funded by debt, donors, & equity
Inflection Point: Deferred Maintenance Strategies

$5.4B projected backlog if capital spending pattern continues

$1.7B backlog (2018) for Seattle E&G facilities

1. Increasing capital spend on renewal/replacement to 1.44% of CRV maintains backlog
2. Limiting growth decreases backlog
3. Fully funding O&M+R with operating funds for new buildings
4. Reallocating existing UWF funds for PM

manageable risk ~$80psf escalating with inflation
Long-Term Capital Outlay: Demands

Long term strategy assumes increases in clinical investments and renewal with a corresponding reduction in capital spending on growth projects.

Historic Demand Spend
- Total: $3.3 billion
- Average: $470 million

Planned Demand Funding
- Total: $3.2 billion
- Average: $530 million

15 Year Long Term Capital Plan Demand Targets
- Total: $4.7 billion
- Average: $525 million

Note: Planned capital budget allocation based upon FY20 capital budget.
Long-Term Capital Outlay: Fund Sources

Long term strategy assumes modest increase in debt, significant reduction in academic equity, stable state funding, continuing success in fundraising.

**Historic Capital Allocation**
- Total: $3.3 billion
- Average: $470 million

**Planned Capital Allocation**
- Total: $3.3 billion
- Average: $530 million

**15-Year Long-Term Capital Plan Targets**
- Total: $4.7 billion
- Average: $525 million

Note: Planned capital budget allocation based upon FY20 capital plan.