



Capital Budgeting Process

Board of Regents

March 12 - 13, 2020



DRIVE TO TWENTY FIVE

Goal

University Facilities, System Wide, to Support
Drive to 25

Challenge

Too Much Space
Not all Space Appropriate for Function
Underfunding of Building O&M



Too Much Space



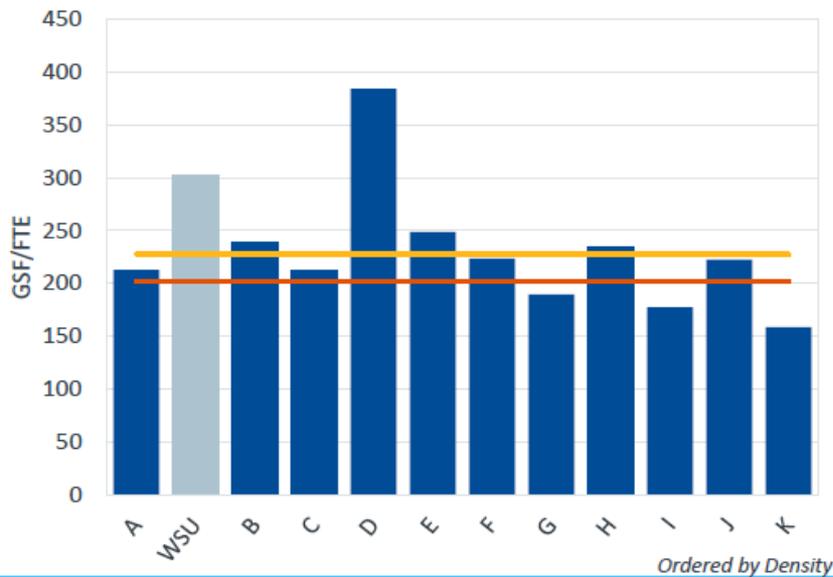


More Core Academic Space Than Peers

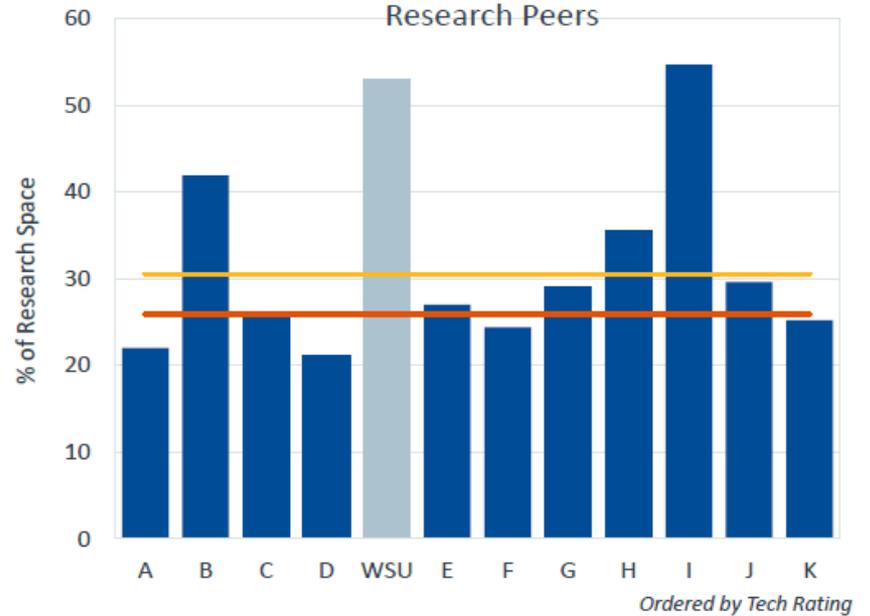


Program Space = State Academic, Administrative and Research Buildings

Program Space per Student Research Peers

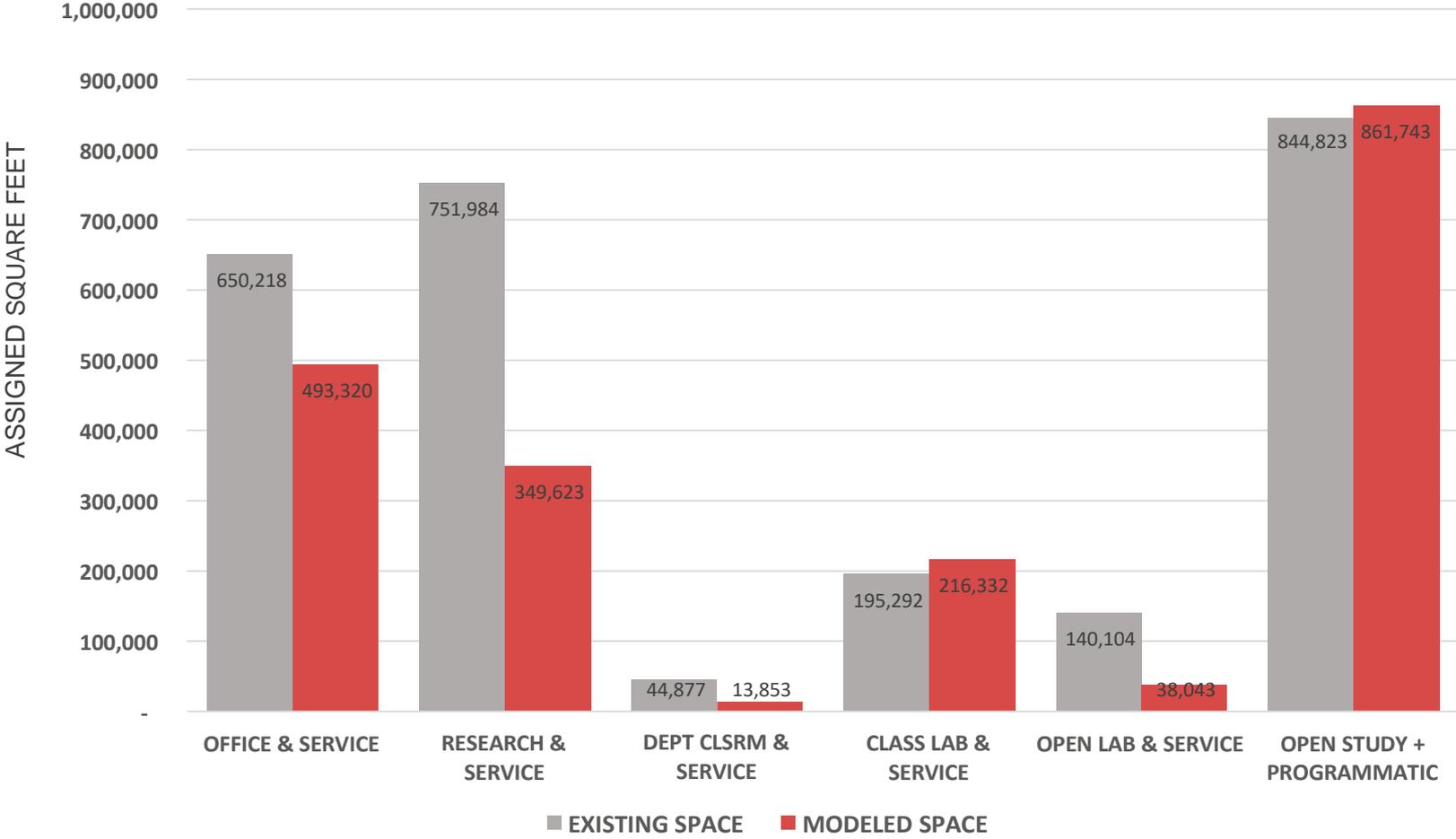


Research Space as % of State GSF Research Peers





WSU Pullman Academic Space





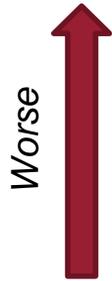
Underfunded O&M



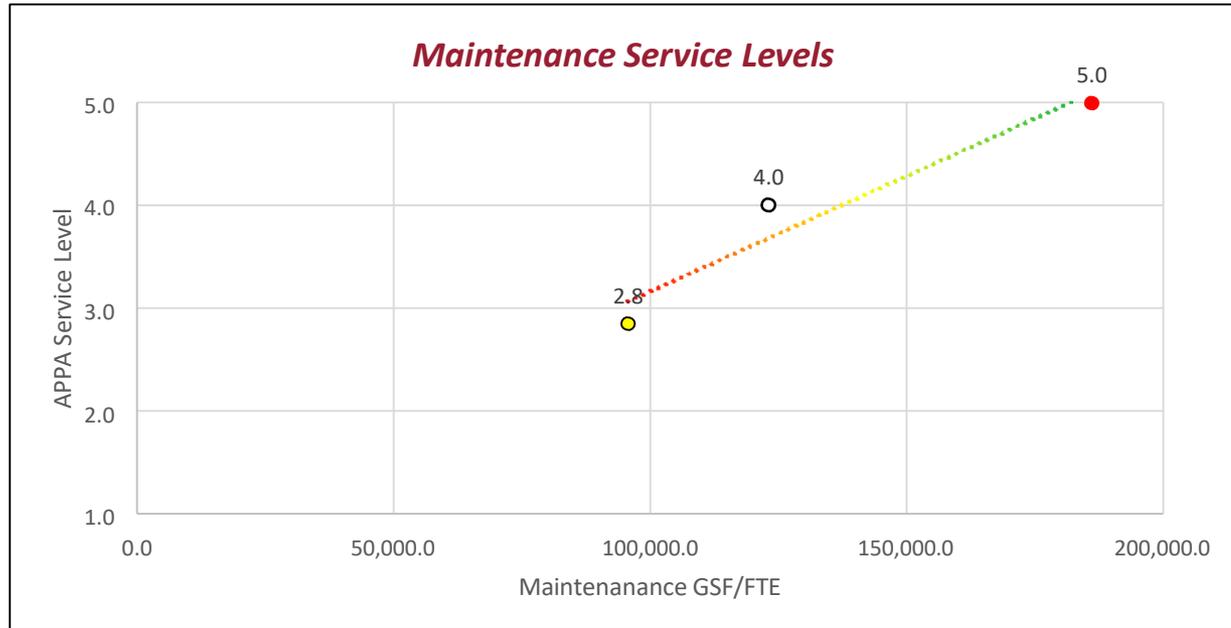
Maintenance Service Levels

Current and 10-year Projection

Crisis Response



Showpiece



WSU Staffing Levels (2016):	(GSF / FTE)	WSU APPA Rating Based on Staffing Factors
WSU Current Maintenance Staffing (GSF/FTE)	123,080.3	4.0
No GSF Reduction; No Budget Increase; 4.7% Annual Inflation (+10 yrs)	186,097.4	5.0
Research Peer Group Current Staffing (GSF/FTE)	95,736	2.8

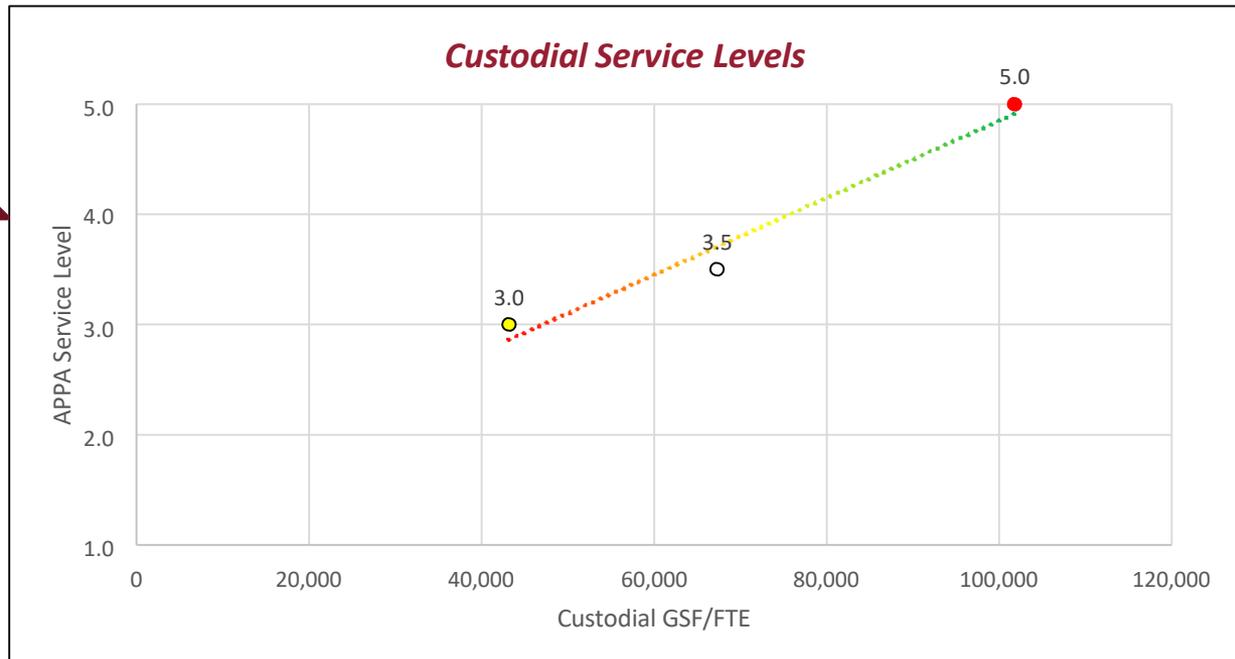
Custodial Service Levels

Current and 10-year Projection

Unkempt Neglect



Orderly
Spotlessness

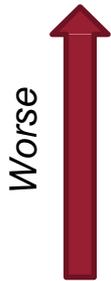


WSU Staffing Levels (2016):	(GSF / FTE)	WSU APPA Rating Based on Staffing Factors
WSU Current Custodial Staffing (Self-Assessment)	67,327	3.5
No GSF Reduction; No Budget Increase; 4.7% Annual Inflation (+10 yrs)	101,791	5.0
Research Peer Group Current Staffing (GSF/FTE)	43,196	3.0

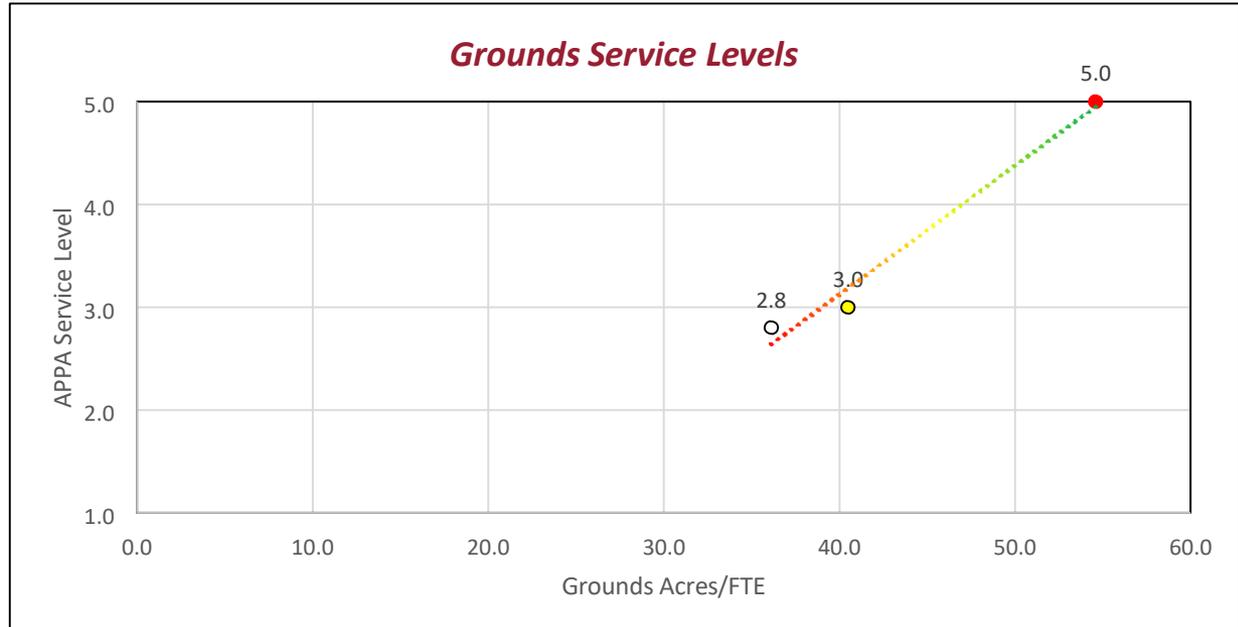
Grounds Service Levels

Current and 10-year Projection

Minimum



State of the Art



WSU Staffing Levels (2016):	(acres / FTE)	WSU APPA Rating Based on Staffing Factors
WSU Current Grounds Staffing (Self-Assessment)	36.1	2.8
No GSF Reduction; No Budget Increase; 4.7% Annual Inflation (+10 yrs)	54.6	5.0
Research Peer Group Staffing (GSF/FTE)	40.5	3.0



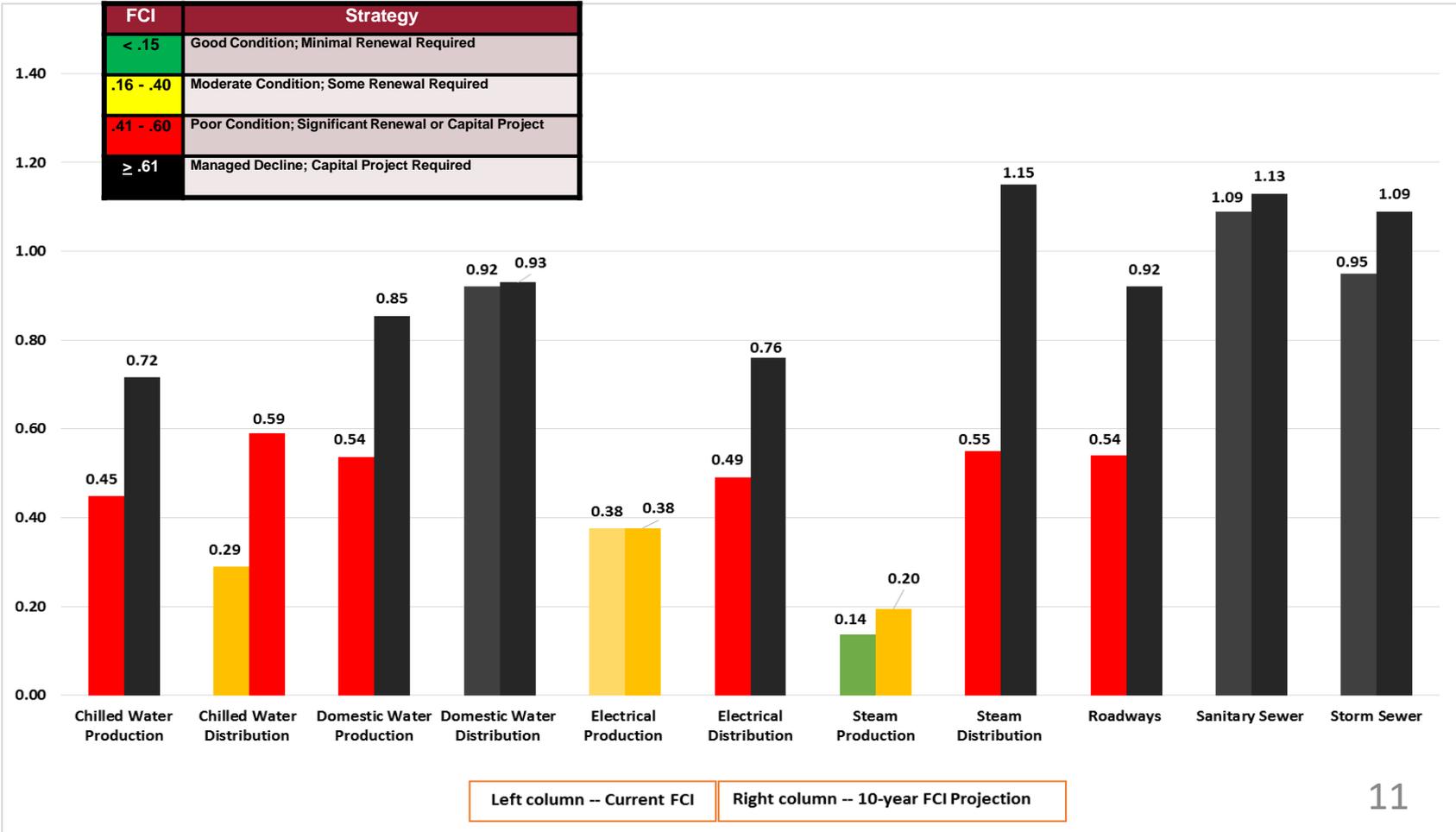
Facilities Condition





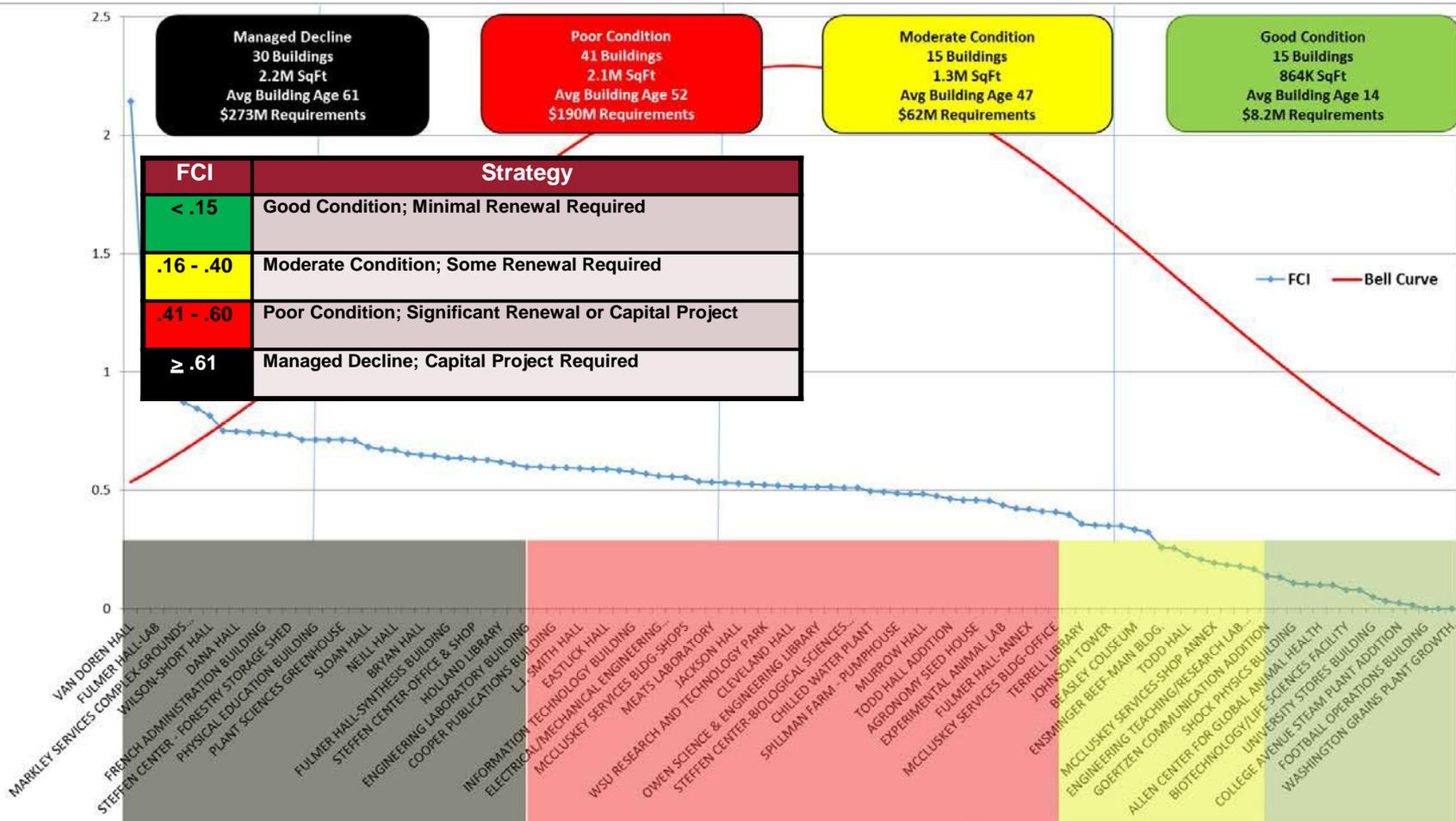
Infrastructure Condition

Current FCI and 10-year Projection





Facility Condition Index (FCI) Current Condition





Facility Condition Index (FCI) Current Condition





Facility Condition Index (FCI)

10-year FCI Projection





All Funds, All Needs Project Development

- Alignment with University Goals
 - Drive to 25
 - Strategic Plan
- Inclusive and Transparent



Components of Process

- Identification of programmatic needs
- Integration of these needs with associated infrastructure support, into a comprehensive list of capital projects, and concurrently:
- Development of prioritization criteria
- Scoring of the list of capital projects against the agreed upon prioritization criteria
- Development of the 2021-23 State Capital Budget request



Timeline

Completed Activities

- October 22: VPFA released project prioritization criteria and Capital Needs Statement.
- November 6, campus leadership provided input to VPFA on the project prioritization criteria.
- November 14, BOR/ presented Information Item in the Institutional Infrastructure Committee.
- December 13, campus leadership submitted their highest priority needs, including capital (major, mini majors/"Stand Alones" or minor), equipment and omnibus, and space requests.



Timeline

Upcoming Milestones

- By March 30, VPFA provides preliminary prioritization and ranking based on the approved criteria and submitted capital project needs.
- By April 30, VPFA provides preliminary state capital budget projects list.
- May BOR, approval of state capital budget request structure and major projects and delegate to President individual projects within Mini-Majors/"Stand Alones" category.
- May-August, VPFA prepares state capital budget request for submission to State.
- August- September WSU submits budget request to State Office of Financial Management.



Criteria - Programmatic Needs

•Learning:

- Retention Rates (SP)
- Recruitment / Enrollment (D25 & SP)
- Graduation Rates (SP)
- Graduate Placement / Employment Goals (SP)
- Interdisciplinary / Cross Institutional (SP)
- Student Experience (SP)
- Accreditation

•Research:

- Total Research and Development Expenditure (D25)
- Graduate Degrees Awarded (D25)
- Innovation / Commercialization (SP & D25)
- Cross Disciplinary Multi-Institutional Grants (D25)
- Faculty Awards (D25)
- Post Doc Appointees (D25)
- Economic Development (incubator)
- Accreditation

•Service:

- Outreach, Sharing Knowledge, Providing Service



Criteria - Operational Efficiencies

- Risk Mitigation:
 - Code Compliance / Regulatory Action (ADA/AALAC)
 - Risk of Future System / Facility Failures
 - Life Safety Risk
 - Washington State Energy Performance Standard (HB 1257 Law)
- Space Optimization:
 - Existing Space Utilization / Efficiency
 - Demolition of Existing Conditioned Space
 - New Space Includes Demo (no net new space)
 - Functionality and Adequacy of Existing Space for Proposed Project
- Deferred Maintenance / Infrastructure Investment:
 - Deferred Maintenance Backlog impact
 - Project Improves Core Infrastructure (including utilities and core IT systems)
 - Energy and Water Conservation / Resource Utilization / Operational Savings
 - Maintenance & Operations Funding Plan



Scoring Committee Methodology

- Scoring Committee – (12) people
- Consensus based scoring



Needs/Omnibus Summary

- Capital Needs:
 - # of needs = 141
 - # removed = 24 (repeats, old, etc.)
 - # shifted to omnibus or MCR = 16
 - # shifted to an “all campus” category = 9
 - # of needs scored = 92
 - Total estimate of capital needs = approximately \$800M
- Omnibus:
 - # of requests = 147
 - Total cost of Omnibus requests = \$36,010,171



Information and Feedback Sessions

- Faculty Senate
- Deans' Council
- Associate Deans
- Research Council
- President's Cabinet
- Chancellors/Vice Chancellors/Assoc. Chancellors



Proposed Structure of State Capital Budget

- Previous commitments
 - Vancouver
 - Spokane
 - Pullman Life/Physical Sciences
- Minors
- Majors
- Mini-Majors/“Stand Alones”
 - Projects under \$10M
 - Themes
 - Recurring