Enterprise Facilities Committee  
Barge Hall, Board of Trustees Room 412  
March 16, 2015  

Agenda

A. Approval of the minutes of February 9, 2015 (attached)

B. Sub-committee and/or task force reports  
a) CWU/Downtown Connection Task Force  
b) Enterprise Communication sub-committee

C. Policies  
a) CWUP 2-60(4) Enterprise Facilities Committee – revision attached  
b) CWUP 2-10-035 Enterprise Communication – draft attached

D. Business Case template and timeline – updates attached

Next Meeting: April 20, 2015, 2:00 pm, Barge Hall 412

Notes:
Enterprise Facilities Committee (EFC) – February 9, 2015
Approved version will be published on Resources and Reports (http://www.cwu.edu/resources-reports)

Barge Hall Board Room 412 – 2:00 pm

Attendees: Lori Braunstein, Keith Champagne, Sandy Colson, Stevan DeSoer, Kathy Gaer-Carlton (for John Swiney), Michael Luvera, Melody Madlem, Derek Mayo, Ginger McIntosh, Michael Montgomery, Michael Moon, Frank Pangrazi, Doug Ryder, Karen Shaw, Patrick Stanton, and Bill Yarwood

Absent: Richard DeShields, Steve DuPont, Dennis Francois, Rob Lane, Michele Reilly, John Swiney, and Nathan White

The meeting was called to order at 2 p.m.

A. Minutes
   1. January 26, 2015 Meeting Minutes

The minutes were amended to provide additional information on the CWU/Downtown Connection Task Force focus groups and the Campus Master Plan. The changes also clarified that two business cases, the Wildcat Statue and Repurposing of Michaelson 108 were not presented in full to the committee. The Wildcat Statue was approved by voice vote at the conclusion of the meeting. The business case for repurposing Michaelson 108 with all the necessary signatures was given to Bill Yarwood who determined that it could be forwarded directly to Steve DeSoer, Vice President for Operations.

A motion to approve the minutes of the meeting of January 26, as amended, was presented by Michael Moon and seconded by Michael Montgomery. The motion was approved.

B. Sub-committee and Task Force Reports

1. CWU/Downtown Connection Task Force
   Bill Yarwood noted that there will be two focus groups next week. The first will be 5:30 p.m. on Wednesday, Feb 18 at Ellensburg Floral, 120 4th Avenue. Ken Camarata, an architect with KFD Architecture in Yakima will facilitate the meeting which is open to the public and is being sponsored by the Ellensburg Downtown Association Design Committee primarily for downtown business owners. At 7 p.m. on Friday evening, Feb. 20, Bill will present information on the CWU/Downtown Connection and the upcoming revision to the Facilities Master Plan at Gallery One as part of their PechaKucha “design by excellence” presentations. The presentation format for PechaKucha is 20 images in 20 seconds each. Check it out at: http://www.pechakucha.org/cities/ellensburg/events/54b4a8e7bfb6ff3819000004

2. Enterprise Communication Committee (ECC)
   At the ECC meeting on Feb. 2 the group discussed an interior signage proposal and reviewed a draft policy and procedure on enterprise communication.
Enterprise Facilities Committee (EFC) – February 9, 2015
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3. Campus Master Planning Task Force
Bill Yarwood reported that the group has met once to discuss their plans for updating the campus master plan. He noted that community members attending the “PechaKucha” at Gallery One on Feb. 20 will be invited to provide input on both the CWU/Downtown Connection and the Master Plan.

C. Committee Charter and Business Plan Process

Bill Yarwood reported that CWU policy 2-60(4) includes the committee reporting structure and responsibilities. It was last updated in November 2014 to reflect changes to the reporting structure and membership. He suggested the committee consider additional changes to reflect the business case process. A copy of the policy, current business case timeline and new business case template were provided with the meeting materials.

Since the last meeting there have been a number questions on the business case process and why the timeline seems to be so long. As shown on the handout, the process begins when a facilities request form is received. FMD staff look at each request to determine if it meets the definition of an enterprise space change. Meetings are held with the project contact to assist with business case development. Budget is one of the initial challenges – it is important to know up front if the department has funding identified, how much and what type of funds, and if there are any restrictions on when the funds must be spent. If complete funding has not been identified, it is important to know if and where the department has sought additional funds (i.e., through a grant or a development officer).

FMD can usually look at the size of a proposed project to determine if the available funds are adequate, but does not have staff resources to provide a fully-defined scope of work and detailed cost estimate in a short turn-around time. One option would be to consider contracting out the job, but to do so requires notifying WFSE, which has 90 days respond.

It was suggested that the system must somehow be “broken” if it can take up to 3 years to complete a project, but as was explained, each project is unique and must be evaluated on a case by case basis.

A couple of examples were given:

Library Coffee Shop: A minor works project was submitted in the 2011-13 biennial cycle to remodel the Library. Included in that remodel were plans for a coffee shop. The project was not funded by the legislature. Since then, a business plan for the Library shop was approved. The funding identified in the business plan must be expended by June 30, 2015, but FMD cannot begin work until next fiscal year due to current project backlog.
Enterprise Facilities Committee (EFC) – February 9, 2015
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Police and Parking Center Remodel: This business plan was approved last June. The department had resources set aside to self-fund the project. The project was put on hold due until such Short Getz is completed.

VP DeSoer noted that it is important to recognize that there is no longer a pool of money to these types of projects. Bill Yarwood added that in the past the university was able to use minor works program funding, but we have not received minor works program funding in the last few biennium. The minor works funding that we have received is for preservation projects – i.e., replacing roofs. Mr. DeSoer stated that we are really at the front end of how we scale our business -- setting up an enterprise system to be able to service these types of requests. One of the challenges is that there is a pent up demand for projects but we no longer have the resources (monetary or human) that has been available in the past.

The group discussed how to develop a reasonable timeline to serve client needs. The timeline may need additional information at the point a business case is shared with EFC in that larger and/or complex projects would be forwarded to Cabinet for approval, but low to mid-range projects could go directly to the implementation stage. Under that circumstance, an information item would be shared with Cabinet.

Once a business plan is approved, a timeline will be developed with the client based on the “best guess” at that point of time taking into consideration staff coordination, union notification, and institutional priorities.

The following changes will be implemented:

- When a business case is received a copy will be shared with University Development.
- Business case template will be updated to ask how project relates to student recruitment and retention.
- Business case template will ask how long monetary resources are available, and
- Timeline will be split into three process: Project initiation, EFC Review, and Project Implementation.
- Project implementation will state that the time to completion is varied.

The committee also discussed CWU Policy 2-60(4) with questions being raised on the committee’s responsibilities. Melody Madlem asked what it meant where the policy states, “making low to mid-level decisions regarding facilities needs/requests and communicating resultant projects as appropriate.” VP
Enterprise Facilities Committee (EFC) – February 9, 2015
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DeSoer clarified that the committee is not a decision-making authority, but would provide recommendations on projects. For example, if the university receives funding for the Old Heat project, the committee may develop recommendations on the programs that would be housed in the facility. Another way the committee may assist is prioritizing the new capital project list from proposals that come forward this fall.

Bill Yarwood noted that as the business case, capital budget planning, master planning processes are developed or revised, he will continue to bring CWUP 2-60(4) for committee input on ways to make it better reflect our practices.

The meeting adjourned 3 p.m. The next meeting will be March 16, 2015.
CWUP 2-60 University Committees, Councils, Task Forces and Teams

(4) Enterprise Facilities Committee

The committee reports to the cabinet through the vice president of operations.

The purpose of the committee is to establish and maintain an effective governance structure which links university facilities related decision making to the ongoing strategic planning process of CWU and to ensure that enterprise facilities decisions are appropriately considered, planned, and communicated to the campus community.

The committee will translate the mission and values of CWU into goals, strategies, initiatives, and projects. This committee will make recommendations for both short and long-term decision-making by the cabinet and/or BOT, thus enabling the cabinet to make effective choices among competing demands for capital investment, infrastructure support, programmatic support, information systems, technology, and human resources.

Committee responsibilities include (but are not limited to):

- Participating in the biennial capital project process by reviewing program needs/requests, identifying options and solutions, and making appropriate recommendations to the cabinet.
- Maintaining, developing, and implementing an university-wide enterprise facilities master plan in coordination with the university capital plan, strategic plan and the capital budget.
- Reviewing and making recommendations on enterprise facilities business cases and communicating resultant projects, as appropriate, to the campus community.
- Developing and publishing processes for how information is to be submitted to the committee, to include publication of a calendar when information must be received.
- Establishing criteria for low to mid-level project.
- Making low to mid-level decisions regarding facilities needs/requests and communicating resultant projects as appropriate.
- Ensuring all facilities related decisions, which includes resident life, student life, and the SURC, are appropriately considered, planned, and communicated as formal project plan(s) to ensure successful execution of the project(s).
- Monitoring progress and submitting a yearly report on all enterprise facility initiatives and projects.
- Maintaining, developing, and implementing a university-wide facilities master plan in coordination with the university capital plan.
- Developing recommendations on campus master planning issues including site development, new construction, infrastructure, conservation, parking, signage and wayfinding, and land acquisition.
- Serving as an effective forum for communication to, from, and among all university constituencies.
- Establishing outcomes as they relate to the strategic plan and capital budget.

Membership:
8 ex-officio [director, capital projects and planning, chair; representative, university centers; director, maintenance and operations; director, athletics; university facilities planning officer; director, strategic planning and director, academic planning; associated students of cwu board of directors vice president for facilities and student life]
16 appointed [1 classified staff recommended by employee council; 1 exempt staff recommended by the exempt employees' association; 7 appointments by the provost/vice president, academic and student life to include: 1 associate dean; 1 representative of student success; 1 representative library, and 4 faculty members: 1 from each college recommended to the provost by faculty senate; 2 appointments by the vice president for operations / chief operations officer to include: 1 representative of information services and 1 representative of police and parking services; 2 appointments by the vice president, business and financial affairs/chief financial officer to include: 1 representative of enrollment management and 1 representative of finance and auxiliary services; and, 3 representatives appointed by the chief of staff to include: 1 representative from university advancement; 1 representative from the president's office, and 1 community representative]
President's Cabinet: 11/08/01. PAC approved: 1/15/03; 9/7/03; 2/4/04; 12/7/05; 1/18/06; 2/15/06; 4/19/06; 5/3/06; 8/2/06; 2/21/07; 9/3/08; 9/2/09; 12/09; 1/6/10; President's Approval: 5/5/10; 6/2/10; 9/1/10; 1/5/11; 5/13/11; Responsibility: President's Office; Authority: Cabinet/UPAC; Reviewed/Endorsed by: Cabinet/UPAC; Review/Effective Date: 11/07/2014; Approved by: James L. Gaudino, President
(1) **General purpose, intent, and definitions**

(A) Enterprise communication in the form of institutional signage, permanent and temporary, is an important component of Central Washington University. The purpose of this policy is to establish consistent signage practices in order to provide clear information to members of the campus community and visitors.

(B) The intent of the provision contained in this policy is to provide standards and minimum requirements in order to evaluate and regulate signage constructed, installed and displayed on university property.

(C) Enterprise communication means any identification, description, illustration, or device which is visible from any public place or is exposed to the public and which directs attention to a product, message, service, place, person, entity, institution, event, business use or cause. For the purpose of this policy, this includes banners temporary signage (yard signs, sandwich boards); permanent signs that are attached to buildings, structures or landscape features; or freestanding monuments, permanent plaques or marquees and digital signage (any permanent or semi-permanent electronic display device, interior or exterior, that delivers content in a public space).

(2) **Authority**

This policy applies to all university offices, auxiliaries, affiliates and related organizations. The Vice President for Operations has delegated oversight of this responsibility to the Enterprise Communication Committee (ECC), a sub-committee of the Enterprise Facilities Committee. ECC membership includes representatives of Public Affairs, Purchasing, Publicity Center, Information Services, Police and Parking Services, and Facilities Management. Enterprise communications is also governed by CWU Policy 2-10-030, Communication and Identity Plan, which established brand identity standards regardless of media platform.

(3) **Requirements**

Any enterprise communication erected on Central Washington University property or installed, affixed or otherwise attached to any building, structure or landscape feature must meet the design standards of the university as set by the ECC. This signage must be approved by the ECC and the President (or designee) and be installed by or under the supervision of Facilities Management. Parking and traffic
signs shall conform to standards required by law and shall be installed by or under the supervision of Facilities Management.

(4) Commercial Advertising

(A) All permanent signage pertaining to commercial solicitation or sales by an external vendor must be approved by the ECC.

(B) All temporary signage pertaining to commercial solicitation or sales by an external vendor must be approved by the Public Affairs office.

(C) External advertising requires a university contract approved through the standard university process to ensure that proposed advertising does not conflict with existing contractual obligations or university standards. Ultimate responsibility for content posted to digital signs lies at the department head level, not necessarily with the employee who posts content and manages the signs.

(5) Procedure CWUR X-XX-XXX, Enterprise Communication

[Responsibility: Facilities Management Department; Authority: Vice President for Operations; Reviewed/Endorsed by: UPAC xx/xx/xxxx; Updated: review/Effective Date: xx-xx-xxxx; Approved by: James L. Gaudino, President]
FACILITIES MANAGEMENT PROJECT TIMELINE

Request Phase
1. Project Request Form
2. PMS Scope Review
Work order assigned - moves directly to project phase OR

30-60 days

Review Phase

Project Phase

Business Case /TFC

Enterprise projects
3. Business case developed
4. Business case reviewed
5. VPO informs Cabinet

Non-enterprise projects

Work done in-house

Verify Scope Verify Costs
Scope verification is required to determine if engineering, consulting services, or outside permitting will be required. Then a detailed cost estimate can be developed and verified against proposed budget.

Timeline developed on case by case basis

Work Scheduled

Contracted
WFSE notified and has 90 days to respond

If union does not object, contractor hired.

Work schedules are based on institutional resources and priorities

Resources, scope and institutional priorities determine timeline from this point forward.
A business case is required whenever a facilities project request involves developing new space or remodeling enterprise space to meet a new need. The requirement to develop a business case will be determined when a project request form has been received by the Facilities Management Department.

To be considered, Business Cases must be published on Central Today and sent to the Enterprise Facilities Committee (EFC) at least 2 weeks prior to the next committee meeting. The EFC meets the third Monday of each month.

**COVER SHEET**

1. **PROJECT TITLE AND SCOPE**
   (Complete a FMD Project Request Form, found at [https://mtbaker.cts.cwu.edu/ipr/](https://mtbaker.cts.cwu.edu/ipr/) and attach copy to cover sheet)

2. **WHAT IS THE SOURCE OF PROJECT FUNDING? (required)**
   - Available funds
   - PID(s)
   - Name of Project Contact:

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3. **APPROVALS (required, department, division, stakeholders, or partners)**

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4. **Upon recommendation by the Enterprise Facilities Committee and approval by the Vice President of Operations, CWU Capital Planning & Projects (CPP) will oversee the subsequent phases of developing the project through planning, design, construction, to final completion and acceptance. Please contact the CPP office at 963.3110 with any questions regarding the project development process.**

   **If you have any questions, please contact Bill Yarwood 963.1466 or Sandy Colson 963.1013.**
EXECUTIVE SUMMARY

This section should state the purpose of the business case, a high level summary of the project scope and state the main benefits of the recommended solution. Usually, this section is completed last after all other sections of the business case have been written. This is because the executive summary is exactly that, a summary of the detail that is provided in subsequent sections of the document.

1. Problem Definition
   This section should briefly describe the problem that the proposed solution request will address. This section should not describe how the problem will be addressed; only what the problem is.

2. Addressing Problem with CWU
   This section should include an explanation of what existing CWU facilities were reviewed as potential solutions and the results of that review. This section must include if and/or how University Advancement might assist with the project.

3. Organizational Impact
   This section should describe:
   - research done to determine what other departments, divisions, units have similar needs and/or have any existing solutions.
   - identify and consult all stakeholders
   - who will be the primary users
   - if/how this will impact or benefit students
   - contributors to requirements for this business case
   - impacts the proposed solution will have on the organization in terms of staff, resources, etc.
   - changes that may be required to existing space and/or adjacent spaces
   - other effects that may result from implementation of this proposed solution

   - All Stakeholders

   - Potential Partners/Primary Users

4. Benefits
   This section should describe the benefits that will result from this proposed solution. It should include addressing the issues that were stated in the Problem Definition section.

5. Strategic Alignment
   This section should include how this request ties to CWU’s Strategic Plan. Specific references should be cited. Link to CWU Strategic Plan:

6. Alternatives (add lines as necessary)
   All problems may be addressed by any number of alternative solutions. While the business case is the result of having selected one such option, a brief summary of considered
alternatives should also be included—one of which should be the status quo, or doing nothing. The reasons for not selecting the alternatives should also be included.