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.

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)
   
<table>
<thead>
<tr>
<th>Available funds</th>
<th>Veterans Memorial Foundation Account</th>
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<tr>
<td>PID(s)</td>
<td>62824713</td>
</tr>
<tr>
<td>Name of Project Contact</td>
<td>Ruben Cardenas &amp; ASCWU Vice President (Brittany Kinsella)</td>
</tr>
</tbody>
</table>

   *Review only*

<table>
<thead>
<tr>
<th>Development Officer</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Advancement</td>
<td></td>
</tr>
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3. **APPROVALS** (required, department, division, stakeholders, or partners)

<table>
<thead>
<tr>
<th>Title</th>
<th>Name</th>
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</thead>
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<tr>
<td>Sponsoring Department Head/Chair</td>
<td>Ruben Cardenas</td>
<td></td>
</tr>
<tr>
<td>Dean/Division Head</td>
<td>Richard DeShields</td>
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<tr>
<td>Vice President</td>
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<tr>
<td>Stakeholder/Partner</td>
<td>Greg Schlanger</td>
<td></td>
</tr>
<tr>
<td>Stakeholder/Partner</td>
<td>Veteran Memorial Taskforce</td>
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</tr>
</tbody>
</table>

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 Kelly Clerf 963.1013.*
EXECUTIVE SUMMARY

Proposed by the students of Central Washington University, the ASCWU created The Veteran’s Memorial Taskforce in January 2016 with the vision to create an eternal Veteran’s memorial on the campus of CWU. The monument would commemorate the lives of the many men and women from CWU that have given their lives in service to their country. The Taskforce noticed a memorial design that the CWU Art Department chair, Gregg Schlanger, had created, and felt it would be a perfect fit for the campus. Gregg provided a cost estimate and graciously offered to drop his artist fees for the design. The taskforce considered locations, and sought feedback from students and staff. In April 2016, the ASCWU presented a location and design to the EFC, and received positive feedback. The EFC agreed to recommend the site north of the Flag Pavilion as the preferred location, with an alternate site east of Old Heat at South Park.

The Veterans Memorial Taskforce is presenting this Business Case and requesting approval to move forward with the creation of a Veterans memorial on campus. The recommendation of the Enterprise Facilities Committee would allow the committee to move the project forward to the next step in the process.

1. **Problem Definition**
   ASCWU formed a Veterans Memorial Taskforce in January of 2016 in an effort to build a veterans memorial on campus. The student led initiative called for representatives across campus and the local community. The committee would like to request to move the project forward and designate the Flag Pavilion area as the preferred site as the veteran’s memorial. To begin the process of fundraising for the remaining of the project costs the donors will need to have some sort of reassurance that the project is feasible. The project has $60,000 dedicated to it from ASCWU and Veterans Center S&A funds. The project estimate is $150,000 - $180,000.

2. **Addressing Problem with CWU**
   In a combined effort of surveyed students in the SURC, committee members discussing/voting, and receiving feedback from university leadership the committee presented at an EFC Committee meeting in April of 2016. After the presentation, John Swiney presented a motion that the Enterprise Facilities Committee recommends the Flag Pavilion area as the preferred site, and the area adjacent to Old Heat as an alternate site, for the installation of a Veteran Memorial. The motion seconded by Doug Ryder. After discussion, the motion approved.

3. **Organizational Impact**
   The Veterans Memorial Taskforce has worked with representatives across campus and community members. Currently this is the only Veterans Memorial that is in the process of gaining approval for as a campus project. Primary users will be current students and local community members. The memorial will also attract people from all over the state and country, as people find out that their loved one is honored at CWU. CWU, Ellensburg, and Kittitas County are pro-veteran and this symbolizes the support and respect we have for our service members. The memorial will be low maintenance as described in the executive summary with maintenance funding allocated within the Veterans Center S&A funds. No changes are required for the preferred location.
4. **Benefits**
   - The Veterans Memorial will provide students and community members with a designated area to pay their respects to service members.
   - A space that fits in with university growth over the 10-50 years.
   - Will attract people from all across the state and country.
   - Student veterans and family members of veterans will have a symbol of support.
   - An area of campus that does not have high traffic to give viewer the discretion.
   - Easy access to the memorial with parking lots located nearby.

5. **Strategic Alignment**
   With the creation of the Veterans Center in 2009, CWU made a commitment to serve their student veterans and family members. In 2012, the university again made an investment to hire a staff member to recruit these student veterans and family members to pursue an education at CWU. The memorial fits in directly to support current and future students.

   **CWU Core Values**

   **Engagement:** CWU believes that learning, research, and creative expression are enhanced by engagement with external partners. CWU believes that as a publicly-funded institution, it has a responsibility to help address the social and economic challenges faced by our communities.

   **Inclusiveness:** CWU believes that diversity of peoples, cultures, and ideas is essential to learning, discovery, and creative expression. CWU believes that all faculty, staff, and students must be and must feel physically, professionally, and emotionally safe in order to fully engage in and benefit from the university experience.

   **Safety:** CWU believes it has a responsibility to providing a working and learning environment that is both physically and emotionally safe. CWU believes this responsibility extends to the off-campus environment of its full-time, residential students.

6. **Alternatives** (add lines as necessary)
   Status quo: The first alternative would be status-quo – do nothing. The status quo option will prevent the committee from being able to progress the project to the next step. ASCWU funds and Veterans Center funds will not go towards intended allocation. Some students may have a negative reaction because it was their original idea.
Enterprise Facilities Business Case

Approval to proceed: Designate preferred location, approve the proposed design and allow the project to progress to the next steps for completion. After EFC, VP of Operations and cabinet approval, the committee will be able to start fundraising for the remainder of the funds to complete the project.

Attachment A: PROPOSED DESIGN

Project Description:

Visual: The Memorial’s focus piece is a simple arc. The design process began with looking at triumphal arches such as the National Memorial Arch at Valley Forge; arches that celebrate victory and honor those that fought. The design evolved as Gregg considered the radius of the arcs around the site. The final arc follows several of these concepts and is also directly related to the radius of the arc found on the top of the standard government issue VA headstone. The arc is made up of 8 basalt columns. Each column is cut on two sides and left natural on two sides. The cuts sides are approximately 24 inches wide and the natural side is approximately 12 inches. The tallest column is 10 feet and the end columns are 5 feet. Each column is placed 3 feet apart covering 37 feet in length.

The north facing cut surface of the columns facing the arena will have the names of the 150 fallen heroes from the State of Washington that have served post-9/11. The south facing cut surface of the columns will have excerpts from “letters home”. On each side, the last two columns will remain blank. This is for the emptiness of our loss and for our hope for the future that they will remain blank. (It can also become a place for additional names…)

North of standing basalt columns will be a 4 ft. basalt bench with a cut top to match the cut on the arc columns. The natural face of each bench will have large text etched in its surface. This will be a quote mutually selected with the committee and the artist. Sitting secured on top of each bench will be a small bronze piece. This piece will be replicas of personal items of select fallen heroes. The idea is the objects would be something related to communication, conceptually connecting these benches back to the “letters home”. These objects would also be selected mutually with the committee, Gold Star Families and the artist.

Emotional: This Memorial is being placed at a very public site. Coping with death is very personal and private. This Memorial design strives to respect the private while bringing the personal narrative to the public. While the names listed by year on the north side of the Memorial unify the soldiers into a unit, the excerpts identify the individual. The use of excerpts from “letters home” is to bring an understanding of and empathy for the individual beyond a name. The committee and artist will work with Gold Star Families across the state in the compilation of the “letters home” and the selection of personal objects to be used within the Memorial.

Letters: Following is an example of an excerpt from “letters home”. This was published March 22, 2008 in the New York Times, Messages From the Front:

“Hey baby. If you’re reading this, then something has happen to me and I am sorry… I can’t stop crying while I writing this letter, but I have to talk to you one last time, because maybe the last time I heard your voice I did not know it would be the last time I heard your voice… I Love You. Go be happy, go raise a family. Teach your kids right from wrong, and have faith, darling. I think I knew I loved you even before I met. I love you, Katy. * Kiss * Goodbye”
Enterprise Facilities Business Case

Project Drawings:

North Facing Surface
- Washington State Veterans that have been killed in action post 9/11
  - CWU Alumni will be distinguished in a special manner.

South Facing Surface
- Excerpts from “letters home”

Both Sides
- Will remain blank to signify the emptiness of our loss and the hope that they will remain blank
Benches
• North of basalt columns will be five 4 ft. basalt benches
• Natural face of each bench will be engraved with a quote that will be selected by the task force
• Atop each bench will be a bronze replica of personal items that belong to fallen heroes
  • Related to communication
  • Connect benches to the theme of “letters home”
Quotes: The proposal includes at least one quote on the 5 benches. Following this is a quote idea for consideration.

I have seen war.
I have seen war on land and sea.
I have seen blood running...  
I have seen the dead...  
I have seen the agony of mothers and wives.
I hate war.
Franklin D. Roosevelt
Preferred Location - North of Flag Plaza

Pros:
• Parking
• Room for events
• Room for expansion
• Visibility for students

Cons:
• Lacks drive by visibility for community members
• Back end of campus

Alternate Location – East of Old Heat Plant