CAPITAL PROJECT PROPOSALS 2023-2025

Aviation Degree Expansion
Growth – Major

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CAPITAL PROJECT PROPOSALS 2023-25

Aviation Degree Expansion

Growth | Major

Please direct questions about this proposal to:
Steve Dupont, CWU Director of Government Relations
509-201-0528

July 12, 2022

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CAPITAL PROJECT PROPOSALS 2023-25

Aviation Degree Expansion
Growth

Table of Contents

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2022 PROJECT PROPOSAL CHECKLIST

2023-25 Biennium Four-year Higher Education Scoring Process

INSTITUTION	CAMPUS LOCATION
375 - Central Washington University	Ellensburg
PROJECT TITLE	**OFM/CBS Project #**
Aviation Degree Expansion	40000125
PROJECT CATEGORY	**FPMT UNIQUE FACILITY ID # (OR NA)**
Growth - Major	Click or tap here to enter text.
PROPOSAL IS	
New or Updated Proposal (for scoring)	**Resubmitted Proposal (retain prior score)**
☐ New proposal ☒ Resubmittal to be scored (more than 2 biennia old or significantly changed)	☒ Resubmittal from 2018 (2019-21 biennium) ☐ Resubmittal from 2020 (2021-23 biennium)
CONTACT	**PHONE NUMBER**
Scott J Carlson	619-278-8554

Proposal content

- ☑ Project Proposal Checklist: this form; one for each proposal
- ☑ Project Proposal Form: Specific to category/subcategory (10-page limit)
- ☑ Appendices: templates, forms, exhibits and supporting/supplemental documentation for scoring.

Institutional priority

- ☐ Institutional Priority Form. Sent separately (not in this packet).

Check the corresponding boxes below if the proposed project meets the minimum threshold or if the item listed is provided in the proposal submittal.

Minimum thresholds

- ☑ Project is not an exclusive enterprise function such as a bookstore, dormitory, or contract food service.
- ☑ Project meets LEED Silver Standard requirements.
- ☑ Institution has a greenhouse gas emissions reduction policy in place in accordance with RCW 70A.45.050 and vehicle emissions reduction policy in place per RCW 47.01.440 or RCW 43.160.020 as applicable.
- ☐ A complete predesign report was submitted to OFM by July 1, 2022 and approved.
- ☐ Growth proposals: Based on solid enrollment projections and is more cost-effectively providing enrollment access than alternatives such as university centers and distance learning.
- ☐ Renovation proposals: Project should cost between 60 – 80% of current replacement value and extend the useful life of the facility by at least 25 years.
- ☐ Acquisition proposals: Land acquisition is not related to a current facility funding request.
- ☐ Infrastructure proposals: Project is not a facility repair project.

2022 PROJECT PROPOSAL CHECKLIST

2023-25 Biennium Four-year Higher Education Scoring Process

☑ Stand-alone, infrastructure and acquisition proposals is a single project requesting funds for one biennium.

Required appendices

☑ Project cost estimate: Excel C-100

☐ Degree Totals and Targets template to indicate the number of Bachelors, High Demand and Advanced degrees expected to be awarded in 2023. (Required for Overarching Criteria scoring criteria for Major Growth, Renovation, Replacement and Research proposals).

☑ Availability of Space/Campus Utilization template for the campus where the project is located. (Required for all categories/subcategories except Infrastructure and Acquisition proposals).

☑ Assignable Square Feet template to indicate program-related space allocation. (Required for Growth, Renovation and Replacement proposals, all categories/subcategories).

Optional appendices

Attach supplemental and supporting project documentation, *limit to materials directly related to and needed for the evaluation criteria*, such as:

☐ Degree and enrollment growth projections

☐ Selected excerpts from institutional plans

☐ Data on instructional and/or research space utilization

☐ Additional documentation for selected cost comparables (acquisition)

☐ Selected materials on facility conditions

☐ Selected materials on code compliance

☐ Tables supporting calculation of program space allocations, weighted average facility age, etc.

☐ Evidence of consistency of proposed research projects with state, regional, or local economic development plans

☐ Evidence of availability of non-state matching funds

☐ Selected documentation of prior facility failures, high-cost maintenance, and/or system unreliability for infrastructure projects

☐ Documentation of professional assessment of costs for land acquisition, land cleanup, and infrastructure projects

☐ Selected documentation of engineering studies, site survey and recommendations, or opinion letters for infrastructure and land cleanup projects

☐ Other: Click or tap here to enter text.

I certify that the above checked items indicate either that the proposed project meets the minimum thresholds, or the corresponding items have been included in this submittal.

Name: DELANO PALMER Title: DIRECTOR OF CAPITAL PLANNING

Signature: [signature] Date: 8/12/22

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INSTITUTION	CAMPUS
Central Washington University	Ellensburg
PROJECT TITLE	
Aviation Degree Expansion	

Summary narrative

Problem statement (short description of the project – the needs and the benefits)

Problem
CWU lacks a large, academic hangar to host flight-training instruction and to house the aircraft for the BS Aviation at Bowers Field Airport. The Aviation Department currently stores 19 aircraft in four leased hangars at Bowers Field, three miles north of CWU's residential campus in Ellensburg.

CWU offers the only Bachelor of Science Aviation degree in the Northwest. It is also the only place on the West Coast to offer training on the Advanced Frasca RTD Simulators. CWU provides flight training that supports the following certification, required for various BS specializations: Private Pilot Certificate, Instrument Rating, Commercial Pilot Certificate, Multi-Engine Rating, and Certified Flight Instructor Certificate. Today the department counts 228 majors, with geometric growth potential. However, there is currently no available space for the projected growth in this area of study. The Aviation Department is required to turn away applicants to the program due to the lack of academic space needed for flight training.

The main hangar at Bowers Field is roughly 20,000 gross square feet that houses 5 aircraft, a mix of classroom and office space, a dispatch area, restrooms, and a vending machine area. The secondary hangar is 3,600 GSF and houses 11 aircraft. Two other smaller hangars used by CWU store the remaining 3 aircraft owned by the department. The Aviation Department has plans to add 3 aircraft to the fleet, which will not fit in a hangar and will be stored out in the elements year-round. The university leases the large hangar from Kittitas County, which owns the airport. The lease will expire on October 31, 2023 and the county wishes to recover the space in order to house fixed-base operator services and personnel, and to provide services to public aviators.

CWU's continued dependence on the hangar has been frustrating for local officials and economic development planners, who have embarked on a multi-year economic development for the airport; 80 acres of the 1,240 airport property are zoned for an industrial park or commercial development in this economically distressed part of the state. Without access to the large hangar, progress on the development plan is stalled and the airport struggles to serve diverse clientele, including the Washington State Patrol, emergency medical airlift providers, state and federal wildfire responders, and commercial and recreational pilots.

As well, the hangar was not built to serve educational needs and does not provide the teaching space or digital capacity now required for this program, which must prepare students to use modern aerospace technology. The old hangar cannot accommodate space needs for pre-flight instruction. Instead, faculty stand with students next to airplanes in all weather, including extremes of heat and cold and wind— challenging conditions are less than optimal for instruction. The existing leased hangars are very small and do not provide

the quality or quantity of space baccalaureate instruction requires. Faculty offices have been relocated to the main campus in order to comply with the fire code's capacity limits in the main hangar at one time.

CWU holds another lease of 4.5 acres of undeveloped airport property through 2067, which would be the site for the new hangar. If funded, CWU would only need to continue leasing this piece of ground and could terminate the leases on the hangars, which are much more costly.

Benefits

Added Space built for Aviation Program

If funded, this project would build an aviation hangar at Bowers Field in Ellensburg for the department, which would allow for three additional FTE instructors, a maintenance mechanic and a larger fleet. Once the project is complete, the Aviation Department could accept some, if not all, the students they are currently required to turn away due to a shortage of space, instructors and aircraft.

Faster and greater production of pilots. The U.S. will lose about half of its pilots to retirement in the next 15 years; thousands of pilots chose early retirement at the beginning of the pandemic. The FAA also requires commercial pilots to retire at age 65. Between 2020 and 2040, the aviation industry will need to train and certify 763,000 commercial airline pilots to keep up with demand, according to the Boeing Pilot and Technician Outlook 2021-2040. Regional airlines, like those that serve the Pacific Northwest, will be hit the hardest by the pilot shortage; some airlines already have resorted to busing customers from smaller airports to larger hubs.

Lower cost, more reliable Aviation maintenance. A large and modern hangar facility would provide the maintenance capacity required for CWU's 25-plane fleet. CWU is currently unable to provide an aviation maintenance program due to a lack of space and instead relies on programs at Everett and Big Bend community colleges. Big Bend's aviation maintenance program is underfunded and in danger of being completely cut. CWU is committed to developing an aviation maintenance program once space is available. This would serve CWU's immediate fleet maintenance needs and help feed the industry-wide shortage of qualified aviation technicians.

Promote Economic Development and Improved Air Transport. Currently, CWU is using the only large hangar at Bowers Field, effectively tying up this resource and preventing the County from using this to provide better and more efficient services to a broad range of airport users. The hangar features prominently in the just-completed airport economic development plan, the goals of which cannot be realized until the County can again access this critical facility.

Program accreditation by the Aviation Accreditation Board International, which articulates appropriate facilities standards for accredited programs.

History of the project or facility

- 1930 – Kittitas County constructs a graded runway; a crosswind (7-25) runway is built in 1936 with Civil Aeronautics Administration (CAA) funds and work program labor, and in 1938, the County sells the airport to the City of Ellensburg.
- 1940 – CAA expands Bowers Field through the Development of Landing Areas for National Defense programs and the City leases the facility to the 4th Air Force Bomber Base. In 1943, the Army Air

Corps builds an auxiliary airport for cadet training near Bowers Field; the AAC paves and expands runways, and builds a control tower, and support buildings, housing and hangars.

- 1941 through 1943 – The 314th College Training Detachment (CTD) is located at CWU (then the Central Washington College of Education). The 314th C.T.D. was activated February 19, 1943. On May 1, 1944 the 314th C.T.D. was disbanded and subsequently reactivated as the 3058th AAF Base Unit.
- 1947 through 1973 – Bowers Field is declared military surplus and managed either by the City of Ellensburg, the County, or, briefly, a port district.
- 1975 – CWU establishes the BS Aviation.
- 1992 – CWU signs a 75-year lease of 4.5 acres of undeveloped property
- 2009 – CWU constructs a 4,600-square-foot, modular classroom facility at Bowers Field Airport.
- 2017 and 2019, CWU requests but does not receive state biennial capital funding for this project.
- 2021 – CWU requests but does not receive federal "earmark" funding for the project.

University programs addressed or encompassed by the project

The project serves two degree programs:

Bachelor of Science in Professional Pilot

· Commercial Pilot Specialization - It combines academic coursework and flight training toward the commercial pilot certificate with instrument rating and prepares students for careers in general aviation. Many graduates of this degree also pursue military aviation careers.

· Flight Officer Specialization - This track includes academic coursework, flight training to complete the commercial pilot certificate with instrument and multi-engine ratings, and Certified Flight Instructor certificate.

Instrument Flight Instructor and Multi-engine Instructor ratings are optional electives in either Professional Pilot specialization.

In 2014, CWU Aviation became the first in Pacific Northwest to authorize graduates for a Restricted Airline Transport Pilot (R-ATP) certificate. The certificate both reduces the number of hours required by a third and drops the age requirement by two years.

Bachelor of Science in Aviation Management

This degree program prepares students for a variety of administrative and management positions at airports and within airlines. Management career options include airport manager, general operations, manager, and air carrier operations manager.
This degree program prepares and equips professionals and leaders to serve in a variety of administrative positions in the aviation industry. The program will build partnerships with aviation industry and stakeholders by meeting their manpower needs.

General category scoring criteria

1. **Describe how the project promotes access for underserved regions and place-bound adults through distance learning and/or university centers**

   A. Is distance learning or a university center a large and significant component of the total project scope? If yes, to what degree of percentage?

   This proposal does not fund the development or acquisition of a new or enhanced software or hardware system or service.

   This proposal does not fund the acquisition or enhancements of any agency data center.

   This proposal does not fund the continuation of a project that is, or will be, under OCIO oversight.

   B. Is the project likely to enroll a significant number of students who are place-bound or residents of underserved regions?

   This project supports enrollment growth of students who are residents of underserved regions. CWU is the primary higher education provider in Central Washington, where participation rates for higher education are among the lowest in the state. In fact, two of the three counties with the lowest rates of bachelor's degree attainment are in Central Washington, which are Adams (13.9%) and Yakima (17.6%). Overall, CWU's current student population is over 40% from traditionally underserved categories.

2. **Enrollment growth**

   A. Identify the number of additional full-time equivalent (FTE) state-supported students the project is expected to enable the institution to serve when the space is fully occupied. Describe the method by which the number of additional FTEs who can be accommodated by the proposed space has been calculated and provide and explain the enrollment analysis indicating probable student demand and enrollment from project completion to full occupancy.

   With this project successfully funded, CWU Aviation will add 10 additional undergraduate students with all 10 of those being in high-demand fields. The additional space built as part of this project will allow the department to add aircraft to the fleet, which ultimately provides more time in the air training.

   Additional dedicated space will also allow CWU Aviation to review options to introduce zero-carbon aircraft pending FAA approvals (Electric Aircraft). This will help the CWU community move toward a more sustainable operating model.

   B. Using the OFM Statewide Public Four-Year Dashboard, identify how many of the additional FTE enrollments are expected to be in high-demand fields and the fields in which such growth is expected to occur.

   CWU anticipates having 2,207 enrolled students in the Aviation Program with 616 of those being in high-demand fields. If funded, this project will contribute 10 of those high-demand degree students.

3. Availability of space/utilization on campus

Describe the institution's plan for improving space utilization and how the project will impact the following:

A. The utilization of classroom space

No classroom space will be added with this project.

B. The utilization of class laboratory space

No laboratory space will be added with this project.

4. Efficiency of space allocation

A. For each major function in the proposed facility (classroom, instructional labs, offices), identify whether space allocations will be consistent with Facility Evaluation and Planning Guide (FEPG) assignable square feet standards. To the extent any proposed allocations exceed FEPG standards, explain the alternative standard that has been used, and why. See Chapter 4 of the Higher Education Capital Project Scoring Process for an example. Include supporting information in an appendix.

B. Identify the following from the C-100:
   1. 22,000 Usable square feet (USF) in the proposed facility,
   2. 23,000 Gross square feet (GSF), and
   3. 95.7% Building efficiency (USF divided GSF).

5. **Reasonableness of cost**
   Provide as much detailed cost information as possible, including baseline comparison of costs per square foot (SF) with the cost data provided in Chapter 5 of the scoring process instructions and a completed OFM C-100 form. Also, describe the construction methodology that will be used for the proposed project.

   The proposed construction of an aviation hangar was estimated to cost ~$270 per square foot in Q1 2022. The cost of milled steel continues to fluctuate heading into Q3 2022. This structure will consist of a concrete slab and steel structure for housing aircraft.

   If applicable, provide Life Cycle Cost Analysis results demonstrating significant projected savings for selected system alternates (Uniformat Level II) over 50 years, in terms of net present savings.

Templates required in appendix for scoring

- Availability of space/campus utilization
- Reasonableness of cost
- Program-related space allocation

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CAPITAL PROJECT PROPOSALS 2023-25

Aviation Degree Expansion

Table of Contents

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Availability of Space/Campus Utilization Template

Project name:	Aviation Degree Expansion	CBS/OFM Project #:	40000125
Institution:	Central WA University	Scoring category:	Growth - Standalone
Campus/Location:	Ellensburg		

Enrollment

2021 fall on-campus student FTE:	9,520	Expected 2022 fall on-campus student FTE:	10,000
		% increase budgeted:	5.04%

Enter the average number of hours per week each for (a) classroom seat and (b) classroom lab is expected to be utilized in Fall 2022 for the campus where the project is located.

(a) General University Classroom Utilization	
Fall 2021 Weekly Contact Hours	111,118
Multiply by % FTE Increase Budgeted	5.04%
Expected Fall 2022 Contact Hours	116,721
Expected Fall 2022 Classroom Seats	6,462
Expected Hours per Week Utilization	**18.1**
HECB utilization standard (hours/GUC seat)	22.0
Difference in utilization standard	-17.9%

(b) General University Lab Utilization	
Fall 2021 Weekly Contact Hours	28,829
Multiply by % FTE Increase Budgeted	5.04%
Expected Fall 2022 Contact Hours	30,283
Expected Fall 2022 Class Lab Seats	3,357
Expected Hours per Week Utilization	**9.0**
HECB utilization standard (hour/GUL seat)	16.0
Difference in utilization standard	-43.6%

If the campus does not meet the 22 hours per classroom seat and/or the 16 hours per class lab HECB utilization standards, describe any institutional plans for achieving the utilization standard.

These utilization rates reflect reduced enrollments during Covid. CWU masterplan and strategic plans project a return to normal enrollments along with modest enrollment increases. The Humanities and Social Sciences project includes a request to demolish Farrell Hall and L&L buildings which will take 1,032 seats of outdated instructional capacity out of service. This along with other capitla projects will position CWU to "right-size" and re-balance our instructional capacity with teaching spaces that meet modern pedagogical demands. - DR

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CAPITAL PROJECT PROPOSAL 2023-25

Aviation Degree
Expansion

APPENDIX B

Project Cost Estimate C100

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STATE OF WASHINGTON
AGENCY / INSTITUTION PROJECT COST SUMMARY

Updated June 2022

Agency	Central Washington University
Project Name	Aviation Hangar Project
OFM Project Number	40000125

Contact Information	
Name	Scott J Carlson
Phone Number	619-278-8554
Email	scott.carlson@cwu.edu

Statistics			
Gross Square Feet	23,000	MACC per Gross Square Foot	$251
Usable Square Feet	22,000	Escalated MACC per Gross Square Foot	$272
Alt Gross Unit of Measure			
Space Efficiency	95.7%	A/E Fee Class	B
Construction Type	College classroom faciliti	A/E Fee Percentage	8.59%
Remodel	No	Projected Life of Asset (Years)	50
Additional Project Details			
Procurement Approach	DBB	Art Requirement Applies	No
Inflation Rate	4.90%	Higher Ed Institution	Yes
Sales Tax Rate %	8.40%	Location Used for Tax Rate	Ellensburg, WA
Contingency Rate	5%		
Base Month (Estimate Date)	August-22	OFM UFI# (from FPMT, if available)	
Project Administered By	Agency		

Schedule			
Predesign Start		Predesign End	
Design Start	July-23	Design End	December-23
Construction Start	January-24	Construction End	August-24
Construction Duration	7 Months		

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Project Cost Estimate

Total Project	**$9,233,116**	Total Project Escalated	**$9,995,554**
		Rounded Escalated Total	**$9,996,000**

Cost Estimate Summary

Acquisition

Acquisition Subtotal	**$8,466**	**Acquisition Subtotal Escalated**	**$8,466**

Consultant Services			
Predesign Services	$0		
Design Phase Services	$359,032		
Extra Services	$261,000		
Other Services	$161,304		
Design Services Contingency	$39,067		
Consultant Services Subtotal	**$820,404**	**Consultant Services Subtotal Escalated**	**$871,785**

Construction			
Maximum Allowable Construction Cost (MACC)	$5,769,022	Maximum Allowable Construction Cost (MACC) Escalated	$6,261,120
DBB Risk Contingencies	$0		
DBB Management	$0		
Owner Construction Contingency	$288,451		$313,056
Non-Taxable Items	$0		$0
Sales Tax	$508,828	Sales Tax Escalated	$552,231
Construction Subtotal	**$6,566,301**	**Construction Subtotal Escalated**	**$7,126,407**

Equipment			
Equipment	$1,100,000		
Sales Tax	$92,400		
Non-Taxable Items	$45,000		
Equipment Subtotal	**$1,237,400**	**Equipment Subtotal Escalated**	**$1,342,951**

Artwork			
Artwork Subtotal	**$49,729**	**Artwork Subtotal Escalated**	**$49,729**

Agency Project Administration			
Agency Project Administration Subtotal	$390,816		
DES Additional Services Subtotal	$0		
Other Project Admin Costs	$55,000		
Project Administration Subtotal	**$445,816**	**Project Administration Subtotal Escalated**	**$483,845**

Other Costs			
Other Costs Subtotal	**$105,000**	**Other Costs Subtotal Escalated**	**$112,371**

Project Cost Estimate			
Total Project	**$9,233,116**	Total Project Escalated	**$9,995,554**
		Rounded Escalated Total	**$9,996,000**

Funding Summary

	Project Cost (Escalated)	Funded in Prior Biennia	New Approp Request 2023-2025	2025-2027	Out Years
Acquisition					
Acquisition Subtotal	$8,466				**$8,466**
Consultant Services					
Consultant Services Subtotal	$871,785				**$871,785**
Construction					
Construction Subtotal	$7,126,407				**$7,126,407**
Equipment					
Equipment Subtotal	$1,342,951				**$1,342,951**
Artwork					
Artwork Subtotal	$49,729				**$49,729**
Agency Project Administration					
Project Administration Subtotal	$483,845				**$483,845**
Other Costs					
Other Costs Subtotal	$112,371				**$112,371**
Project Cost Estimate					
Total Project	**$9,995,554**	**$0**	**$0**	**$0**	**$9,995,554**
	$9,996,000	**$0**	**$0**	**$0**	**$9,996,000**
	Percentage requested as a new appropriation		**0%**		

What is planned for the requested new appropriation? (*Ex. Acquisition and design, phase 1 construction, etc.*)
Insert Row Here

What has been completed or is underway with a previous appropriation?
Insert Row Here

What is planned with a future appropriation?
Insert Row Here

Cost Estimate Details

Acquisition Costs					
Item	**Base Amount**		**Escalation Factor**	**Escalated Cost**	**Notes**
Purchase/Lease	$8,466				
Appraisal and Closing					
Right of Way					
Demolition					
Pre-Site Development					
Other					
Insert Row Here					
ACQUISITION TOTAL	**$8,466**		**NA**	**$8,466**	

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Cost Estimate Details

Consultant Services				
Item	**Base Amount**	**Escalation Factor**	**Escalated Cost**	**Notes**
1) Pre-Schematic Design Services				
Programming/Site Analysis				
Environmental Analysis				
Predesign Study				
Other				
Insert Row Here				
Sub TOTAL	**$0**	**1.0447**	**$0**	Escalated to Design Start
2) Construction Documents				
A/E Basic Design Services	$359,032			69% of A/E Basic Services
Other				
Insert Row Here				
Sub TOTAL	**$359,032**	**1.0553**	**$378,887**	Escalated to Mid-Design
3) Extra Services				
Civil Design (Above Basic Svcs)				
Geotechnical Investigation	$36,000			
Commissioning	$25,000			
Site Survey	$40,000			
Testing	$25,000			
LEED Services				
Voice/Data Consultant	$25,000			
Value Engineering	$35,000			
Constructability Review				
Environmental Mitigation (EIS)				
Landscape Consultant				
Other	$75,000			
Insert Row Here				
Sub TOTAL	**$261,000**	**1.0553**	**$275,434**	Escalated to Mid-Design
4) Other Services				
Bid/Construction/Closeout	$161,304			31% of A/E Basic Services
HVAC Balancing				
Staffing				
Other				
Insert Row Here				
Sub TOTAL	**$161,304**	**1.0853**	**$175,064**	Escalated to Mid-Const.
5) Design Services Contingency				
Design Services Contingency	$39,067			
Other				
Insert Row Here				
Sub TOTAL	**$39,067**	**1.0853**	**$42,400**	Escalated to Mid-Const.

CONSULTANT SERVICES TOTAL	**$820,404**		**$871,785**	

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Cost Estimate Details

Construction Contracts				
Item	**Base Amount**	**Escalation Factor**	**Escalated Cost**	**Notes**
1) Site Work				
G10 - Site Preparation				
G20 - Site Improvements				
G30 - Site Mechanical Utilities				
G40 - Site Electrical Utilities				
G60 - Other Site Construction				
Other				
Insert Row Here				
Sub TOTAL	**$0**	**1.0702**	**$0**	
2) Related Project Costs				
Offsite Improvements				
City Utilities Relocation				
Parking Mitigation				
Stormwater Retention/Detention				
Other				
Insert Row Here				
Sub TOTAL	**$0**	**1.0702**	**$0**	
3) Facility Construction				
A10 - Foundations	$520,045			
A20 - Basement Construction				
B10 - Superstructure	$1,877,411			
B20 - Exterior Closure				
B30 - Roofing				
C10 - Interior Construction	$333,734			
C20 - Stairs				
C30 - Interior Finishes	$1,737,832			
D10 - Conveying				
D20 - Plumbing Systems	$115,000			
D30 - HVAC Systems	$150,000			
D40 - Fire Protection Systems	$35,000			
D50 - Electrical Systems				
F10 - Special Construction				
F20 - Selective Demolition				
General Conditions	$1,000,000			
Other Direct Cost				
Insert Row Here				
Sub TOTAL	**$5,769,022**	**1.0853**	**$6,261,120**	
4) Maximum Allowable Construction Cost				
MACC Sub TOTAL	**$5,769,022**		**$6,261,120**	
	$251		*$272 per GSF*	

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7) Owner Construction Contingency				
Allowance for Change Orders	$288,451			
Other				
Insert Row Here				
Sub TOTAL	**$288,451**	**1.0853**	**$313,056**	
8) Non-Taxable Items				
Other				
Insert Row Here				
Sub TOTAL	**$0**	**1.0853**	**$0**	
9) Sales Tax				
Sub TOTAL	**$508,828**		**$552,231**	
CONSTRUCTION CONTRACTS TOTAL	**$6,566,301**		**$7,126,407**	

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Cost Estimate Details

Equipment					
Item	**Base Amount**		**Escalation Factor**	**Escalated Cost**	**Notes**
1) Equipment					
E10 - Equipment	$350,000				
E20 - Furnishings	$750,000				
F10 - Special Construction					
Other					
Insert Row Here					
Sub TOTAL	**$1,100,000**		**1.0853**	**$1,193,830**	
2) Non Taxable Items					
Other	$45,000				IT/AV
Insert Row Here					
Sub TOTAL	**$45,000**		**1.0853**	**$48,839**	
3) Sales Tax					
Sub TOTAL	**$92,400**			**$100,282**	
EQUIPMENT TOTAL	**$1,237,400**			**$1,342,951**	

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Cost Estimate Details

Artwork					
Item	**Base Amount**		**Escalation Factor**	**Escalated Cost**	**Notes**
1) Artwork					
Project Artwork	$0				0.5% of total project cost for new construction
Higher Ed Artwork	$49,729				0.5% of total project cost for new and renewal construction
Other					
Insert Row Here					
ARTWORK TOTAL	**$49,729**		**NA**	**$49,729**	

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Cost Estimate Details

Project Management					
Item	**Base Amount**		**Escalation Factor**	**Escalated Cost**	**Notes**
1) Agency Project Management					
Agency Project Management	$390,816				
Additional Services					
Other	$55,000				Shop Support
Insert Row Here					
Subtotal of Other	*$55,000*				
PROJECT MANAGEMENT TOTAL	**$445,816**		**1.0853**	**$483,845**	

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Cost Estimate Details

Other Costs					
Item	**Base Amount**		**Escalation Factor**	**Escalated Cost**	**Notes**
Mitigation Costs	$25,000				
Hazardous Material Remediation/Removal	$25,000				
Historic and Archeological Mitigation	$45,000				
Other	$10,000				Permits
Insert Row Here					
OTHER COSTS TOTAL	**$105,000**		**1.0702**	**$112,371**	

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C-100(2022)
Additional Notes

Tab A. Acquisition
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Tab B. Consultant Services
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Tab C. Construction Contracts
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Tab D. Equipment
Insert Row Here

Tab E. Artwork
Insert Row Here

Tab F. Project Management
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Tab G. Other Costs
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CAPITAL PROJECT PROPOSAL 2023-25

Aviation Degree Expansion

APPENDIX C

Program Related Space Allocation

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Program Related Space Allocation Template

Project name: Aviation Hangar Addition

CBS/OFM Project #: 40000125

Institution: Central WA University

Scoring category: Growth - Standalone

Campus/Location: Ellensburg, Wa

Enter the assignable square feet for the proposed project for the applicable space types:

Type of Space	Points	Assignable Square Feet	Percentage of total	Score [Points x Percentage]
Instructional space (classroom, laboratories)	10		0.00	0.00
Research space	2	-	0.00	0.00
Office space	4		0.00	0.00
Library and study collaborative space	10		0.00	0.00
Other non-residential space	8	22,860	95.25	7.62
Support and physical plant space	6	1,140	4.75	0.29
Total:		**24,000**	**100.0**	**7.91**

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CAPITAL PROJECT PROPOSAL 2023-25

Aviation Degree Expansion

APPENDIX D

Degree Totals and Targets /

Enrollment Management Plan

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Overarching Criteria: Degree Totals and Targets Template

Project name:	Aviation	CBS/OFM Project #:	40000125
Institution:	Central WA University	Scoring category:	Growth - Major
Campus/Location:	Ellensburg		

		Bachelor degrees	Bachelor degree's in high-demand fields	Advanced degrees
2020-21 Public Four-Year Dashboard		2,441	673	269
Additional degrees generated by project		10	10	-
Projected degrees with building project	a	2,451	683	269
Projected growth above 2020-21 actual degrees		0.4%	1.5%	0.0%
Number of degrees targeted in 2023	b	2,207	616	269
Projected degrees as % of 2023 target	b/a =	90.0%	90.2%	100.0%
	Score:	**1**	**1**	**0**

Comments:

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CAPITAL PROJECT PROPOSAL 2023-25

Aviation Degree Expansion

APPENDIX E

CWU Capital Master Plan

2019-2029

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Central Washington University

CAPITAL MASTER PLAN

2019-2029

2019-2029
CWU CAPITAL MASTER PLAN

REVISED AUGUST 2020

Science I

TABLE OF CONTENTS

Barge Hall in the Central Neighborhood.

CHAPTER 1.
EXECUTIVE SUMMARY

The 2019 Capital Master Plan is a 10-year plan. Although previous plans have claimed a two-decade outlook, this one recognizes the reality that state budget and policy priorities change each biennium. It recognizes the rapid and continuous evolution in technology that must be integrated into our understanding of a modern administrative, academic, and student-life infrastructure. It reflects the new expectations and needs of each new class, and the responsibility to accommodate them, if possible.

The plan presents a vision toward which we can reach, a vision that expands physical and virtual capacity. But the complexity of building and funding this expansion likely will stretch the realization of this vision a decade or more. The framework of this plan, then, must be flexible enough to accommodate continuous change but strong enough to sustain a vision over time.

The Capital Master Plan focuses on the residential campus in Ellensburg, since CWU does not own satellite locations: Sammamish, Joint Base Lewis-McChord, and University Centers. The plan supports the mission, vision, and values of the university's strategic plan, and the five core themes:

1. Teaching and Learning
2. Inclusivity and Diversity
3. Scholarship and Creative Expression
4. Public Service and Community Engagement
5. Resource Development and Stewardship

MASTER PLANNING ASSUMPTIONS

The number of students enrolled at CWU has remained relatively constant since 2010. CWU will strive to grow headcount enrollment at the residential campus to 12,000, and statewide to 14,000 by the fall term of 2024. CWU assumes the bulk of future enrollment growth will occur online and at satellite locations.

Two key changes will affect facilities planning. The first is the shift in the demographic profile of the residents of the residential campus. Today, a third of CWU's enrollment is comprised of students of color. Increasingly, students will be of Hispanic origin, as this demographic is the fastest growing in the state, and also has increased participation in higher education faster than any other demographic group.

Second is students' preference to conduct most aspects of their lives—educational, social, and cultural—on digital platforms. CWU capital development must adapt to cultural and technological preferences and leverage these to enhance educational quality and access, while managing costs associated with technology investment.

The master plan assumes continued integration with city and county planning. Like these municipalities, CWU is looking ahead to plan to accommodate the demands of population growth. The affordability and bucolic nature of Kittitas County generally, and Ellensburg specifically, are increasingly attractive to individuals and businesses in neighboring King County. Intractable issues in King County are eroding quality of life for many residents, who may choose to move to Kittitas County to avoid traffic, skyrocketing home prices, and other growth-related challenges.

CAPITAL PLANNING PRIORITIES

The Capital Master Plan sets as priorities academic quality, aesthetics, pedestrian access, and sustainability, including preserving green space. The plan identifies top priorities for state construction funding as well as smaller, though critical, renovation needs.

For the first time, the Capital Master Plan incorporates residential needs. The plan states the intent to incorporate residential planning in overall long-term capital facilities planning. Other goals include ensuring that dining services are healthful and sustainable; that the university enhance accessibility, affordability, safety, and proximity to campus life; and that the university accommodates cultural preferences and needs in residential facilities. The plan envisions mixed-use development to accommodate affordable student and employee housing, as well as residential options for senior citizens.

The plan underscores the need to adapt nimbly to changes in technological platforms for secure and engaging student life, teaching and learning, and business functions. Where possible, these adaptations should generate value and foster data-driven decision-making.

Engaging and consistent gateways and borders are another priority. Goals include creating safe and welcoming routes from campus to key destinations; signage and gateway treatments that enhance university visibility and first impressions; campus borders that ensure safe and efficient travel, and consistent and pleasing aesthetic treatments; and accessible and consistent wayfinding.

PLANNING BY NEIGHBORHOODS

The Capital Master Plan values the preservation and stewardship that have maintained beautiful and historic buildings since the university's founding. It continues a commitment to the neighborhood structure of the overall campus and identifies challenges for each. All neighborhoods require standardization of security systems, expansion of chiller and boiler capacity, and elimination of backlogs in maintenance needs. Following is a summary of campus regions and the planning and development opportunities for each.

Central Campus

- Control flooding and access on the Ellensburg Water Company Irrigation Canal
- Renovate buildings north of the canal for seismic refitting, ADA compliance, HVAC upgrades, and energy efficiency
- Replace the International Center
- Expand and modernize the Student Union and Recreation Center
- Create storage space

East Campus

- Control flooding and increase daylighting on Wilson Creek
- Renovate or replace student housing
- Re-engineer and landscaping parking areas
- Create an arts neighborhood/complex that brings all arts programs in closer proximity to one another

North Campus

- Plan for undeveloped parcels of land
- Renovate Nicholson Pavilion
- Renovate airport facilities

South Campus

- Create consistent campus borders and gateways
- Improve pathways from campus to downtown Ellensburg
- Renovate Munson Hall and the Getz-Short apartments

West Campus

- Replace boilers and expand chiller capacity
- Create strategies to mitigate impact to Wildcat Way with removal of mature trees
- Secure properties adjacent to Wildcat Way to ensure consistency in security and historic preservation
- Renovate or replace Button Hall, University House, the Public Safety Building, the Green Giant storage facility

RESOURCE DEVELOPMENT AND STEWARDSHIP

CWU fully embraces the notion of stewardship expressed in Theme 5 of the university's strategic plan. This commitment is evident in CWU's new approach to management and to the development and execution of the operating budget: Responsibility-Center Management and Activity-Based Budgeting. This commitment also is evident in the university's determination to build a decision-making infrastructure on secure, consistent, and accurate data.

The Capital Master Plan proposes to expand this rigor to capital facilities by reflecting ongoing budgeting of the true cost of acquisition and stewardship of state capital facilities: buildings, grounds, and infrastructure—including information technology. Acquisition of a system or facility implies costs for installing and deploying, using, upgrading, and maintaining the assets. The total life-cycle cost also must include the depreciation and replacement of furniture, fixtures, and equipment.

CWU has relied on the generosity of the state for the vast majority of capital improvements over the institution's 125-year history. However, the state has never been able to provide enough funding to fully fund university needs. CWU must develop additional revenue options to pay for the maintenance, renovation, modernization, and construction that the state cannot or will not support.

Key goals for enhancing stewardship and accountability include the following:

- Address deferred maintenance backlog
- Reflect the true cost of facilities in institutional budgeting and reporting
- Use life-cycle costing (LCC) as part of a systematic approach to balancing maintenance costs, operating costs, and replacement/refurbishment costs over the life of the asset.
- Develop new funding strategies for capital needs
- Develop replacement strategies for instructional technology

Student Union and Recreation Center

Shaw-Smyser Hall

CHAPTER 2. INTRODUCTION

LETTER FROM THE PRESIDENT

This Capital Master Plan presents a new integrated vision for Central Washington University, but it is a vision laid upon a 125-year foundation of stewardship, which is unparalleled in Washington.

This plan recognizes the importance and value of bringing forward state and institutional resources together to enhance the academic experience at Central Washington University. This new vision brings together state-funded facilities and those built by students, alumni, and the university's own financing strategies. It preserves a commitment to green space and historic buildings, while looking ahead to strategies that fully serve rich and rapidly evolving virtual pathways for teaching and learning. The fresh vision defines our borders and gateways, and it invites alumni and employees into residential living.

The 2019 Capital Master Plan presents a vision that embraces the real weight of stewardship. It acknowledges for the first time the responsibility to address long-neglected maintenance and modernization of the university's physical facilities. It requires that we recognize the true cost of building and maintaining a facility—and everything in it.

Although there is a time-frame affixed to this plan, a realistic assessment of its contents produces two apparently conflicting facts: that the plan will take far longer than 10 years to accomplish, and we must be prepared for its obsolescence every 24 months.

Our students are changing; race and ethnicity, income and education are shifting with each new class. Their expectations for campus life and for teaching and learning change as quickly as the technology that has informed their young lives. We must be prepared to anticipate the change within the historic and welcoming framework we know as CWU.

President James L. Gaudino

STRATEGIC PLAN

The CWU Strategic Plan is girded by five broad themes that manifest essential elements of the institutional mission. These five themes include:

1. Teaching and Learning
2. Inclusivity and Diversity
3. Scholarship and Creative Expression
4. Public Service and Community Engagement
5. Resource Development and Stewardship

Mission

The mission of Central Washington University is to prepare students for enlightened, responsible, and productive lives; to produce research, scholarship, and creative expression in the public interest; and to serve as a resource to the region and the state through effective stewardship of university resources.

Vision

Central Washington University (CWU) is a dynamic, creative, and inclusive environment that promotes engaged learning and scholarship. It is distinguished regionally for the rigor of its curriculum and scholarship, for the excellence of its pedagogy, for the vibrancy of its co-curricular and residential experiences, for its commitment to providing access to higher education, and for its efforts to advance the social and economic health of the region. It is typified by an entrepreneurial spirit that establishes it as a national leader in higher education. It has a strong commitment to engaged learning and scholarship, internationalism, sustainability, inclusiveness, and life-long learning.

Values

Central Washington University exists to advance society through the essential activities of teaching, discovery, and service. While no one of these core elements is meaningful in isolation from the others, CWU finds it necessary to prioritize its efforts in relation to its mission, vision, values, goals, and resources. In order to maximize the value of each of the elements of its mission, CWU emphasizes the integration of scholarship, teaching, and public service.

As a public comprehensive university, CWU strives to create an engaging learning environment and therefore places its highest priority on teaching, learning, and student success. The faculty is comprised of scholar-teachers working in the interests of their students, their disciplines, and the region. CWU encourages individualized programs of student success and promotes undergraduate and graduate student-faculty partnerships that are actively engaged in discovery, creative expression, and engaged learning.

As a community dedicated to the principles of academic freedom, CWU must be an environment that promotes reasoned, civil, and enlightened discourse and creative expression without fear of reprisal, ridicule, or exclusion. CWU's educational environment must empower each person with the freedom to explore, to evaluate, and to learn.

CWU must also strive to serve its region by addressing pressing economic and social issues. As a comprehensive university, CWU must use its intellectual capacity not only to contribute to disciplinary literatures, but also to assist area business, social, and government leaders in strengthening and diversifying the area's economic base, to help create a sustainable natural environment, and to address critical social issues.

CWU is also a place where people gather to live and to work. It must therefore be a place that enables people to grow and to prosper. In keeping with the academic values of shared governance and reasoned dialogue, the university must be open, transparent, and empowering.

It follows, then, that CWU is committed to the following shared values:

Student success: CWU believes that student success is best achieved by providing supportive learning and living environments that encourage intellectual inquiry, exploration, and application. CWU believes that learning is best achieved in small classroom or group settings with ample opportunities for individualized instruction, mentoring, advising, and programming.

Access: CWU believes in providing educational opportunities to as many qualified students as possible. CWU believes that restrictions of place, time, and finances can be overcome through the effective use of partnership with community colleges and by effective and efficient use of learning, communication, and social technologies.

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.

Shared governance: CWU believes that shared governance is most effective when information systems and decision-making processes are both robust and transparent. CWU believes that communication channels should be open and two-way and that faculty, staff, and students should be empowered to participate in the governance systems.

Facilities: CWU believes that state-of-the-art, safe, and attractive facilities enhance the working and learning environments of faculty, staff, and students. CWU also believes that state-of-the-art technologies provide leverage for the efforts of faculty, staff, and students.

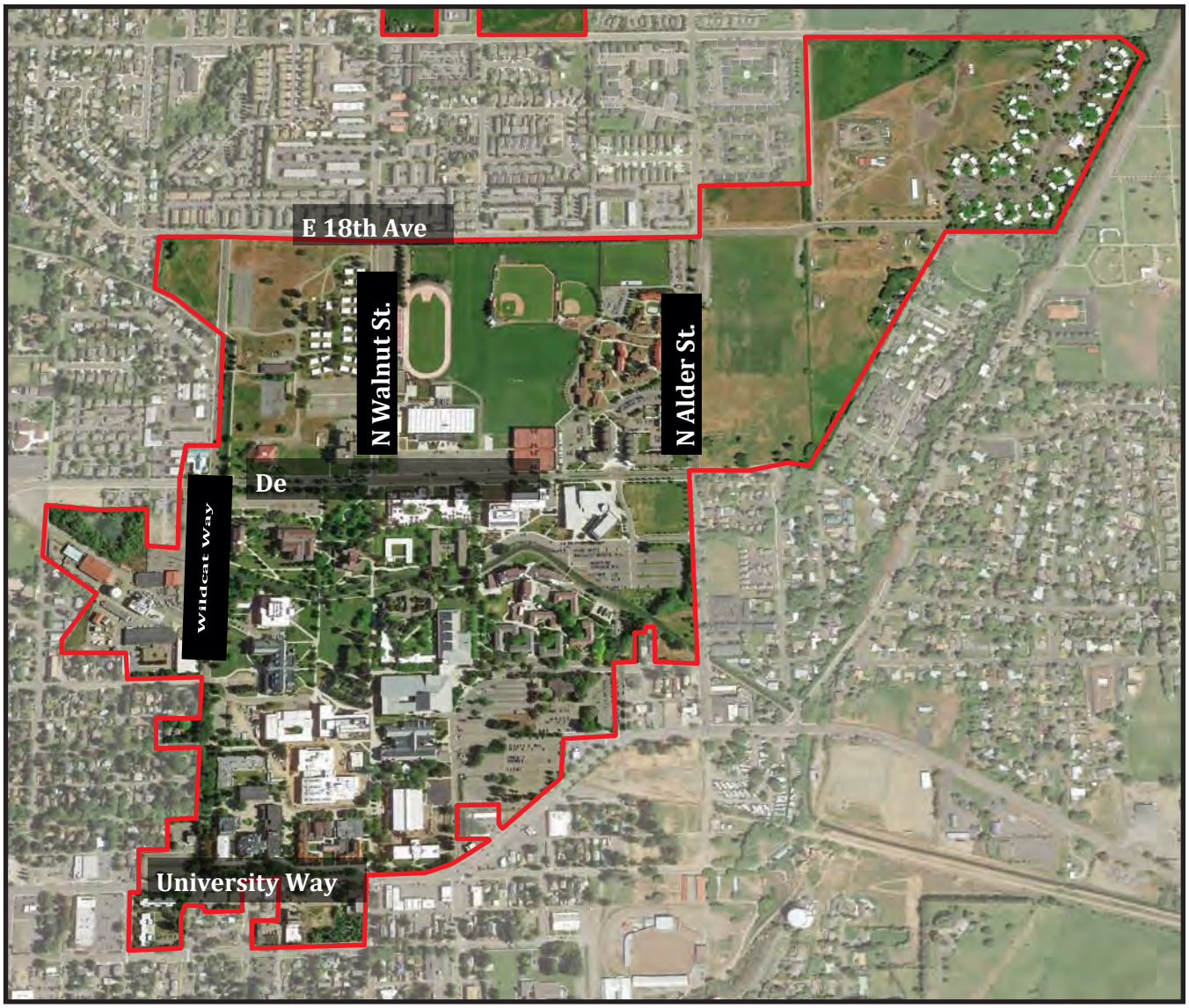
Safety: CWU believes it has a responsibility to providing a working and learning environment that is both physically and emotionally safe. CWU believes this responsibility extends to the off-campus environment of its full-time, residential students.

CAMPUS SETTING AND HISTORICAL DEVELOPMENT

The residential campus of Central Washington University is located in the City of Ellensburg, in Kittitas County, in the center of Washington State and adjacent to the populous and rapidly growing King County. In March 2018, the US Census Bureau named Kittitas County the eighth fastest-growing micro-area in the US by percentage, with population growth of 2.8 percent between 2016 and 2017.[1]

CWU owns 380 acres of land, 255 of which are developed. The campus has 94 facilities totaling 3.2 million gross square feet (GSF). Fifty-nine buildings are non-residential facilities (2.1 million GSF) and 35 are residential facilities (1.1 million GSF).

The campus is located within walking distance of Ellensburg's historic downtown. Ellensburg, a town of about 20,000,[2] is the largest city in Kittitas County and the county seat. Ellensburg is located at the junction of Interstate 82 and Interstate 90, which is the primary vehicle route between western and eastern Washington.



The Cascade Mountains block rain from the Puget Sound area, which results in a dry, mild climate with fewer than 10 inches of precipitation per year. The city's terrain is generally flat with an elevation between 1,500 and 1,580 feet above sea level.

Historical Development

The City of Ellensburg was established in 1872. In 1890, during the Washington State Legislature's first session, Ellensburg was chosen as the site of the Washington State Normal School with a mission of educating public school teachers. Classes began in 1891 and were held at the Washington Public School until the normal school's first building, Barge Hall, opened in 1893. The normal school became Central Washington College of Education in 1937, Central Washington State College in 1961, and Central Washington University in 1977.

Historic South Campus

The original campus was comprised of about two acres between E. University Way and 10th Avenue, and between D Street/Wildcat Way and Chestnut Street. This part of campus possesses an architectural character with a coherent style, scale, and quality of space between buildings. The oldest portion of campus is denser than the rest of the campus, and includes academic, administrative, and student residential buildings. Large building setbacks from E. University Way and D Street with mature trees provide an attractive soft edge for the community.

Construction of the university's historic buildings occurred primarily in the south and southwest area of today's campus, between 1893 and 1938. Classical façades on Shaw Memorial Hall (now Shaw-Smyser Hall) and McConnell Auditorium,

along with Barge Hall's neo-gothic style, provide visitors with an immediate sense they are entering a campus environment. Well defined courtyards and intimate outdoor spaces act as meeting places, transition zones, and weather shields. The entire area is interconnected with walkways lined with buildings or trees. The historically significant buildings with generous set-backs, many entry points, and courtyard spaces welcome visitors, faculty, and staff with a collegiate environment.

During the early 1900s, the northern boundary of the campus abutted the right-of-way of the Chicago, Milwaukee, and St. Paul Railroad. This rail line, which extended in a northwest-southeast direction, was heavily used throughout the mid-1900s. As the university grew, it was necessary to develop property located north of the railroad corridor, which became an obstacle to coordinated campus development. The layout of the campus shows evidence of the effect the railroad had on the development of the campus: parking lots abutted the corridor, walkways were located to avoid it, and buildings were situated to face away from it.

Year Constructed	Building Name
1894	Barge Hall
1915	Kamola Hall
1918	Edison Hall
1919	Old Hospital
1925	Shaw Hall
1926	Samuelson Union Building
1927	Munson Hall
1927	Sue Lombard Hall
1935	McConnell Hall
1938	Hebeler Hall

Post-war Construction

Following World War II, like many colleges and universities, CWU experienced a significant surge in enrollment. For example, enrollment in the College of Education reached 1,558 in 1949-1950, well beyond the 268 who had enrolled in 1943-1944.

The physical plant expanded to accommodate the new demand for higher education, acquiring agricultural land north of 14th Street for married student housing and physical education activities. Smaller parcels were acquired for single student housing.

Year Constructed	Building Name
1945	Campus Courts Apartments
1946	Auxiliary Services Maintenance
1947	Lind Hall
1947	President's Residence
1948	Special Services Building
1951	Tunstall Commons Dining
1955	Computer Center
1955	Wilson Hall
1957	Recreation Center
1959	Button Hall
1959	Nicholson Pavilion
1959	Tomlinson Stadium

The rapid growth resulted in a campus without a cohesive pattern of development. University properties were intermingled with private properties, the functions of which ranged from mixed use to railroad warehousing and agriculture.

In the 1960s, capital master planning was influenced by Congress's adoption of a series of fair housing policies designed to outlaw discrimination in the rental or purchase of homes and other housing transactions. The university, in cooperation with the City of Ellensburg, launched the North Campus Urban Renewal Project to draw these properties together into approximately 40 acres, split by the railroad tracks. Benefits of the project included:

- rerouting and extending city utilities
- rerouting streets around the campus and closing other streets that bisected the campus
- demolishing obsolete private structures
- installing parking areas, pedestrian walks, malls, and landscaping

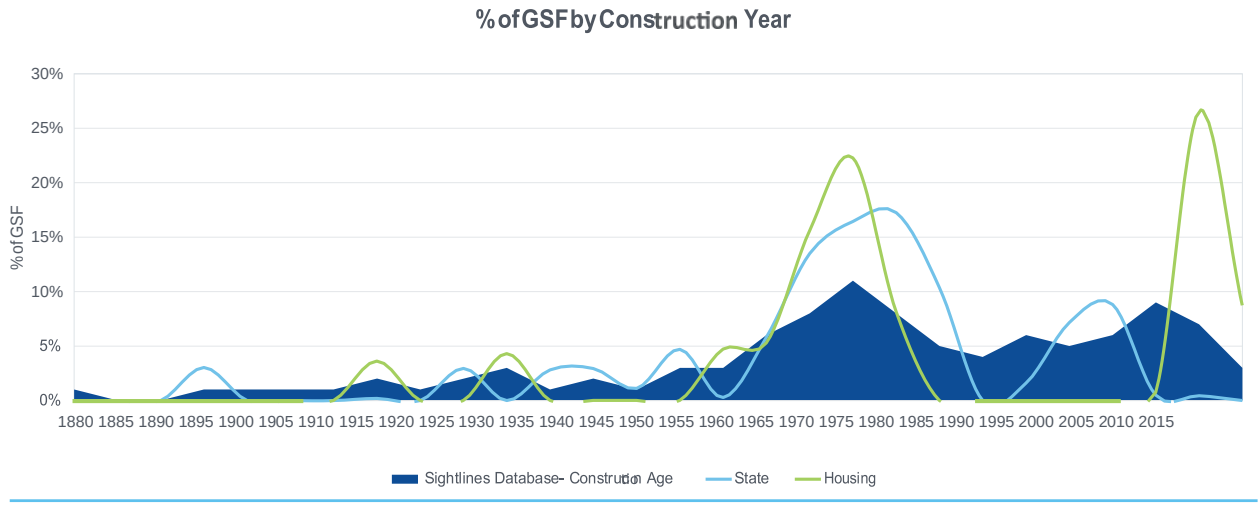
In 1986, after the railroad abandoned the right-of-way through campus, CWU developed a Capital Master Plan to address the development of the corridor and the campus north and south of the railroad tracks.

State funding during the 1980s and 1990s brought about many renovations and general-improvement projects, including a new boiler plant and parking lot expansions.

The Building Boom

From 1960 to the turn of the century, CWU would construct more than 60 facilities, including 24 residence facilities, 16 academic buildings, and

Construction Trends Provide Context for Age Profile



several facilities to support campus infrastructure. Generally, the academic buildings constructed during this period are unreinforced brick construction with little insulation, and digital technology infrastructure consistent with the era in which the building was constructed. Other facilities include modular buildings, storage sheds, and structures intended for temporary use. In other words, this generation of facilities supports limited digital technology access or use and has architectural features that limit disability access. *Most of these buildings, however, are still in use,* and the need to upgrade or replace them is increasingly urgent.

21st Century Capital Change

The 21st century began with the completion of several new, renovated and or expanded academic and student-life facilities. Much of the construction supported campus planning goals to create a "science neighborhood," where clustered facilities could support student and faculty collaboration, sharing of space, and other efficiencies.

Year Constructed	Building Name
1998	Science I Building
2001	Academic Storage Shed
2004	McIntyre Hall
2011	New Barto Hall
2011	Hogue Addition
2016	Science II
2018	Recreation addition/ track facility
2018	Tomlinson Stadium upgrade
2018	Samuelson Hall renovation and addition
2019	Dugmore Residence Hall and Dining Facility
2019	Health Sciences Phase I

Projects completed during this period include the renovation of Dean Hall; construction of McIntyre Hall, the Student Union and Recreation Center, and Science II; restoration of three, early 20th century buildings—Kamola Hall, Sue Lombard Hall, and Barge Hall; the replacement of Barto Hall; and the renovation of, and addition to, Samuelson Hall. Several of these facilities earned bronze, silver, or gold certification for sustainable construction by the Leadership in Energy and Environmental Design (LEED) program. Dean Hall earned gold, Hogue Hall earned gold, and Barto Hall earned a platinum designation.

In 2018, CWU launched three projects that will radically transform the portion of campus north of

Dean Nicholson Boulevard. In late 2018, construction will begin on Dugmore Hall, 400-bed residence hall

Architect rendering of Dugmore Hall scheduled to open in fall 2019.

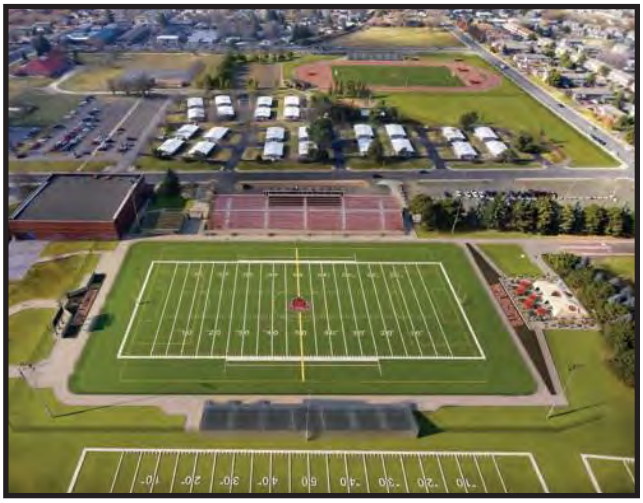
and 6,000 sq/ft dining facility at the northeast corner of the intersection of E. Dean Nicholson Blvd and N. Wildcat Way. CWU will use a design-build approach for this project, which is expected to reduce costs and construction time by three months, opening in fall 2019. The northern academic corridor of campus will be transformed with Dugmore Hall, the Recreation Expansion project, additional parking lot, and the demolition of Chimpanzee and Human Communication Institute (CHCI) and Peterson Hall.

The CWU Foundation is supporting a renovation of Tomlinson Stadium, which was constructed in 1959 and has not been renovated since the early 1990s. The renovation moves the track and makes the stadium regulation size for rugby and soccer, as well as football. The project upgrades perimeter fencing and restrooms and adds artificial turf and lights.

The $6-million Recreation Expansion project will build a track facility in the southeast corner of North Wildcat Way and 18th Avenue, replacing the deteriorating, 25-year-old track in Tomlinson Stadium. The expansion, the first new recreation facility since the construction of the SURC in 2006, will include lighting, perimeter fencing, and turf inside the track and will provide a much-needed expansion of recreation services outside of the over-crowded SURC.

During this period, CWU demolished four facilities: two high-rise, residential structures, Courson and Muzzall Halls; Peterson Hall; and the facility that had housed the Chimpanzee and Human Communication Institute. In 2019, Hertz Hall will be demolished.

Architect renderings of Tomlinson Stadium upgrade (left) and recreation addition/track facility (right).



Barge Hall, circa 1900

CHAPTER 3.
MASTER PLANNING ASSUMPTIONS

From its founding in 1891, CWU has experienced substantial change in enrollment and the focus of instruction. The surrounding community has also changed. The goal of this Capital Master Plan is to provide a framework within which the university can change and grow as needs evolve. The plan reinforces and improves upon existing patterns of use by integrating buildings, circulation, parking, infrastructure, sustainability and open space.

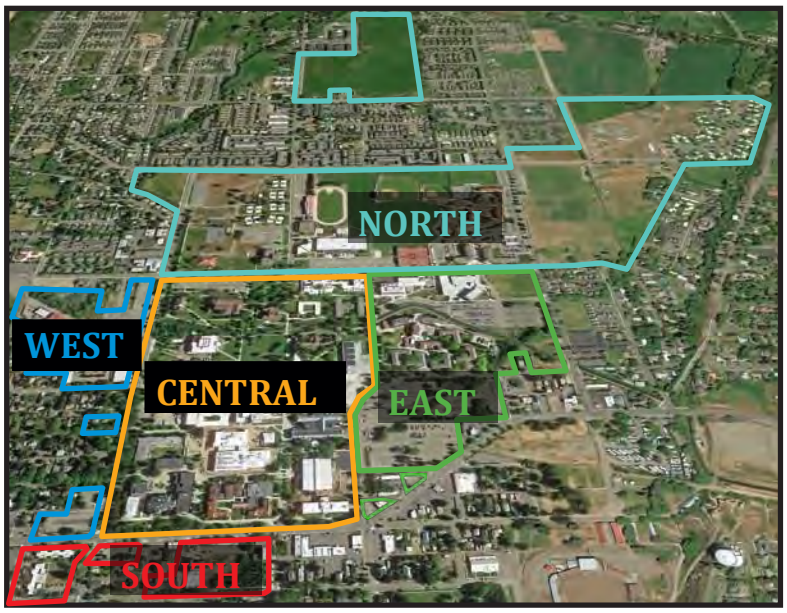
Community input is essential to capital planning. The 2011-2031 master plan process sponsored numerous open forums that allowed the university and local communities to provide input into the master planning process:

- 2006 Planning Rendezvous[3]
- 2009 Project Planning Rendezvous[4]
- 2010 Winter Campus Planning Rendezvous[5]
- 2013 CWU/City/County/County Planning Forum[6]
- 2018 Enterprise Facilities Committee, Budget Enterprise Committee, Provost's Council, President's Cabinet, Associated Students of CWU

The master plan and accompanying documents, along with the interactive online map are located at ***www.cwu.edu/facility/master-plan*** and ***map.cwu.edu*** respectively.

PLANNING BY NEIGHBORHOODS

During the 2000s, CWU has developed the campus in terms of neighborhoods, each with its own distinct character, dominant uses and proximity to related functions. New developments are designed to complement the neighborhood in which they are situated and to enhance the integrity and connection with the campus as a whole. The following describes these planning units.



CENTRAL CAMPUS

Central Campus contains the historic core, with original buildings and well-defined open spaces. This neighborhood is distinguished by high-use academic facilities and by the massive Student Union and Recreation Center (SURC). The neighborhood has a strong collegiate and student-centered atmosphere that offers multiple opportunities for formal and informal, social and academic encounters. This area includes gathering

spaces, study areas, networked computer and other media areas, group/meeting rooms, the Wildcat Shop, and food options, in addition to well-integrated open space and classrooms.

At the north end of the Central Campus, open spaces such as the Campus Green and the Ellensburg Water Company Irrigation Canal are major organizing elements that contribute to the unique character of large, dominant buildings sitting in a field of green.

The Marshall Mayberry Arboretum and Greenhouse west of Dean Hall were built in 1979 and offer a tranquil space that is heavily utilized for lunches and picnics as well as by various academic classes. The adjacent Greenhouse is also utilized in plant biology courses. The Greenhouse is home to CWU's unofficial turtle mascot, Snorkel.

Neighborhood challenges

In the spring the canal typically experiences moderate flooding, which has been mitigated using sandbags. The banks of the canal do not prohibit access. Buildings north of the canal generally are in need of significant renovation: seismic, ADA, HVAC, and energy efficiency. The International Center is in need of replacement. It was built in 1948 as a residence hall and remodeled in 1970 to house international programs.

Premier performing arts programs are at record enrollment and fully utilize rehearsal, performance, and classroom space. In January 2019, CWU will demolish Hertz Hall, eliminating an important, albeit old, performance venue.

The SURC is out of room; it was built for about 7,600 FTE students and now serves 9,500 FTE, in addition to members of the community, conference participants, and others. On a single day in fall 2017, the building recorded more than 18,000 visitors. Need is especially critical for space to accommodate student organizations and multicultural activities.

SURC Dining Service facilities have not been updated since the building was finished in 2006. Much of the equipment is aging and in need of replacement. Dining concepts should be continuously updated in order to reflect students' changing needs and expectations. CWU will incorporate innovative approaches to dining planning, including exhibition cooking, healthful and local options, sustainability, and branded concepts.

The convenience store is heavily utilized and is in need of expansion and renovation to fix problems of access and business flow and to meet the demands that this unit serves. The layout of dining areas does accommodate customer traffic flow patterns.

The current dock located on the south side of the SURC needs to be adjusted to allow for large truck deliveries. Access to the dock by the rest of the building for trash removal is limited and needs to be addressed in any future expansion/renovation plans.

The Wildcat Shop continues to innovate business strategies and to change the retail mix to adjust for changes in technology, and student preferences for service delivery and products. In 2018, the Wildcat Shop became the home of the Central Access program, which creates course materials for disabled students at CWU and universities across the country. The program also contracts for services for private companies that need accessible materials. The Wildcat Shop's "Mad Lab" provides signage and engraving services. In order to be financially viable, the Wildcat Shop will have to adapt rapidly to changes in shopping preferences, especially as the demand for traditional course materials declines.

All departments in this neighborhood need storage space. Access and security is inconsistent from building to building. All buildings have unmet maintenance and programmatic needs.

NORTH CAMPUS

This neighborhood north of E. Dean Nicholson Boulevard contains athletic and recreation facilities, including a new track facility and renovated stadium, slated for completion fall 2018. Dugmore Hall on the west side of this neighborhood will open fall 2019. Further north lies Bowers Field Airport, on which CWU leases or owns classroom and hangar facilities. The eastern portion of this neighborhood hosts many other residence halls and apartments, as well as recreation facilities, open space and some academic and research functions.

In the 2015-2017 biennium, the state legislature appropriated $750,000 to expand the Early Childhood Learning Center near Brooklane Village. The project added a multi-purpose modular facility for indoor recreation space and afterschool classroom space, an audio-video system and key-card access for enhanced security.

The Palouse to Cascades State Park Trail crosses this neighborhood, providing biking, walking, and other uses on property that was once part of an intercontinental rail line. The North Campus is a ten-minute walk from the core university functions in the Central Campus Neighborhood.

Neighborhood Challenges

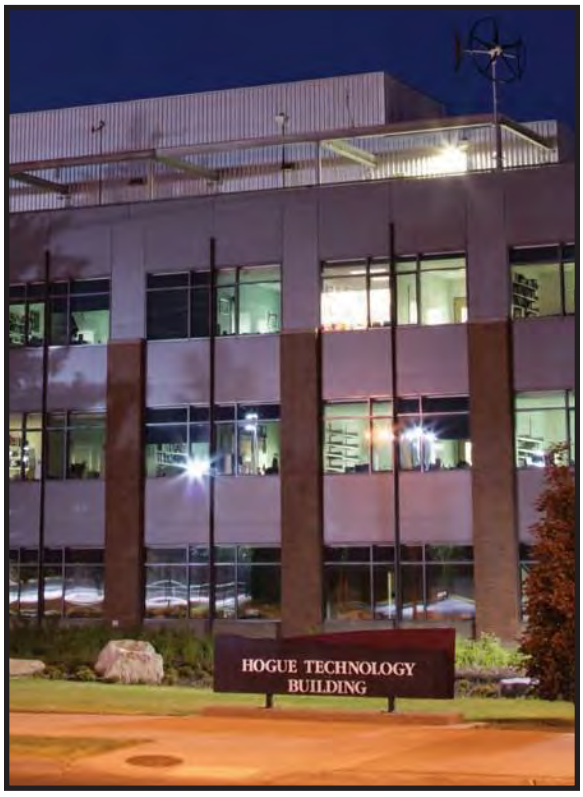
The neighborhood includes large tracts of undeveloped land, including 35 acres west of the Brooklane Village and 52 acres north of Helena Avenue. The Helena parcel is located in the county.

Recreation facilities will be created in 2018 using student recreation fee revenue; an overhaul of Tomlinson Stadium will be funded by the CWU Foundation. However, significant renovation work is needed on Nicholson Pavilion.

CWU's physical and health education programs are located in the east wing of Nicholson Pavilion, which was constructed in 1959 as the Health and Physical Education building. The total enrollment at CWU (then "Central Washington College of Education") was fewer than 1,900 students in 1959. Today, the facility annually serves 10,000 students, nearly 2,000 employees and almost 40,000 visitors. Renovation of the portion of the facility serving academic programs is a priority for CWU's 2019-2021 state capital budget request. Nicholson Pavilion once hosted commencement and other all-student events, but now is far too small to accommodate large student events. CWU currently has no indoor facility that can accommodate large academic, athletic, or cultural events.

Airport facilities will not accommodate enrollment anticipated for the BS Aviation program. Coordination of maintenance and expansion of the facilities at the airport are complicated by virtue of the fact that the airport is owned by the county, which has not prioritized maintenance of the hangars, office space or runways. In spring 2018 CWU is engaged in intensive negotiations with the county to improve airport operations and perhaps assume co-sponsorship.

Looking west along Dean Nicholson Blvd., at the northeast corner of campus.



Hogue Technology Building

EAST CAMPUS

Parking and student housing are the predominant uses east of Chestnut Street and south of Dean Nicholson. McIntyre Hall and Hogue Hall are also in the East Campus on Dean Nicholson Boulevard. The Student Medical and Counseling Center is located on 11th Avenue, south of the Bassetti residential complex. Parking is convenient and accessible in this area of the campus. In 2018 CWU purchased a restaurant located at E. University Way and Chestnut.

Neighborhood Challenges

This neighborhood has an established network of open space and pedestrian paths that run from the Ellensburg Water Company Irrigation Canal and Wilson Creek to campus buildings. Wilson Creek flows above and below the ground in this neighborhood. The creek often floods in the spring and presents accessibility, utility, and safety challenges.

A significant portion of student housing lies in this neighborhood. Except for Barto Hall, replaced in 2011, all of the student housing is in need of renovation or replacement, having been constructed between 1955 and 1969.

The south and east edges of this neighborhood include parcels that do not enhance the identity, safety or accessibility of the campus. A privately-owned residence and an apartment complex present concerns about security and visual consistency. A large amount of surface parking in the east campus overwhelms the character of the area. The parking lot border with E. University Way is neither landscaped nor well maintained.

CWU's growing arts programs are located in Randall Hall, in critical need of renovation, and in McIntyre Hall, which the music program outgrew as soon as the building was constructed in 2004. CWU needs to create an "Arts Neighborhood"/complex that brings all arts programs in closer proximity to one another.

SOUTH CAMPUS

This neighborhood, south of E. University Way, is comprised of a mix of uses and buildings. In contrast to the distinctive character of the campus across the street, buildings are typically less notable, with the exception of Munson Hall, the first men's dormitory, and Getz-Short Apartments.

The Old Heat Plant is the third in a series of four university boiler plants. The second boiler house for the Washington State Normal School was built circa 1917. Old Heat's towering brick smokestack was built in 1917 in New York, shipped to Ellensburg, and added to the facility.[7] At 112 feet, the stack is a visual landmark with an elaborate patterned band of white brick diamonds and stripes near the top. In 1944, this second boiler house was demolished, but its smokestack was retained for use in the next boiler plant, constructed in 1948 and mothballed in 1971 until 2016, when funding became available to begin renovation of the old plant.

Old Heat Plant smokestack

South Campus should be developed with the classic collegiate CWU style, yet also be functionally tied to public uses and downtown Ellensburg. Mixed-use buildings will be encouraged by combining business, parking, and residential functions, with pedestrian-oriented uses at the street level. Self-supporting public uses such as hospitality/conferencing should be encouraged.

Neighborhood Challenges

CWU desires but does not have a well-defined campus border and entrance. The blocks leading to CWU, traveling east on E. University Way, and across from CWU on that street are occupied by vacant lots, vacant buildings, and assorted retail and residential structures.

The City will expand the intersection at E. University Way and Wildcat Way in summer 2019. CWU is working with the City to mitigate the impact of that project on the presentation of this key gateway.

CWU desires but lacks a clearly defined path between the campus and downtown Ellensburg. Such a route would offer well lit, safe walkways. It would promote participation in community events, civic engagement, and richer social development.

Munson Hall and the Getz-Short apartments are in need of significant renovation and remodeling in order to accommodate fully the digital communications needs and amenities that are standard in conference and student facilities.

Biology students studying frogs at Englehorn Pond.

WEST CAMPUS

This neighborhood lies west of Wildcat Way and is largely focused on physical plant service, ranging from the boiler plant and trash compactor, to the maintenance shops, and facilities administration in Jongeward Hall. The Department of Public Safety and Police Services is located in a modular structure. The environmentally sensitive Englehorn Pond is located west of these facilities and is used by CWU for research and instruction in the biological sciences.

University House is located south of the physical plant, at 10th and Wildcat Way, and is part of the Railroad Addition Historic District. The facility houses the president's family and hosts campus events. Button Hall provides space for student housing services. Between Button and E. University Way, lies university parking. Other than university facilities, well maintained historic homes generally line the west side of Wildcat Way. This street is lined on both sides with graceful, mature trees: 35-foot lindens and American elm trees that are 65 feet tall.

Neighborhood Challenges

CWU's boilers are now more than 50 years old and in need of replacement. The chiller is overtaxed and needs to be supplemented.

The projects currently underway in the North Campus (new residence hall, recreation track relocation, and improvements to Tomlinson Stadium) are driving improvements to Wildcat Way from E. University Way north to Dean Nicholson Boulevard. That project, as well as concerns about emergency vehicle access to the CWU campus, will eventually result in the widening of Wildcat Way, and the removal of the large shade trees that line Wildcat Way in this iconic neighborhood.

The City is planning a transportation improvement project, which will be implemented in summer 2019, at the intersection of E. University Way and Wildcat Way. The project includes street alignment, traffic signalization, tree removal, and adding left-turn lanes. As a result, CWU will lose parking in lot C-6, need to move cement monuments that serve as gateway signs, and re-landscape at least two corners of this intersection.

CWU does not control all of the properties adjacent to Wildcat Way, raising concerns about continued security and historic preservation.

Most of the facilities west of Wildcat Way are in need of attention or replacement.

- **Button Hall** was built in 1949 as an apartment building, but has been used as office space for the Department of Residence Life for many years. All systems in the building are original to construction in 1949 and the building does not meet ADA or seismic codes. This facility is at the end of life cycle.
- **University House** was built in 1947 as a residence; the reception center was added to the building in the 1960s. Now it is neither an effective reception facility or hospitable residence, since the family that lives there will have events going on in the front yard and/or adjacent rooms throughout the year. Nationally, fewer and fewer universities require presidents to live on campus. CWU may wish to offer the next president the option of living in this reception center or at another location.
- **The Public Safety Building,** which houses Police and Safety Services, was a portable unit used for construction offices during the renovation of Black Hall in the 1994. All building systems are original and the facility was not designed for the functions for which it is being used. This facility is at the end of its life cycle.
- **The Green Giant** storage facility sits on the highly visible corner of 11th Avenue and Wildcat Way. It was constructed in 1937 and is particularly inadequate in seismic reinforcements, with virtually no lateral support. This facility is at the end of its life cycle.

INFRASTRUCTURE

CWU conducts master planning and manages the physical plant in compliance with RCW 39.35D, which directs public agencies to build and renovate public facilities in a way that saves money, improves educational outcomes, and makes employees more productive. CWU exceeds the requirements of this RCW and, as a result of prioritization of sustainability efforts, has achieved the following:

- Implementation of heat recovery solution that allows CWU to heat more than 100,000 square feet of space in Science II and 135,000 square feet in Samuelson solely from the recovery of the waste heat from the central steam plant.
- Recycling construction waste diverted more than 90 percent of construction debris, or 12,800 tons from landfills.
- Reduction in the use of water for irrigation by five million gallons annually.

Work on "utilidors" near Dean Hall.

Much of this improvement has been made possible by the investment of the State of Washington in CWU infrastructure. Between 2009 and 2015 CWU received about $24 million in state funding to upgrade underground utilities. CWU replaced 90-year old wooden water pipes, consolidated utilities in "utilidors," upgraded water- and energy-efficiency strategies, and made other improvements to support the growth of enrollment and in facilities above the ground.

Energy Efficiency

Since 1998 CWU has used the energy service company[8] (ESCO) contracting methodology to analyze and complete extensive energy efficiency improvements to HVAC and lighting systems. The ESCO starts by performing an in-depth analysis of a property, and then designs an energy-efficient solution. CWU installed the required elements and maintained the system to measure energy savings, which may be used to pay back the capital investment of a project over a 5- to 20-year period. Savings also may be reinvested into the facility in the form of capital upgrades that otherwise would be unfeasible.

If the project does not provide returns on the investment, the ESCO is often responsible to pay the difference. As result of these efforts, CWU reduced total energy consumption by 14 percent from 1998 to 2011, despite a net increase in campus building area of 300,000 square feet during the same period. By saving $15 million over the next 20 years, this project supports all university capital facilities and the programs they support. Savings will be invested in utilities and facilities to preserve and enhance them.

In 2018 the university launched a new, campus-wide sustainability initiative to better coordinate efforts to save energy, reduce greenhouse gas emissions and waste production, and to enhance community awareness about the need to use current sustainable practices in all areas of university operations, as well as develop new ones. The initiative will also work toward the certification by the Association for the Advancement of Sustainability in Higher Education (AASHE) as a member of the Sustainability Tracking, Assessment & Rating System (STARS) program. STARS is a transparent, self-reporting framework for colleges and universities to measure their sustainability performance.

In 2018 CWU will implement an enterprise-wide, Voiceover Internet Protocol (VoIP) telephony system. CWU must transition away from its dependence on legacy systems and modernize our telecommunications architecture. This need is driven by both the financial realities and risks associated with maintaining legacy systems and the importance of building a modern and unified communications platform to support teaching, learning, and student success. This modern approach to telecommunications will also facilitate a much more agile telephony environment that scales up or down easily and integrates seamlessly with our other business systems.

Infrastructure Challenges

The Central Heating plant is nearly 50 years old and consists of four boilers that have the ability to supply nearly 180,000 lbs. of steam to the campus of typical demand and 210,000lbs maximum. Over the years much has been done to upgrade and improve the control systems and ancillary support equipment in the plant. Routine maintenance has been performed regularly; automated water treatment systems have been installed to decrease the effects of corrosion and increase boiler efficiencies within the plant. State-of-the-art controls have been added to increase the reliability and safety of the boilers.

Today, however, boiler capacity has fallen significantly due to the aging of the boilers themselves. Although meticulous care has extended the life of the boilers, they are at the end of their life expectancy. Replacing the boilers is a high priority so that CWU can maintain current steam loads and plant expansion. Replacement of the boilers and a chiller will be priorities in CWU's 2019-2021 state capital budget request.

The use of low-temperature heating water should be a priority as the cost to maintain the existing steam boilers increase. This would require adding underground infrastructure for transporting low temperature heating to areas and facilities including Farrell Hall, Brooks Library, and Psychology. The low temperature heating water distribution was planned and is currently set up for northward expansion from the Science I lawn vicinity. As well, CWU must prepare to adapt to more efficient and sustainable methods of heating, including alternative energy sources such as solar heating, solar photovoltaic cells, central plant steam-generated electricity, and wind power.

Central Plant steam and low temperature heating water system.

ENROLLMENT ASSUMPTIONS

The number of students enrolled at CWU has remained relatively constant since 2010. During the 2017-2018 academic year, CWU's average annual FTE enrollment in Ellensburg and online was 11,007.71; average headcount was 9,453[9]. About 13.78 percent of the total enrollment is online or located at a CWU campus other than Ellensburg[10]. Six of eight satellite locations are on community college campuses in space owned by the colleges, not CWU. One site is in Lakewood, at Joint Base Lewis-McChord, which owns the space. An instructional site is located in Sammamish, where CWU leases space from the City of Sammamish.

CWU will strive to grow headcount enrollment at the residential campus to 12,000, and statewide to 14,000 by the fall term of 2021. Undergraduates will comprise 90 percent of FTE with graduate students comprising 10 percent.

In addition to academic degree programs, CWU will serve individuals through programs in continuing education, course audits, military science, dual-credit programs, and other education options. CWU assumes the bulk of future enrollment growth will occur online and at satellite locations, few of which CWU is likely to own. Therefore, this long-term plan reasonably focuses on physical space over which CWU has control, the residential campus in Ellensburg.

In order to ensure comprehensive service to students, CWU must develop the physical plant in a way that encourages the engagement of students in athletic and recreational events, academic and cultural lectures, and events. The capital plant should support student safety, mobility, and engagement with each other and with the community. As the cultural and social backgrounds students bring to campus change, so must CWU's approach to education, including educational facilities.

CWU already has experienced significant change in the demographics of students. Today, a third of CWU's enrollment is comprised of students of color. Increasingly, students will be of Hispanic origin, as this demographic is the fastest growing in the state, and also engages in higher education faster than any other demographic group[11]. CWU's residential campus is situated in a region in which Hispanic population is increasing faster and comprises a greater portion of the general population than any other region in the state. CWU represents a welcoming, affordable, and geographically accessible higher education alternative for all students in this region.

A defining characteristic of undergraduate students is the desire to conduct most aspects of their lives—educational, social, and cultural—on digital platforms. Demand for digital access to degree programs has increased accordingly; online majors tripled between 2010 and 2017. Online course enrollment is up, with 2,028 or 20 percent of CWU students—including those who live on campus—taking one or more courses online. As well, the majority of academic courses include some component of the course online: e-learning platform, tests, discussion groups, recorded lectures, conferencing, etc. CWU capital development must adapt to this digital preference and leverage it to enhance educational quality and access, while managing costs associated with technology investment requirements.

STATE PUBLIC POLICY ASSUMPTIONS

CWU adheres to the long-range approach to facility planning the state requires of all public colleges and universities. The state process includes the development of a ten-year (five-biennia) plan for capital investment. The long-range planning identifies future institutional needs and the capital projects required to address those needs. The Capital Master Plan provides a blueprint for CWU's 10-year capital plan, which is updated every two years.

Development of the capital plan is a cyclical process. The 10-year capital priorities list, and the Capital Master Plan are continuously updated to reflect maintenance, preservation, and programmatic needs. In the spring of even-numbered years, the state biennial request is submitted to the Board of Trustees for consideration and approval; in the fall the university submits formal budget proposals to the state budget office. The proposals are

scored and go forward to the governor and legislature for consideration in January of odd-numbered years, when the state crafts biennial budgets.

Since 2005, biennial state capital planning has focused on infrastructure upgrades and on consolidating the functions of the College of the Sciences into a science neighborhood. Within the 10-year time frame this plan encompasses, CWU has earned the support of the state legislature for several major projects:

- **Hogue Hall renovation and addition:** 2009-2011 ($27 million) The project opened in fall 2011, having renovated a 1970s, applied engineering building and constructed a state-of-the-art addition to the facility.
- **Science Phase II:** 2013-2015 ($64 million) The facility opened fall 2016, and houses the Department of Physics, the Department of Geological Sciences, and the Center for Excellence in Science and Math Education.
- **Combined Utilities:** 2009-2015 ($32 million) This project upgraded utility infrastructure campus-wide, significantly reduced energy consumption, and expanded steam heat, chilled water, and information technology infrastructure to Science II and Samuelson.
- **Samuelson Hall:** 2015-2017 ($54 million) This project opens fall 2018 and includes renovation and new construction to accommodate computational sciences, as well as the data center.
- **Health Sciences:** 2017-2019 ($58 million) In January 2018, the state provided $23 million funding for phase 1 of a facility to house programs in Public Health, Nutrition and Dietetics, Clinical Physiology and Exercise Science, and Emergency Medical Services. The project assumes the demolition of Hertz Hall, a music facility constructed in 1963.

CWU will seek funding for the second phase of the Health Sciences project in the 2019-2021 biennium, which would complete the science neighborhood. Next, CWU will turn the state-funding focus to facilities north of the Ellensburg Water Company Irrigation Canal.

State Funding Challenges

The facilities north of the canal generally are in need of significant renovation: seismic, ADA, HVAC, digital technology, and energy efficiency. These buildings tend to serve the humanities and social sciences, academic fields that have not typically attracted legislative interest. The university is shifting the planning for academic buildings away from discipline-specific foci to space that is integrated, multidisciplinary, and flexible. This new focus, however responsible and efficient, is outside of the box within which state capital funding has traditionally occurred and may find difficulty attracting legislative interest.

CITY AND COUNTY PLANNING

Washington State Growth Management Act (GMA), RCW 36.70A seeks to mitigate the impact of uncoordinated growth on public health, safety, and general welfare. The Act lists 14 planning goals for those counties and municipalities planning under the GMA's requirements. The CWU Capital Master Plan seeks to complement goals and objectives of the Ellensburg Comprehensive Plan, and the 20-year comprehensive plan of Kittitas County, both of which were updated in 2017.

City of Ellensburg Comprehensive Planning Context

Increased integration of capital planning focuses on strengthening the link between CWU and historic downtown Ellensburg, which is the heart of the community's commercial, civic, social, and cultural life. The interrelationship between the campus, the community, and downtown Ellensburg is also an important aspect of the plan. In addition, improvements to interaction, and the sense of community, are proposed by increasing pedestrian linkages, improving existing facilities, siting new development where appropriate, and strengthening open space.

The City of Ellensburg adopted a new comprehensive plan in 2017. The plan shapes the city's zoning and subdivision regulations, capital improvement programming and budgeting, and other legal and regulatory actions

Panoramic view of the northwest corner of the Green.

necessary to manage Ellensburg's physical, social, and environmental character. The full range of the city's implementation tools must be consistent with this plan. This plan contains the following elements:

- Capital Facilities and Utilities *
- Economic Development
- Essential Public Facilities *
- Historic Preservation
- Housing *
- Land Use *
- Natural Environment
- Parks and Recreation
- Transportation *

* *Those elements that are required by the GMA.*

Central Washington University and the City of Ellensburg participate with each other in reviewing and updating their respective long-term plans following state statutory comprehensive planning requirements. A city representative is a member of the university's campus planning standing committee.

The updated City of Ellensburg Comprehensive Plan references CWU 45 times, recognizing the university's significance in each of their planning elements. For example, because CWU is a major presence in Ellensburg, the median age of the city has remained very young and fairly consistent. CWU students make up about half of the population of Ellensburg.[12] The projected Ellensburg enrollment over the next ten years is consistent with the overall population projections for the City. The city plan estimates that nearly 50 percent of households in Ellensburg are CWU students living off campus, either living alone or sharing apartments or single-family homes with other students. More than two thirds of households in Ellensburg have only one or two occupants.[13]

Kittitas County Comprehensive Planning Context

The comprehensive plan affects all unincorporated lands of Kittitas County of approximately 1.487 million acres. The comprehensive plan is intended to conserve lands designated by protecting them from conflicting land uses, providing sufficient services, and ensuring adequate facilities with goals, objectives, and policies. The 2016 Comprehensive Plan for Kittitas County addresses:

- Capital facilities, including the Bowers Field Airport, where CWU has long conducted flight training
- Economic development
- Housing, including the need for affordable housing
- Land use, including appropriate uses of land and strategies to ensure that the County can accommodate the population growth projected to occur over the next 20 years
- Recreation and parks
- Rural and resource lands use
- Transportation
- Utilities

The update of the Kittitas County Comprehensive Plan recognizes Central Washington University as an integral part of the region. The long-term plan identifies opportunities for enhanced collaboration and partnerships between Kittitas County and the university. The plan recognizes the fact that Central Washington University provides direct and indirect employment for a large portion of the population and that the Ellensburg area and student population and educational services are expected to grow substantially over the next few years.

CHAPTER 4.
CWU CAPITAL PLANNING PRIORITIES

CWU capital planning will support the university strategic plan and the goals contained therein. Facilities planning too often has occurred in a segregated manner, with unique plans developed for housing, dining, multimodal teaching and learning, athletics, and other individual areas. This approach to capital planning ignores the reality that each of these things works together to create and support a rich student experience. Each of these elements in some way relies on another for full use or benefit.

With this plan, CWU will seek to express an integrated vision of the development of the university environment that serves many functions: teaching and learning, business and support systems, student life, as well as platforms for communication and data transmission, public safety, and utilities.

CAMPUS FACILITIES VISION STATEMENT

Visitors to CWU Ellensburg anticipate arriving at the university by seeing consistent, appealing, and clear signage as they approach campus. The streets that lead to the residential campus are attractive, lined with university buildings and green space consistent with the aesthetic of the larger campus. Compelling monuments and plazas mark the gateways to the residential campus at the northwest, southwest, northeast, and southeast corners of university property.

The boundaries between the campus and neighborhoods are well defined and maintained. Well-lit routes to Ellensburg's downtown core support student civic engagement and promote the local retail climate.

The inventory of student housing is fresh and modern, with living options that support a variety of preferences. CWU has fully put to use vacant university land, creating a mixed-use development that includes retail advantages as well as housing for students and employees.

An expanded Student Union and Recreation Center accommodates enrollment of 12,000 FTE students in Ellensburg. Dining facilities offer healthful, delicious, and eclectic meal choices.

New outdoor recreational facilities, including a large field house, support student engagement and healthful activity. Modern Division-II athletic facilities build alumni pride and engagement, and create a student life experience that is exciting and unique in Washington State.

The core campus is a graceful blend of elegant historical buildings and state-of-the-art facilities that house academic and administrative functions. Flexible space encourages collaboration and interdisciplinary inquiry and supports efficient and sustainable use of space and energy. Diverse and well-maintained landscaping provides interesting and beautiful respite from hardscapes. Eclectic artistic works are an essential part of the campus experience, inside and outside buildings.

This vision is informed and supported by ubiquitous digital technologies that connect people to teaching and learning, data, entertainment, and to each other, 24/7. Modern systems ensure the physical safety of people, and the security of personal information and intellectual property. Throughout, efficiency and sustainability are priorities. The vision is supported by thorough and true-cost budgeting, innovative funding, and rigorous stewardship.

OVERARCHING CAMPUS-WIDE PLANNING GUIDELINES

Following are capital planning guidelines and priorities that apply to all aspects of campus development:

- **Academic quality is a priority.** New facilities will be flexible and support integrated, multidisciplinary programming. CWU will develop funding strategies to ensure facilities are safe, modern, and supportive of academic goals.
- **Aesthetics are a priority:** Seek opportunities to screen or soften utility and materials-handling areas. Look for opportunities to preserve and enhance the quality and variety of green space. Support the expansion, variety, and accessibility of artistic elements in the landscape. Make campus borders safer, easier to maintain, and more consistent aesthetically by targeting for purchase strategic properties adjacent to campus. Establish consistent, visible, and attractive entrances to campus along city thoroughfares.
- **Pedestrians are a priority:** Provide ADA, pedestrian, and bicycle access along arterial pathways. Circulation paths that flow with overall campus circulation should continue through buildings. Functions and facilities should be located to minimize the need for vehicle traffic on campus. Make features that serve both the university and the larger community accessible to both. Maintain campus compactness to ensure that students can walk from one building to another in about 10 minutes.
- **Sustainability is a priority:** Promote energy conservation to support sustainability and cost efficiency. Use space efficiently, adding new gross square footage only when necessary. Building design and materials should be consistent, meet sustainability standards, and complement campus setting and regional climate. Open space outdoors should provide a respite from intellectual pursuits, provide inviting space for solitude or socialization, and feature interesting, diverse, well maintained plant life as well as complementary hardscapes. Planning should be integrated with Ellensburg and Kittitas County comprehensive growth plans. The depreciation of facilities, fixtures, and equipment, and strategies to maintain or replace them is an integral part of campus planning.

Students on Walnut Mall.

ACADEMIC AND STUDENT SUPPORT FACILITIES

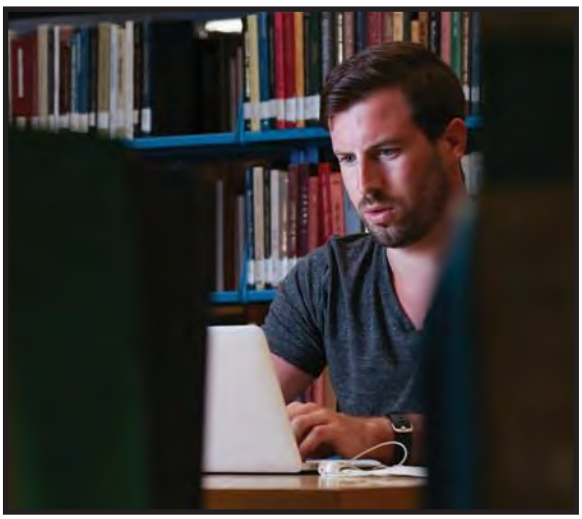
In order to provide the highest quality academic and student-life experience, CWU must maintain modern and efficient academic facilities. In many instances, current laboratory and faculty spaces are adequate. However, a number of vital programs and departments have outgrown their facilities and are either fragmented across campus, space-constricted, or under-equipped for instructional and laboratory functions that support modern curricular needs.

Reconfiguring and adapting existing classrooms and laboratories may increase efficiency of use. However, the demands of new methods of teaching and learning have simply bypassed some of our oldest buildings. It will not be cost effective to renovate facilities which, when complete, will still fail to support the academic functions of the building inhabitants.

Since 2004, the state of Washington has prioritized the development of the science neighborhood, a cluster of facilities that support education in science, technology, engineering, and mathematics. With CWU and legislative priorities synchronized, the state funded and CWU completed most of these facilities by 2018.

Click or Brick? Understanding Multimodal Teaching and Learning

The evolution in digital learning has blurred the distinctions among online, distance education, multimodal education, and other terms for teaching and learning that occurs synchronously or asynchronously in time and/or place.



CWU delivers distance education (DE) courses to students synchronously in real time via video conferencing technology. Online courses are delivered primarily asynchronously via web-based technology, without regularly scheduled class meeting times. However, these synchronous and asynchronous modes are now converging into hybrid and multimodal forms of delivery.

CWU launched video distance education in the 1970s, using interactive television (ITV) to transmit lectures from Ellensburg to University Centers in real time. ITV classrooms, which had to be supported by engineering staff, were specifically designed for this purpose. Recently, CWU replaced legacy ITV technology with Cisco Telepresence/WebEx as the video-conference delivery platform. CWU needs to maintain up-to-date DE equipment and core systems, upgrade additional classrooms/conference rooms, and build new DE spaces to meet demand for live video-conferencing in DE and online courses and programs.

In reality, ubiquitous Wi-Fi and high-speed Internet means teaching and learning can take place anywhere, anytime, using a smart phone, a tablet, a laptop—or any other personal computing device. With the new Telepresence/WebEx video-conferencing platform, CWU can expand the reach of DE to deliver courses and programs to students beyond our campus locations. Students can participate in live class sessions from a DE classroom on campus or from any location via the web.

CWU now offers 12 online, undergraduate, degree-completion programs; ten online/hybrid graduate degree programs; and two competency-based degree programs, delivered primarily asynchronously via the web. Enrollment in these online programs represents more than 10 percent of total enrollment at CWU. More than 40 percent of CWU students take at least one online course per quarter to add flexibility to their class schedule. Other students take online courses to address competing school, family, and work demands, and to shorten their time to degree.

As CWU develops a strategy for multimodal learning, the university must analyze how the shift to virtual space affects the need for physical space and technology "info-structure." Historically, CWU has served additional students by building more physical space. The university now is analyzing how the shift in teaching and learning modalities may affect the need for additional facilities, rather than investments in modernization of space and infrastructure.

CWU must adapt renovation and construction planning to facilitate student engagement for in-person education as well, and make active-learning classrooms (ALCs) the standard. ALCs are student-centered, technology-rich classrooms. ALCs include large tables and moveable seating to promote collaboration and active learning. Whiteboards and flat-screen monitors display student work. A teaching-control station allows instructors to select and highlight student work from any particular table. The adaptive and flexible classrooms—as well as smart labs and conference facilities—support a host of emerging technologies and teaching and learning activities, including but not limited to:

- Virtual reality/augmented reality (VR/AR)
- Distance education, which can be conducted anywhere video can be streamed live or pre-recorded
- Class capture, using hardware and software to record class sessions and load recordings into media management system for archive and review by students
- Student engagement/BYOD, by maintaining robust Wi-Fi service and providing facilities that accommodate students who want to "bring-your-own-device" (BYOD)

Classroom in Science II.

Facilities Priorities: Teaching and Learning

Health Sciences. The state provided $23 million for the first phase of this facility in the 2017-2019 capital budget. . During the 2019 session the legislature, appropriated $32 million for the completion of this facility, which is scheduled to open in January 2022, and will serve allied health programs.

Health Education/Nicholson Pavilion renovation. CWU received $5 million in the 2019-2021 state capital budget for the predesign and design to renovate and expand Nicholson Pavilion. This state-funded facility was constructed in 1959 as the Health and Physical Education Building. In 1959, the facility served fewer than 1,900 students; now CWU enrolls 12,000 students and Nicholson cannot accommodate academic programming demands, from course enrollment to university-wide landmark events like commencement and convocation. The nearly 60-year-old facility has never been renovated and all systems have long-since outlived their expected life span.

Humanities & Social Science Complex. CWU will request funding in the 2021-2023 capital budget for the design phase of a major capital project at Brooks Library to house CWU's Humanities and Social Science programs. In order for this proposed major capital project to qualify for design funding consideration in the 2021-2023 biennium, CWU submitted a self-funded predesign study to OFM for review and approval in July of 2020. The Humanities & Social Sciences project has been a part of CWU's long-term planning and is a key element in helping the university to better serve the growing student body in the Humanities, Social Science and Services fields. The strategically-planned proximity of the proposed new facility in the northwest corner of the Central Campus will promote interdisciplinary education, enhance collaboration among students and faculty, foster curriculum, and avoid duplication of services and programs.

Capital Planning Infrastructure. As noted in Chapter 3, Infrastructure is the support line of Capital Planning by ensuring capacity and redundancy that make all our campus buildings operational. As part of its evaluation of evolving campus needs, CWU has identified the addition of a new 1200 Ton Chiller and replacement of heating plant boilers as primary objectives to ensure the reliability of the campus' cooling and heating capacity respectively.

Medical & Mental Health Center. The existing Student Health Center has not had a major renovation since it was built in 1971. This project will add ~7,000 square feet to address CWU's growing student enrollment and increased need for mental health services. The renovation will replace the aging infrastructure in the building, bringing the facility into compliance with state and federal laws regarding accessibility, energy efficiency, and state of the art medical services.

Psychology Building Renovation. This project will renovate the existing Psychology Building to bring the facility into full use, since the chimpanzee contamination has left about 9% of the building unusable for the last 28 years. It will also extend the useful life of the building by at least 25 years while enhancing indoor air quality; improving fire safety, replacing battered finishes, and improving ADA compliance for signage and physical access. The renovation will significantly increase energy efficiency, with utilities monitoring, improved insulation, and improvements in the building envelope.

Sammamish Instructional Site. CWU-Sammamish opened September 20, 2017, after having transformed a facility that once served as a large church. CWU leases this to provide general education undergraduate classes, which are open to the public. CWU's three-year lease includes the option to purchase the facility. Revenue streams and demand for programs strongly support the purchase option. CWU is requesting funding in the 2021-23 budget cycle to acquire this facility.

Mitchell Hall Renovation. Mitchell Hall houses critical administrative services that support every unit within the university but the structure has not had any significant renovations or updating since it was built in 1969. This renovation is intended to replace failing mechanical and electrical systems throughout the building, which will greatly improve indoor air quality and energy efficiency.

Arts Education Complex. This facility would accommodate a critical need for classrooms, specialized labs and studios, and performance space for CWU's robust programs in the arts. The new building would expand arts capacity and perhaps house a School of the Arts: Art and Design, Theatre, and Music.

Academic Complex. This project would transform the Brooks Library into a modern academic complex and learning commons. The project will include an annex to house the stacks and library records/documents. In addition to providing traditional library services, programming could include a Student Success Center, Student Learning Support, Graduate Studies and Research, Office of Undergraduate Research, Faculty Excellence Center, common space, and classroom space.

Entrepreneurship/Innovation Complex. This project would aim to house interdisciplinary faculty and programming together and challenge departmental silos. Major outreach initiatives tied to academic programming, like service learning and internships, as well as alumni affairs could be housed in this complex. Design and operations of the building should be as innovative and cutting-edge as possible. Programming could include an Entrepreneurship/Innovation Center, Interdisciplinary Studies, Craft Brewing, Global Wine Studies, Hospitality Management, Agri-Business, Design Thinking, and International Studies and Programs.

Student Union and Recreation Center. The SURC was constructed in 2006 to serve 7,600 students. CWU now enrolls 9,500 FTE students in Ellensburg. This popular facility hosts community events and serves as a regional conference center. It houses the Wildcat Shop, and provides essential dining, activity and recreational, and meeting space for students. This facility is overdue for expansion or the creation of a complementary facility in a different location. The SURC organizations and business units (Student Union, Recreation, Dining, and Wildcat Shop) are currently conducting a feasibility study to evaluate opportunities for an expansion of the SURC facility. An expanded facility could include residence space and new dining options, in addition to the meeting and recreational space currently provided by the SURC.

Goals

- Develop strategies to secure funding for non-STEM facilities, generally those in the social sciences, non-STEM general education, the humanities, and the arts.
- Plan for transformative projects that support integrated, flexible space and multimodal venues for teaching and learning.
- Consider that some facilities have outlived their usefulness and should be demolished.

Objectives

- Integrate facilities planning across divisions and functions of the university.
- Consolidate fragmented departments and programs. Strategically establish proximity between departments to foster curriculum integration and support interdisciplinary programs.
- Expand opportunities for instructional facilities to anticipate technological innovations. Integrate and continue to develop technical opportunities and infrastructure.
- Update facilities to accommodate current instructional needs and design flexibility into new and renovated spaces.
- Provide solutions for departments with identified space compaction problems.
- Provide public spaces for reading, computer use, team-teaching and learning, and informal meetings.
- Renovate and upgrade public areas and older academic spaces, including classroom and laboratory furnishings and equipment, so that the overall environment is conducive to academic success and promotes academic initiatives.
- Develop spaces to support the delivery and administration of mentored undergraduate and graduate research, externally funded projects, and interdisciplinary programs.
- Generally provide greater flexibility in design of space in support of redesigned educational programs that suit the needs of diverse learners and a changing economy.
- Upgrade or replace the Student Mental and Counseling Services facility.

RESIDENTIAL FACILITIES

Residential facilities play a critical role in the recruitment and success of students. CWU freshmen are required to live in residence halls, which play an important role in overall student success. Students who live on campus are more likely to persist, get better grades, and to graduate than those who do not. This is true for students at all levels, not just freshmen.

No longer simple "dorms," modern residence halls provide academic, health, and social programming. A modern and innovative dining operation is also critical to a residential student's experience. Studies show that living on campus was the single most consistent determinate of the impact of college.[14] Students who live on campus enjoy an increased sense of belonging, are more likely to be engaged in the campus community, and more likely to be open to diversity.[15]

CWU operates 25 residential facilities, comprising more than 1.1 million gross square feet. There are 20 residence halls, and five apartment complexes; Dugmore Hall will open in fall 2019. Residential facilities house 35 to 476 occupants. Unit amenities may include furniture, wireless Internet, expanded basic FM-TV cable service, basic telephone service, utilities, and coin-operated laundry facilities.

New and renovated residence halls have key-card entry and laundry facilities and will transition by 2019 to proximity cards. These are contactless smart cards that can be read without inserting a card into a reader device, as required by magnetic-strip cards such as credit cards and contact-type smart cards.

For ADA and mobility-impaired students, all residence halls have limited access to the first-floor common areas. All residence halls are smoke free.

Twelve residence halls host Living Learning Communities (LLCs), where undergraduate students with a shared interest or within the same academic discipline live together in a portion of a residence hall (or the entire hall). Students participate in academic and/or extracurricular programming designed especially for them. They connect with faculty through formal and informal activities, resulting in greater understanding of their academic pursuit, affirmation of career choice, and enhanced preparedness for a career path.

North and Wilson Halls, built in 1951 and 1955, respectively, are located adjacent to the SURC. The facilities are among the most popular with students, because of the convenient location. However, retaining these favored halls prohibits the much-needed expansion of the SURC to the north.

Barto Hall

CWU currently maintains five apartment complexes, with studios, one-, two- and three-bedroom units. All apartments are gender inclusive; any person can room with another, regardless of gender and relationship. The units were built between 1960 and 1977, and serve students with children, married couples, and single students.

CWU supports few housing alternatives for employees, other than very short-term housing for executive-level staff. The university has begun to reflect in residential facilities cultural preferences and needs emerging as the demographic profile of CWU changes.

In fall 2017, housing demand exceeded capacity due to three consecutive years of record first-year enrollment. In past years, the university has counted on a higher vacancy rate in order to schedule maintenance of facilities. CWU's conference program has leveraged empty units and vacancies to host conferences and accommodate student visits. However, due to the strained capacity, the Conference Program has been limited to utilizing residential properties for summer conferencing only.

Four residence halls carry bonded indebtedness; the system generates revenue that is used to service debt, pay for operations, and maintain residence facilities. This balance creates risk if a residence hall needs to be taken "off-line" for maintenance/repair or in order to be demolished and replaced.

Since 2009, the CWU Housing plan has been a schedule for financing the renovation or replacement of facilities, rather than a strategic plan designed to anticipate and meet comprehensive residential needs of students and employees. After the construction of Wendell Hill Hall in 2009, the university decided not to grow housing inventory. The university would cease construction of additional housing facilities, and instead, focus on the maintenance and replacement of facilities. Demand for additional housing has prompted the replacement of Barto Hall in a way that doubled capacity; the footprint is the same but the building is four stories instead of two.

Meantime, according to a 2017 facilities study,[16] 48 percent of housing facilities have missed core modernization cycles and the life cycles of major building components are past due. For another 16 percent, major envelope and mechanical systems are at the end of life and "functional obsolescence is prevalent." Ninety percent of capital spending for housing goes toward bringing new space online. CWU must address this imbalance in order to ensure students continue to have access to safe, high-quality housing.

Goals

- Create a strategic vision for the CWU planning, creation and maintenance of residential facilities that serve the CWU community in all phases of their relationships to the university
- Incorporate residential planning in overall long-term capital facilities planning
- Ensure that dining services for residential students are modern, innovative, healthy, and sustainable
- Enhance accessibility, affordability, safety, and proximity to campus life
- Accommodate cultural preferences and needs in residential facilities

Objectives

- Conduct site feasibility studies of university open space to identify best locations for mixed use housing developments, including but not limited to property that is vacant and that currently serves as recreation fields adjacent to Alder Street.
- Create a mixed-use, student apartment development adjacent to campus that
  - Provides amenities available in privately owned developments: e.g., modest cooking facilities, washer and dryer for each unit, pet friendly
  - Embeds light retail to create a village feel with gathering places, coffee shops, etc.
  - Recreation facilities to enhance convenience and reduce demand at on-campus facilities
- Create a mixed-use, workforce housing development near campus, a complex that
  - Provides amenities available in privately owned developments
  - Embeds light retail to create a village feel with gathering places, coffee shops, etc.
  - Includes some recreation facilities
  - Provides leases for up to five years and may include terms that allow residents to accumulate equity
- Create retirement transitional housing that prioritizes leases by retired faculty and staff, but could lease to individuals who have retired from other businesses or institutions
- Incorporate student housing in the expansion of the SURC, if feasible
- Create faculty and staff housing options that provide affordable options for new employees
- Review the 30-year Housing Finance Master Plan[17] and evaluate the facilities that are fully funded but need deferred maintenance, particularly residence halls located in the center of campus, to determine if they are consistent with future campus growth needs.

Dining

- Use current and future technologies to establish a meal delivery or meal-ingredient delivery service for university housing to support student preferences and promote healthful eating
- Renovate and update dining service operations in the SURC, North Village Café, Tunstall, and other venues
- Build an organic garden that grows produce for university dining services
- Develop a Food Systems Co-op to collaborate across campus with academic programs, facilities, dining, and other units to foster space for the development of a community garden, campus wide composting of food waste, production fields, and greenhouses for growing hyper-local produce and other efforts to encourage wise stewardship of resources

SURC Dining

INFORMATION TECHNOLOGY SYSTEMS PLANNING

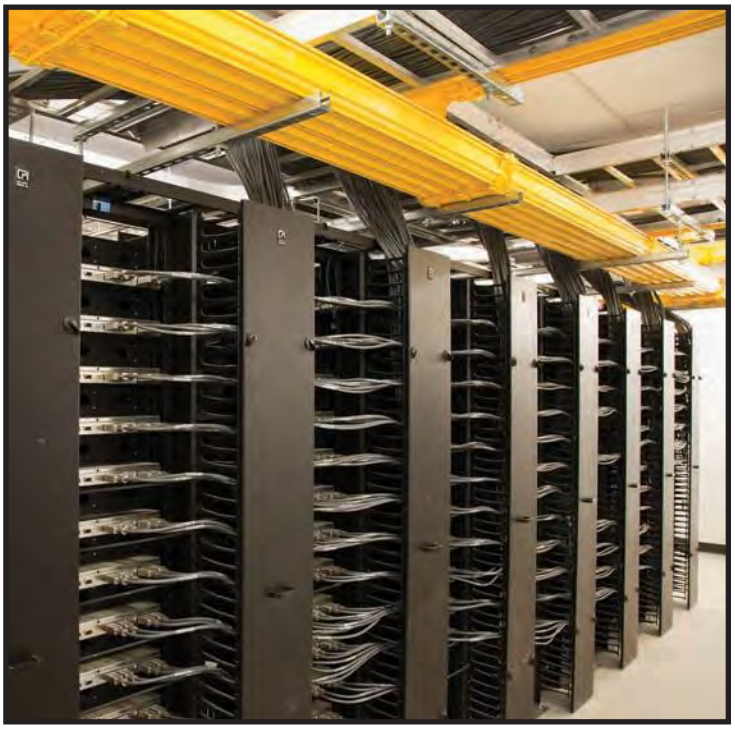
No aspect of capital planning has changed more rapidly or more significantly over the past ten years than information technology infrastructure and platforms. Digital pathways define the social, intellectual, and leisure lives of students, and, increasingly, of their parents and teachers. No university campus can be said to fully serve students without ubiquitous and modern technological communication, and teaching and learning digital platforms. The demand for digital learning calls for prioritized investment in digital networks and software in a way that allows CWU to respond efficiently to advances in communication and educational technology preferences and needs.

CWU is a comprehensive university that seeks to provide a world-class information technology environment. Information Services (IS) manages and operates the core infrastructure, network, telephony, and business systems that enable our campus community and support positive engagement across our institution and local community. As a strategic partner to the university, IS leads the implementation of emerging technologies, continuous improvement of current technologies, and thoughtful stewardship of technology resources. This technological ecosystem defines the social, intellectual, and leisure lives of students, and, increasingly, of their parents and teachers.

Through surveys, outreach programs, and governance, students, faculty, and staff guide the strategic decisions associated with technology. These feedback mechanisms help IS prioritize new initiatives that empower the CWU community to achieve strategic goals and academic outcomes.

In recent years, these priorities have been conceptualized and implemented through a number of strategic initiatives:

- **Data warehouse construction.** IS has partnered with the Department of Institutional Effectiveness to construct a data warehouse by 2018. The project objectives include:
    1. Provide a separate methodology for extracting transactional data for operational uses and decision-making
    2. Provide consistent data accessible for self-service analytics and that decision-makers can use for business-management practices
    3. Provide data for official governmental reports and public records requests that is accurate and can be reproduced
    4. Enable users to produce edits for the functional users to correct host system (e.g., PeopleSoft) data before static files are transferred to the warehouse



Data Center

The first phase of the project will resolve issues in data integrity in the data warehouse and in the host enterprise system, and produce accurate state and federal reports. The second phase will evolve the data warehouse past the initial goals of the previous plan and increase the capacity of the warehouse to support self-serve analytics.

The development will take a systems approach to address construction of the data warehouse. It also will incorporate plans for data integrity of the enterprise system, accreditation requirements, construction of reports for compliance (state and federal), and self-service analytics. Additionally, the system will eventually reduce personnel costs through automation.

- **VoIP and data center transition.** In 2018 and 2019, CWU will transition a legacy data center to a new location and convert a copper-wire phone system to voice-over internet protocol (VoIP) telephony. The data center transition project has to be executed in parallel with the campus-wide deployment of the VoIP telephony solution, the final construction of Samuelson Hall and the installation of building-specific network and information infrastructure.

  The demolition of the legacy data center and subsequent rehabilitation of the site is dependent on the building being empty of all information infrastructure, telephony equipment, and cabling. The old data center was a bookstore and was built with unreinforced brick. It is expected to be empty and ready for demolition by January 2019.

- **Ubiquitous Wi-Fi.** CWU has implemented Wi-Fi secure services throughout the Ellensburg campus, for employees, students, and visitors alike. The secure, high-bandwidth service allows users to access the full range of technology services.

- **Data security.** Over the past few years, security has been a top priority of Information Services. Implementation of data encryption, robust internal audits, and defending against a constantly evolving landscape of threats has significantly increased our maturity in our risk management and security posture.

- **High-speed service.** CWU is investing in technology to increase network bandwidth, partnering with content-delivery networks, and eliminating our reliance on old communications technologies. The outward facing customer service focus is on streamlining service delivery through partnerships with external service providers and standardization of service frameworks.

Challenges

Since 2013, the Department of Information Services has worked to align technology with the CWU mission and vision through a robust governance model founded on collaboration and embracing new technologies. While this effort has seen many successes, the university struggles to fill the gap between technology implementation and strategic outcomes.

Creating a competitive advantage in information technology requires significant institutional investment in funding and time. Even though information technology is pervasive across our campuses, the execution of such a strategy is difficult. The evolution of information technology requires gathering, prioritizing, and resourcing institutional priorities across multiple functional areas and appointing authorities.

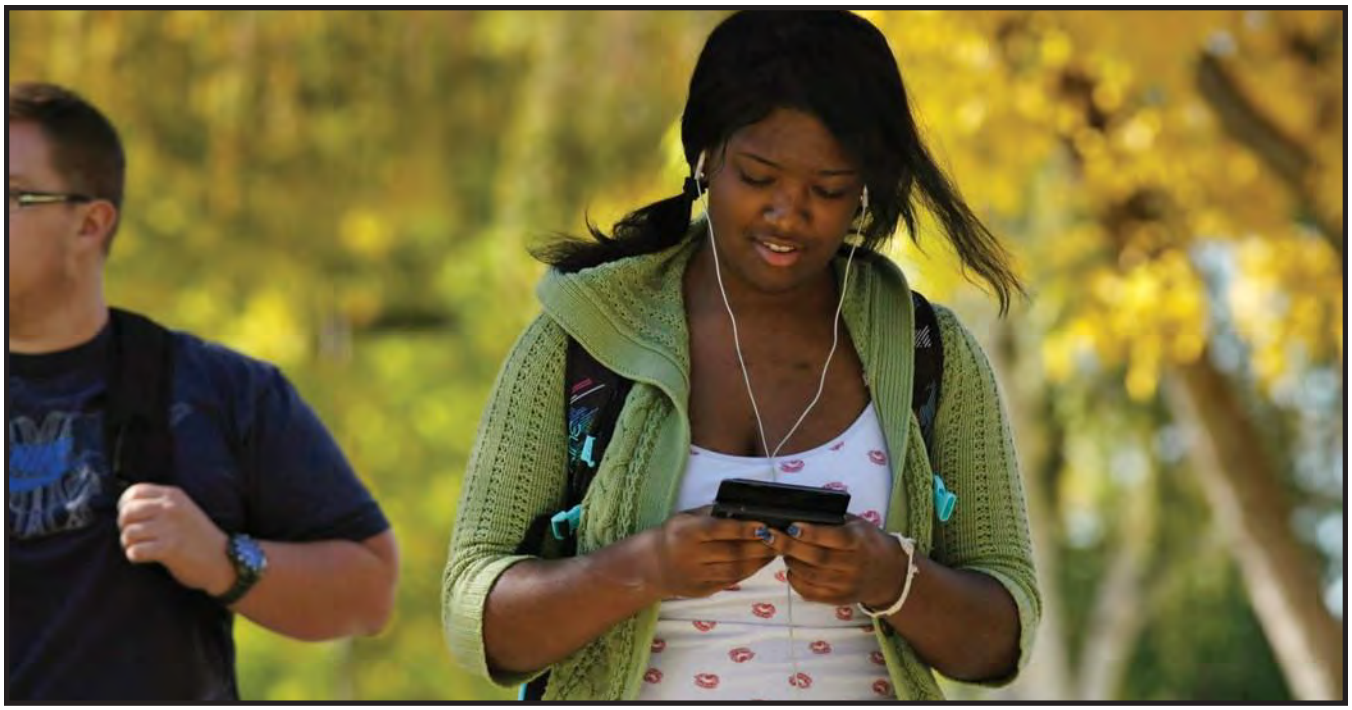
Core services have been delivered inconsistently during this time due to lower levels of process maturity and availability of resources. There are still redundant technology systems and services throughout the campus due to a lack of coordination and organizational alignment surrounding technology.

Information Services will provide processes to enable conversations within the CWU community regarding technology needs and challenges. This will be enabled via three ways:

1. The continued use of surveys to identify needs and shape investment priorities
2. The creation of experienced committees to inform technology discussions
3. Partnering via regular interactions with the CWU community to understand their strategic needs to determine how technology can be used to reach their goals

Goals

- Establish a secure technology ecosystem to support the creative expression and innovation of students and employees
- Generate business value and opportunities in support of Theme 5 of the university's strategic plan
- Protect infrastructure and the data it transmits or stores
- Support continuous improvement of the student and employee information technology experience
- Support and foster data-driven decision making
- Enhance technology in the Ellensburg community and beyond



- Provide innovative and modern technology, and unrestricted access to information and data
- Provide and support a technology infrastructure that distinguishes CWU as a modern and innovative university, while providing a secure, safe, and productive campus environment.
- Provide leadership in technology planning, assessment, and innovation to assure that future technology tools and services are available for CWU to achieve its long term strategic goals.

Objectives

- Support the development of an enterprise risk-management plan
- Support the development of enterprise disaster-recovery and business-continuity plans
- Support the creation of a data warehouse that supports data-driven decision making
- Create a biannual technology needs assessment, and develop and maintain a baseline assessment of classroom technologies
- Develop a strategy to assess technology return-on-investment and total cost of ownership
- Remove redundancies in technology organizations, services, and infrastructure.
- Support coordinated technology purchases across campus
- Use cloud technology to reduce costs and improve access to technology services
- Provide a high-speed wired and wireless network in support of the Ellensburg campus, centers, and residential facilities
- Support the development of an institutional digital media board architecture that addresses wayfinding, departmental communications, and centralized marketing/branding
- Promote paperless processes, automation, and mobile-device use
- Effectively and efficiently transition the legacy data center to the Samuelson data center
- Implement a cost-effective and modern Voice-over-IP (VoIP) telephony solution
- Support adoption of electronic instructional tools and materials that integrate with learning management systems, supports accessibility, in support of student outcomes
- Support the continuous evolution of our web-based architecture.
- Support the continued evolution of the data warehouse environment
- Complete CAPS+ implementation and ensure evolution consistent with technology and student needs
- Leverage Cloud technologies to expand capacity and reduce costs of data management and information systems
- Ensure data security, especially for compliance with FERPA and HIPAA

GATEWAYS AND BORDERS

Entry routes and locations are important visual connections to the campus as a whole. Access to campus should be both as direct as possible and immediately evident. It should be visually appealing in order to communicate to visitors, and potential students and employees that they are approaching an institution that is professional, welcoming, and well ordered. That institutional personality is communicated with clear, compelling, and brand-consistent signage on transportation routes and, by virtue of the condition of campus borders and entry routes.

The first indicators that a university exists in Ellensburg, occur far in advance of the official campus borders. Signage purchased by CWU and constructed by the Washington State Department of Transportation occurs on Interstate 90 approaching the west (exit 106) and east (exit 109) Ellensburg exits. CWU collaborates with the city, county, and utility companies on signage that directs people to CWU along West University Way and Main Street.

Entry routes and borders

I-90 exits are the primary entry routes to CWU: Exit 109 at Canyon Road north to E. University Way; Exit 106 directly to E. University Way. The university's highest priority boundary and the most problematic lies along E. University Way. The property immediately west of the CWU campus is inconsistently maintained. Visitors see everything from vibrant businesses to abandoned lots. Similarly, University Way east of campus features everything from charming homes and retail to a variety of distressed properties.

The route from E. University Way north along D Street/Wildcat Way is a better picture, dominated by CWU facilities with a few well maintained homes along the route. Student apartments and CWU athletic fields line the northern border, 18th Street. The eastern border of the campus core is Alder Street. CWU dominates most of both sides of Alder. Diverse private residential structures populate the east side of the street from 14th to E. 10th Ave., and on the west side of Alder from 11th to 10th.

Gateways

The northeast corner of the core campus is designated with a small cement monument embossed with the name of the university and surrounded by landscaping. A similar monument sits at the corner of Walnut Mall and E. University Way—although this is not the southeast corner of campus. Currently no designation marks the northwest corner of campus, although this should be incorporated in development underway now.

The primary entry to campus is at the corner of E. University Way and D Street/Wildcat Way. CWU is present at all four corners of this intersection: Getz-Short apartments are on the southwest corner; Shaw-Smyser is at the northeast corner; parking occupies the other two. The eastern corners of this intersection are marked by massive, concrete monuments embossed with the name of the university.

CWU southwest entrance.

This intersection will be widened in summer 2019, compelling the overhaul of this strategic entrance to campus. The project will add right turn lanes, will take six to eight feet of property from the south side of E. University Way, eliminating some parking as well as planters for trees and shrubs. The project also will eliminate as many as five, 75-foot Colorado blue spruce trees on the northeast corner. CWU will have to recreate this key entry point to campus and is working now with the city to understand fully the physical changes the project will make and what resources will be required to renovate this key gateway.

Goals
- Create safe and welcoming routes from campus to key destinations: retail core, residential facilities, transportation hubs, etc.
- Create signage and gateway treatments that enhance university visibility and first impressions
- Enhance campus borders to ensure safe and efficient travel and consistent and pleasing aesthetic treatments
- Provide accessible and consistent wayfinding

Objectives
- Create standardized, highly visible, brand-consistent gateways at each campus corner
- Seek opportunities to secure private property on campus borders and at strategic entry routes
- Expand and maintain ADA compliant, brand-consistent directional signage that is clear and accessible regardless of mode of travel

PARKING AND PERSONAL MOBILITY

Pedestrian-friendly Planning
CWU has long prioritized pedestrian-friendly campus development, with density that supports no more than a ten-minute walk from any academic building to the other. Five previous Capital Master Plans have supported the vision of a pedestrian-friendly campus. Strategies for implementing this vision have included removing parking from the center of the campus, creating major east-west and north-south pedestrian walkways, and reducing service and vehicular traffic on the campus. Collaboration with the City of Ellensburg is a high priority, particularly when creative solutions to pedestrian flow involve city rights-of-way.

CWU prioritizes foot traffic and personal transportation devices (PTD)—e.g., wheelchairs, bikes, skateboards—on the residential campus. Vehicle traffic sometimes is necessary for some delivery and maintenance activities. CWU has replaced full-size gas-powered vehicles with electric cars and vans for some functions, especially for mail delivery, tours, and event-specific needs. There are only two charging stations for vehicles, and these are located in staff-only parking areas.

CWU is unique among Washington's public baccalaureate institutions in the great degree to which the campus and adjacent communities are accessible without a car. The terrain is generally flat, and traffic limited. This low-crime city was named a silver-level, bike-friendly community by the League of American Bicyclists in 2015. The downtown retail core is three blocks—easy walking distance—from CWU's southern border. City neighborhoods are well maintained and most have sidewalks, including ADA-adapted curbs.

The CWU Circulation Plan 2011[18] and the CWU Master Plan Parking Analyses for 2013[19] and 2017[20] were developed in collaboration with the City of Ellensburg Comprehensive Plan, Non-motorized Transportation Plan,[21] and John Wayne Pioneer Trail Reconnection Study Final Report.[22]

Miles of mixed-use primary and secondary pedestrian walkways spread across campus. The flat terrain of the compact campus and well maintained sidewalks encourage walking and the use of a range of personal transportation devices (PTDs), including bicycles and boards—skate, long, and hover.

Two important pedestrian corridors within the campus are the Walnut Mall between E. University Way and 14th Avenue, and the Chestnut Mall between E. University Way and 14th Avenue. Both once were part of the city street system. These wide pedestrian malls, lined with shade trees, provide primary north/south routes for pedestrians and PTDs. The Science Neighborhood Planning Study 2010[23] recommended strengthening the north/south pedestrian axis between E. University Way and the Science Neighborhood and Central Green via the E Street Mall. Hertz Hall, which has barred pedestrian and PTD traffic on this route, will be demolished in January 2019.

A collection of traditional signage guides individuals from place to place, with the help of a few wooden, national park-style map boards. With the burst of construction since 2009, many of the signs and all of the

Students on Chestnut Mall.

maps are out-of-date. Building name signs have been updated between 2010 and today, but the color on the signs is inconsistent with brand standards, and very little signage indicates what activities occur within each building. No signage provides interactive maps or event/calendaring functions.

CWU has worked to locating parking lots outside the central core on the periphery of the campus, in order to reduce vehicular traffic on campus. Some primary and secondary pedestrian and PTD routes still double as service and emergency access. Delivery and service trucks too often frequent the campus core, conflicting with pedestrian and PTD traffic and, often, damaging landscaping.

Parking plays a key role in a multimodal transportation system especially considering that a vehicle is parked for the majority of the day and requires a parking space at each origin and destination. Typically, the focus of a transportation system is spent on the one to two hours that vehicles are on the road, but to manage and operate an efficient transportation system, it is necessary to address parking issues which work hand-in-hand with managing traffic congestion as complementing the non-motorized system. Parking is truly an integral part of the overall transportation system and many management practices provide benefits beyond parking and need to work in conjunction with the overall vehicular and non-motorized circulation plan.

Historically parking was a free and plentiful commodity. As the student population grew, parking demands increased and parking supplies decreased. Over time the university has continued to implement strategies to improve efficiencies and manage the demand through pricing and structured regulations. It is anticipated that the balance between parking supply and demand will continue to change as the university grows.

Parking management strategies support a more walkable community reducing the dependence of the automobile, improve traffic operations, and lessen the impacts to the environment. The parking management strategies are summarized in three primary categories and include everything from infrastructure to policy changes.

1. Improving Efficiency. These are strategies that are aimed at maximizing the use and efficiency of parking supply.
2. Reducing Demand. These are strategies that are aimed at reducing parking demands through shifting travel modes and/or changing behaviors during peak demand periods.
3. Awareness, Enforcement, and Authority. These are strategies related to making the public aware of the parking regulations and locations, enforcing regulations and policies, and monitoring parking conditions to continually make improvements and ensure strategies are appropriate as conditions change.

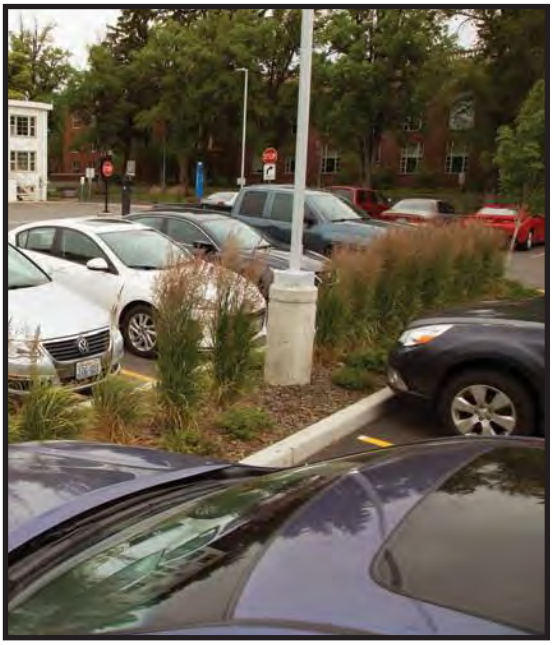
In 2018 there were 4,384 parking stalls provided in 44 lots throughout the residential campus. The majority of parking lots are paved and striped, however, several of the areas located on the north end of the campus have a compact gravel surface. All parking lots are identified based on their grid location, with each parking lot having a specific use classification.

The following classifications are currently used and help manage the available parking supply:

- General Campus Parking (24 hour)
- General Campus Non-Overnight Parking
- General or Student Village APZ (Apartment Parking Zone)
- Free Parking Lot
- On-Campus Resident Parking
- Timed and Reserved Parking Lots

Students and staff purchased approximately 6,398 parking permits during the 2017-2018 school year.

The overall parking demand on campus is highest in the morning with about 90 percent utilization during the typical weekday. The afternoon has approximately 75 percent utilization on typical weekdays. The employee and Student Village APZ lots were the most heavily used during the day. The southern part of campus had higher parking demand than the northern part. Many of the lots on the southern part of campus are consistently at or near capacity.



Southwest corner campus parking lot.

Through the capital master planning process, CWU has created a long-term development plan that continues to add academic, residential, and event facilities to the campus core and to push parking to its outer boundaries. Some new buildings have been or will be constructed on space that once served as a parking lot.

As the campus core continues to develop prioritizing academic and student-life facilities, CWU should give careful consideration to whether to replace parking, and, if the decision is to replace parking, to what degree and where. The university could reconfigure existing lots, developing new surface lots, develop storage lots, considering the development of parking garages, replace less than 100 of displaced capacity, or simply choose not to replace parking.

Ensuring Accessibility for All

The Americans with Disabilities Act prohibits discrimination on the basis of disability in employment, state and local government, public accommodations, commercial facilities, transportation, and telecommunications. Federal statutes that implement the ADA include Telecommunications Act, Fair Housing Act, Voting Accessibility for the Elderly and Handicapped Act, Individuals with Disabilities Education Act, and the Architectural Barriers Act.

Under the Washington Law Against Discrimination, a disability exists regardless of whether it is temporary or permanent. It includes, but is not limited to, any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more body systems, such as the neurological, respiratory, digestive, or reproductive body system. It also includes any mental, developmental, traumatic, or psychological disorder, including emotional or mental illnesses and learning disabilities. While the 2010 ADA Standards for Accessible Design are currently the federal ADA standards, many states turn to other building codes when it comes to accessibility. In Washington, the following codes govern accessibility:

- Washington State Building Code Council
- Washington State Amendments to the 2012 International Building Code
- Chapter 51-50 WAC. State building code adoption and amendment of the 2012 edition of the international building code
- Chapter 70.92 RCW - Provisions in buildings for aged and handicapped persons

Several other Washington statutes govern the accommodation of mobility and accessibility for the disabled. Many of these provisions are contained in Washington Administrative Code adopted by the Office of Financial Management, WAC 50.50

Goals

- Prioritize travel patterns for pedestrians, vehicular and PTDs; eliminate unnecessary vehicle traffic from campus; when necessary use electric vehicles.
- Ensure that campus travel routes support the goals and requirements of the Americans with Disabilities Act.
- Provide sustainable and safe parking away from the academic core of campus. Provide sufficient, but not excessive, parking for campus residents and commuters.
- Create safe and welcoming routes from campus to key destinations: Ellensburg retail core, residential facilities, transportation hubs, etc.
- Support local and regional transit plans and systems that provide mobility options for CWU students and employees to satellite communities and critical local resources.
- Update campus wayfinding resources. Provide adaptive, accessible digital wayfinding solutions in addition to traditional options.

Objectives

Signage

- Expand and maintain ADA compliant, brand-consistent directional signage
- Create digital signage that communicates building program, scheduling and campus events
- Include digital signage as a standard mode of wayfinding and information access

Prioritize Non-motorized Transport on Campus

- Eliminate gas-powered service and delivery vehicles on campus
- Improve pedestrian/PTD congestion points with dedicated zones and/or widened paths
- Provide mid-block crosswalks at high-traffic pedestrian areas along Dean Nicholson Boulevard and E. University Way
- Review the need to convert Walnut Street north of Dean Nicholson Blvd and/or Dean Nicholson Boulevard to pedestrian malls
- Place additional bicycle storage near core of campus
- Resolve trip hazards

Parking

- Improve the accessibility, security, safety, and appearance of parking lots
- Re-engineer the SURC parking lot to maximize use, improve traffic flow, and enhance safety
- Identify areas of high parking demand and recommend solutions
- Increase overall pricing and consider adding a tiered, performance-based pricing strategy that charges higher fees to more desirable areas
- Create permit zones that encourage a park-once-and-walk approach or carpooling
- Review technologies such as license plate registration and camera recognition systems that improve the efficiency, cost, and effectiveness of parking enforcement
- Improve wayfinding and guidance systems to clearly identify and guide drivers to available parking
- Integrate residential parking-permit management into the Parking Services group to allow a central database for permitting and improved management
- Conduct monitoring studies to make sure demand and supply are adequately balanced.

Transportation

- Reconnect the north and south portions of the Palouse to Cascades State Park Trail
- Sustain Yakima-to-Ellensburg transit lines
- Support Ellensburg transit
- Create campus transit from the academic core to remote residential and activity facilities

Kamola Hall

GREEN SPACE

Landscape History

CWU is located on land ceded to the United States Federal Government Washington State by the Confederated Tribes and Bands of the Yakama Nation through the Treaty of 1855. Pschwánapam Indians, also known as the Kittitas, camped in villages in the Kittitas Valley along the Yakima River and its tributaries, including Wilson Creek.

The Kittitas Valley is part of a greater vegetation zone known as the shrub-steppe. The base of the valley was naturally abundant in Basin Wild Rye (*Elymus cinereus*) and Bluebunch wheatgrass (*Agropyron spicatum*), and also sagebrush (*Artemesia tridentata*), bitterbrush (*Pershia tridentata*), rabbitbrush (*Chrysothasmus nauseoseum*), and various grasses in drier areas of the valley, according to the 1973 report "Natural Vegetation of Oregon and Washington," by Jerry F. Franklin and C.T. Dyrness.

CWU honors the history and arid climate of our location with some plantings of native vegetation. This is most evident in the natural landscapes associated with Wilson Creek and xeriscaping at new facilities. However, these installations are inconsistently maintained, and the overall campus, has little naturally occurring native vegetation. Decorative plants, grasses and trees, some non-native invasive species, and some reintroduced native plants predominate in landscaping.

CWU's campus is a beautiful, welcoming home of education, research, and student life. Thoughtfully designed outdoor space promotes communication and community. It supports respite and recreation; it provides peace and inspiration. The way we design our portion of the Earth reminds us of our origins and urges a sustainable path forward. In short, our landscape honors our mission, by providing space to prepare students for enlightened, responsible, and productive lives; to produce research, scholarship, and creative expression in the public interest; and to serve as a resource to the region and the state through effective stewardship of university resources.

CWU's lovely exteriors include classical revival style architecture as well as modern scientific facilities. An expansive lawn lies at the heart of campus, with smaller gardens and landscaped nooks radiating from it. "Front yards" around residential areas provide leisure and recreation space for students. The landscaping includes centuries old oaks and elms, xeriscape, and formal garden plots, as well as special installations designed to return the land to its natural state. A beautiful Japanese garden marks CWU's special relationship to University of Shimane Junior College. Another commemorates the life of a student with shrubs that attract butterflies. Eclectic artistic works are an essential part of the campus experience, inside and outside buildings.

The arboretum west of Dean Hall is a resource both for study and relaxation. The tranquil space is heavily utilized for lunches and picnics and by students and faculty in various environmentally focused classes for scholastic exercises. The Greenhouse is also utilized in plant biology courses and the facility is home to CWU's unofficial tortoise mascot, Snorkel.

The Campus Green is the calm center of the residential campus. The gently rolling lawn is surrounded by the science neighborhood and residential facilities, with the Ellensburg Water Company Irrigation Canal on the north. The Green is dotted with benches and a variety of sculpture, including some attuned to the movement of the wind. In the northeast corner of the Green, a small amphitheater is sculpted into the lawn. At the southeast corner of the Green, turf was planted where tennis courts once stood, adjacent to the Japanese Garden and the SURC.

The Green's wide-open space lacks defined gathering spaces. The benches that are installed are simply placed in the middle of this vast area. The official walk through the Green runs north-south from Science II to the Library. But students have shown that this walk doesn't accommodate actual travel habits by carving trails across the grass. An especially significant trail, visible on satellite maps, runs from the SURC, northwest to the canal bridge.

The Ellensburg Water Company Irrigation Canal bisects the campus. Bankside willows provide a shady respite for study or relaxation. Wilson Creek, once covered by local development, has been returned to the surface in natural settings that support native fish. The projects adjacent to the SURC and to Munson Hall use native trees and grasses in landscaping around the newly surfaced creek. The canal is prone to flooding, which does not present risk to health and safety, but can represent a significant maintenance effort for sandbagging and other mitigation.

North of Dean Nicholson Boulevard and east of Alder Street lie facilities dedicated to competition and practice associated with club sports, recreational activities, and NCAA Division II athletics. The athletic facilities will be partially renovated and a large recreation track facility created in 2018. West of Alder Street lies a 35-acre parcel of undeveloped property. North of that lie grass fields designated for CWU recreation programs. The fields are not lit, nor do they have security features other than a simple padlock on a fence gate.

The 2010 Landscape Design Plan, the most recent plan, calls for blending new development with the character of the mature campus landscapes and other natural areas. New development should retain islands of natural vegetation, which soften building facades and site facilities. Integrating and articulating architectural and site design, in conjunction with landscape architectural design, in the planning process ensures that attractive settings and ample open spaces are provided for new facilities.

Goals

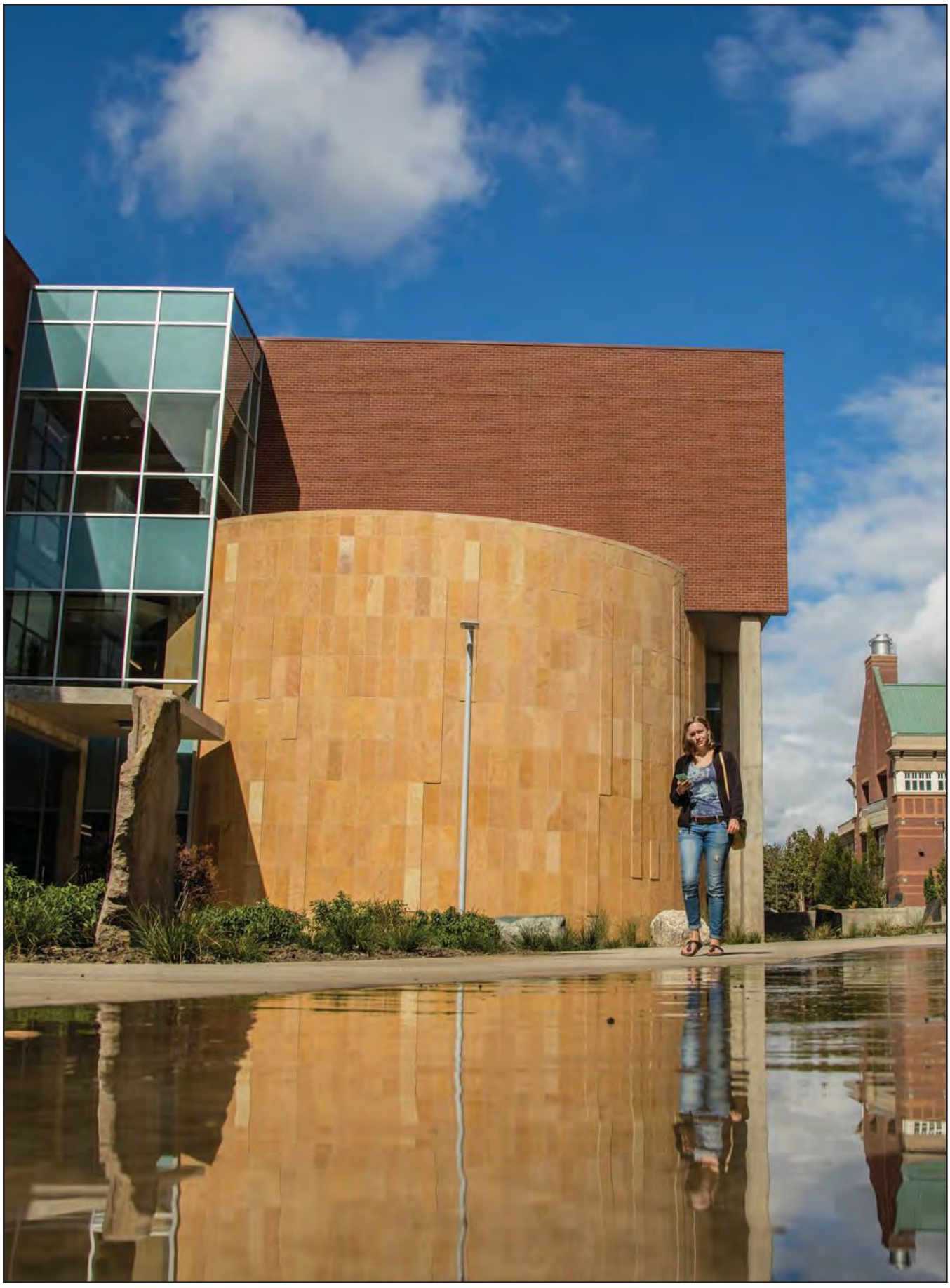
- Preserve and enhance the open-space character of the campus, especially when locating new buildings and utilities
- Honor the cultural and biological history of the region in portions of landscape design
- Create an integrated and comprehensive landscape design plan that considers, among other factors, sustainability, climate, topography, compatibility with building design, plant diversity, and aesthetics
- Establish wind blocks to enhance the utility of outdoor spaces
- Enhance the safety of and accessibility to green spaces

Objectives

- Use landscape treatments to support capital facilities goals: to soften and blend architecture, direct pedestrian flow, link campus facilities, enhance safety, screen unsightly areas such as service and loading docks, and to create a natural connection to the environment
- Enhance the beauty and educational value of landscaping by using a broad range of plant materials
- Where open spaces are not regularly used for relaxation or recreation, non-turf landscaping should be designed for aesthetic interest and habitat enrichment
- Complete the draft irrigation plan, which prioritizes use of water, describes strategies for new capital irrigation installations, open space maintenance, and water conservation
- Use strategic plantings to create wind and sight buffers
- Seek opportunities to daylight Wilson Creek

- Seek opportunities to build new and to improve and develop natural habitats, such as those located around Wilson Creek at Munson Hall and at the SURC
- Update and formalize the tree maintenance plan to include staffing and funding strategies, tree condition
- Standardize planter design, use and maintenance, and adjust inventory accordingly
- Create an art walk that showcases existing works of art; add plinths for artwork by guest artists or curated artwork that is leased
- Protect landscaping from wear and tear of vehicles by rerouting service and delivery vehicles, construction of curbs or walls, and other strategies
- Draft strategies to enhance the appearance and use of the Campus Green
- Review the need to restrict access to banks of the irrigation canal and the canal itself, in order to promote the safety of students, employees, and visitors to campus
- Consider strategies for enhancing access—visual and physical—to the Englehorn Pond site while protecting this ecologically sensitive area. The pond is not visible from the fence around it, which was erected to restrict access to it to all but academic researchers.

The Japanese Garden pond reflects the unique roofline of Science I.



Science II

CHAPTER 5.
RESOURCE DEVELOPMENT AND STEWARDSHIP

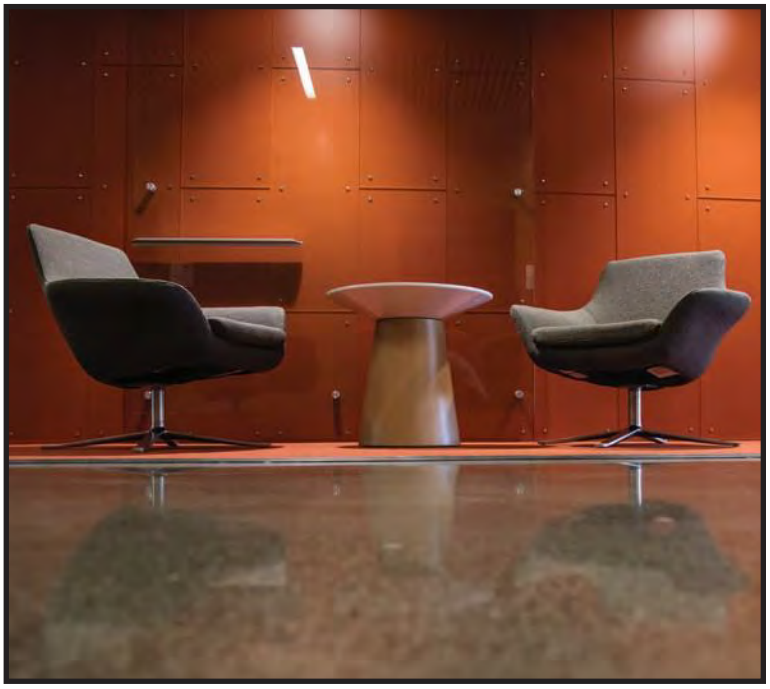
TRUE COST BUDGETING

CWU fully embraces the notion of stewardship expressed in Theme 5 of the university's strategic plan. This commitment is evident in CWU's new approach to management and to the development and execution of the operating budget. Responsibility-Center Management and Activity-Based Budgeting recognize and make transparent the true cost of operating a university, and make decisions fully informed by this information. In doing so, we hold ourselves accountable to students, to each other and to the state and the taxpayers who support CWU.

This commitment also is evident in the university's determination to build a decision-making infrastructure on secure, consistent, and accurate data. In fall 2018, CWU will have constructed a data warehouse that captures and frames data in a way that allows decision-makers to put the data to work every day.

CWU has been less thorough, however, in reflecting the true cost of the acquisition and stewardship of state capital facilities: buildings, grounds, and infrastructure, including information technology. Historic budgeting for these assets has focused on up-front acquisition and personnel. According to the 2017 Sightlines Maintenance Study,[24] more than 90 percent of capital spending for residential facilities goes to bring new buildings on line; 69 percent of state investment (for academic facilities) has gone into new space.

Science II furniture



Of course, acquisition also implies costs for installing and deploying, using, upgrading, and maintaining the assets. The total life cycle cost also must include the depreciation and replacement of furniture, fixtures, and equipment. The latter particularly can be expensive in facilities used for scientific activities and research.[25] CWU has prioritized general maintenance and repair of non-residential facilities within the biennial structures of the state capital minor works budgeting and planning system. Each year, CWU refreshes a conservative, prioritized list of preservation, maintenance and program enhancement projects.

In order to qualify for minor works funding the projects must fall under $2 million. Minor works funds are generated by a tuition building fee and trust funds that come from

Remodeling and renovating Samuelson began with demolition of part of the original building.

state timber sales. These funds are appropriated biennially by the legislature, although the state rarely supports program improvements intended to improve education quality rather than to preserve an asset. CWU's estimated program backlog exceeds $250 million. The total appropriations for minor works usually total no more than $10 million; the estimated maintenance backlog for non-residential buildings alone is nearly ten times that.

As a result of the scarcity of state funds for preservation and maintenance, system upgrades and building repairs are reprioritized or simply postponed, sometimes indefinitely. Year after year postponement can increase long-term costs when a project in need of maintenance is still subjected to daily use and becomes a major system replacement project. Continued deferral of maintenance erodes building efficiency, effectiveness and relevance. Untended maintenance also wears down the morale of those who learn and work in the facilities and see them never quite being a priority and experience first-hand, the aging and deterioration of the day-to-day building experience.

TO DEMOLISH OR PRESERVE?

Since acquiring its first building in 1894, CWU has rarely demolished a significant building:

- Edison Hall was demolished in 1986
- Barto and Black Halls, in 2011 and 1998 respectively, were largely demolished and replaced on the existing footprint.
- Courson and Muzzall Halls were demolished in 2008
- The southern portion of Samuelson Hall was demolished and replaced in 2018.
- Peterson Hall and the Chimpanzee Human Communication Institute were demolished in 2018.
- Hertz Hall will be demolished in 2019.

CWU has determinedly preserved structures rather than demolishing them, even when demolition ultimately might have been the wiser cost-benefit decision. For example, CWU has preserved Depression-era railroad buildings near Jongeward Hall and uses them as staff office and meeting space. There is a 1937 vegetable processing warehouse (the Green Giant Warehouse) and a 1948 residence hall now provides office and meeting space for the Office of International Student Programs. A Quonset building from the Wanapum Dam construction site (circa 1959) is a furniture warehouse and a construction supervisor portable is housing Police and Public Safety staff.

The result of some of these preservation decisions is providing space that is inadequate to the requirements of the building inhabitants—and dedicating limited resources to sustaining facilities that will continue to be inadequate even after they are updated. The true-cost approach to managing capital facilities should include a life-cycle and cost-benefit analysis of maintenance projects as well as for acquisition, in order to ensure the best use of limited funds.

EXPANDING CAPITAL RESOURCES

By leveraging legislative preferences and the state capital project scoring system, CWU has been very successful in securing funding for new state capital projects as well as for infrastructure and renovation. But changes to scoring rubrics, the completion of the Science Neighborhood, and other factors will slow the stream of funding to CWU from the state for academic buildings.

Until 2018, when CWU secured building naming support for a new residence hall, the only funding stream for residence halls has been auxiliary funding, typically by issuing revenue bonds. That, too, is the only revenue available for preservation, maintenance, and program enhancements in non-state buildings. Neither fund source is adequate to meet the needs of the university for new and improved facilities or even maintenance.

Goals:

- Address deferred maintenance backlog
- Reflect the true cost of facilities in institutional budgeting and reporting
- Use life cycle costing (LCC) as part of a systematic approach to balancing maintenance costs, operating costs, and replacement/refurbishment costs over the life of the asset.
- Develop new funding strategies for capital needs
- Develop replacement strategies for instructional technology

Objectives

- Set aside 2 percent to 6 percent of the annual operating budget for preventive maintenance or to reduce the maintenance backlog.
- Incorporate the cost for development and maintenance of active-learning classrooms in operating and capital budgets, and in capital budget projections and state requests.
- Prioritize regular servicing and preventive maintenance, ongoing repairs, consumables, and energy costs in budgeting.
- Make the total cost of operation of a facility for its life a component of biennial request prioritization and budgeting.
- Involve janitorial, grounds, maintenance, security, and other service providers in estimating and planning to accommodate facilities operations.

Barge and Kamola Halls at sunrise.

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Old Heat Plant smokestack

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The appendices can be found at ***cwu.edu/facility/master-plan***.

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LIST OF BUILDINGS

Original Construction	Original name	Renovated	Demolished	Current Name or Common Name
1894	Barge Hall	1993		
1908	Edison Hall		1986	
1911	Kamola Hall	2004		
1914	Heating Plant Building (also "Manual Training Building," and "the Science Building")		c.1935	
1917	2nd Heat Plant (Old Boiler Plant)		c.1946	
1919	Old Hospital		2013	
1925	Smyser Hall	1929, 1958, 1963, 1994		Shaw-Smyser Hall
1926	Student Association Building (Samuelson Union Building)	1935,1951,1961, 1970, 2018		Samuelson Building
1927	Munson Hall	1948		Munson Retreat Center
1927	Sue Lombard Hall	1966, 2005		
1935	McConnell Hall	1981, 2004		
1937 (Purchased in 1970)	Physical Plant Warehouse (Green Giant Warehouse)			Jongeward Warehouse
1938	Hebeler Hall	1985		
1944	Peterson Hall		2018	
1945	Campus Courts Apartments		Sold in 2007	
1946	Heating Plant	2016		Old Heat Plant
1947	Lind Science Hall	1996, 2017		Lind Hall
1947	President's Residence	1968 addition		University Reception Ctr/ Residence
Purchased in 1948	Kennedy Hall			International Center
1951	North Hall			
1951	Tunstall Commons	1966, 2004		
1955	Bookstore	1980, 1987		Computer Center
1955	Wilson Hall			
1957	Recreation Building	1963	c.1997	
1959	Button Hall			
1959	Nicholson Pavilion	2009		
1959	Tomlinson Stadium	1968		Tomlinson Stadium Booths
1960	College Apartments			Getz-Short Apartments
1960	Stephens-Whitney Hall			
1961	Black Hall	1998		
1961	Bouillon Hall	1978, 1994		
1961	Central Stores	2002		Duplicating and Laundry
1961	Grupe Conference Center	1998		
1962	Anderson Hall			
1962	Auxiliary Services Warehouse			
1962	Barto Hall (old)		2011	
1962	Holmes Dining Hall	1965 addition	2004	
1962	Moore Hall			
1962	Power Technology Building	1981		
1962	Wahle Apartments			
1963	Hertz Music Hall			Hertz Hall
1965	Beck Hall			
1965	Hitchcock Hall			
1965	Meisner Hall			
1965	Sparks Hall			
1966	Brooklane Storage			
1966	Courson Hall (Courson Conference Center)		2008	
1966	Davies Hall			
1966	Quigley Hall			
1966	Muzzall Hall		2008	

Original Construction	Original name	Renovated	Demolished	Current Name or Common Name
1969	Alford-Montgomery Hall			
1969	Carmody-Munro Hall			
1969	Dean Science Building	2009		Dean Hall
1969	Green Hall	2006		
1969	Kennedy Hall			
1969	Michaelsen Hall			
1969	Mitchell Hall	1989, 1994		
1969	Randall Hall	2004		
1970	Dining Services Warehouse/ Food Facilities Warehouse		2004	
1970	Grounds Storage	2003		
1970	Trash Compactor Building			
1970	Surplus Property Warehouse			Surplus Warehouse
1970	Telecommunications		1998	
1971	Health Center			Student Medical and Counseling Clinic
1971	Hogue Technology Building	2012		Hogue Hall
1971	Language & Literature Building			
1971	Student Village Apt A-G and Multipurpose			
1971	Student Village Apt H-I			
1973	Grounds Equipment Shop			
1973	Jongeward Facilities Administration and Plant Services	1999		Jongeward Offices, Jongeward Shop
1973	Psychology Building			
1975	Heating/Cooling Plant			
1976	Brooks Library			
1976	Farrell Hall			
1977	Brooklane Village			
1980	Botany Greenhouse			
1980 (Purchased in 2004)	Jansen Warehouse			Dining Services Warehouse
1989	Physical Education Building			Purser Hall
1991	Aquatic Facility			
1993	Flight Tech Building		2009	
1994	Community Softball Restrooms			
Purchased In 1994	Naneum Building			Facilities Administration Annex
Purchased in 1994	Public Safety Building			
1995	Chimpanzee and Human Communication Institute (CHCI)	2006	2018	
1998	Haz/Mat Building			
2000	Science Building			
2001	Academic Storage Facility			
2004	McIntyre Music Building			
2006	Student Union & Recreation Center			
2009	Aviation Training Center			
2009	Wendell Hill Hall			
2011	Hogue Hall addition			
2012	Barto Hall			
2014	Outdoor Reception Restrooms			
2016	Science II			
2017	Brooklane Early Childhood Learning Center Annex			
2017	Flight Instructor Office			
2018	Recreation Expansion / Track Facility			

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Photo courtesy of Central Washington University, by Richard Villacres.

Alfredo Arreguin:
The Fish People of Blue Agate River, 1999

Artwork copyright Luke Blackstone.
Photo courtesy of Central Washington University, by Richard Villacres.

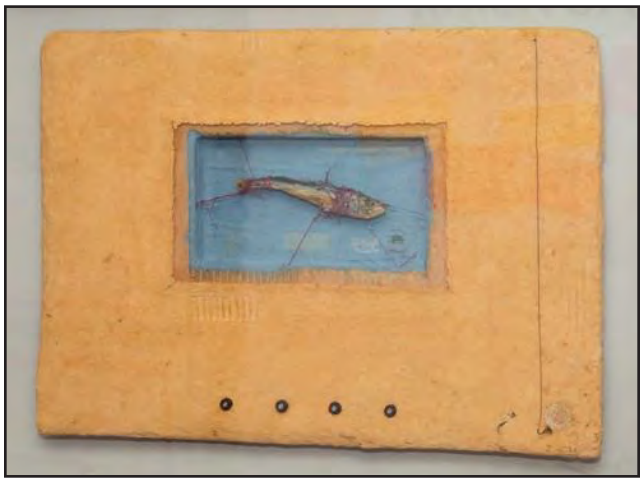
Luke Blackstone:
A Gesture for Planetary Alignment, 2012

Artwork copyright Ball-Nogues Studio.
Photo courtesy of Central Washington University, by Richard Villacres.

Ball-Nogues Studio:
Secondhand Geology, 2017

Artwork copyright Deborah Butterfield. Photo courtesy of the artist.

Deborah Butterfield:
Wickiup, 1995



Artwork copyright Mark Calderon.
Photo courtesy of Central Washington University, by Richard Villacres.

Mark Calderon:
Against the Current, 1978

Artwork copyright Ed Carpenter.
Photo courtesy of Central Washington University, by Richard Villacres.

Ed Carpenter:
Flying Bridge.1995

Artwork copyright Paul Harcharik.
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Paul Harcharik:
Compass, 1996

Artwork copyright Cynthia Krieble.
Photo courtesy of Central Washington University, by Richard Villacres.

Cynthia Krieble:
Sagebrush Landscape, 1981

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John Rogers:
Octaves of Light, 2005

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Benson Shaw:
Resources, 2009

Artwork copyright Benson Shaw.
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Benson Shaw:
Resources (2), 2009

Artwork copyright Brad Rude.
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Brad Rude:
The Discoverer, 2000

Barto Hall

Barge Hall

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CAPITAL PROJECT PROPOSAL 2023-25

Aviation Degree Expansion

APPENDIX F

Airport Property Lease

03-10-1992

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AIRPORT PROPERTY LEASE

THIS LEASE made and dated this 10th day of March, 1992, by and between Kittitas County, a municipal corporation in the State of Washington, hereinafter referred to as the "County," and Central Washington University, a public university of the State of Washington, hereinafter referred to as "CWU."

The County hereby agrees to lease to the CWU, and CWU hereby agrees to lease from the County, the following described real property situated in Kittitas County, Washington, to-wit:

Parcel Number: 0300-008

That portion of the S 1/2 of the SW 1/4 of Section 24, Township 18 North, Range 18 E.W.M., Kittitas County, State of Washington, described as follows:

Beginning at the SW corner of said Section 24, thence North 1°47'30" West, a distance of 30.00 feet; thence North 88°12'30" East, a distance of 466.77 feet, to the true point of beginning; thence from the true point of beginning North 88°12'30" East, a distance of 363.23 feet; thence North 1°47'30" West, a distance of 110.80 feet; thence North 88°12'30" East, a distance of 245.23 feet; thence North 1°47'30" West, a distance of 266.39 feet; thence South 88°12'30" West, a distance of 608.46 feet; thence South 1°47'30" East, a distance of 377.19 feet, more or less,

DAVID A. PITTS
KITTITAS COUNTY PROSECUTOR
KITTITAS COUNTY COURTHOUSE - ROOM 213
ELLENSBURG, WASHINGTON 98926-3129
TELEPHONE 509 962-7520

to the true point of beginning and the termination of this description. The above described parcel contains 4.65 acres more or less.

Parcel Number 0700-002

That portion of the North 1/2 of the Northwest 1/4 of said Section 25, Township 18 North, Range 18 E.W.M., Kittitas County, State of Washington, described as follows:

Beginning at the Northwest corner of said Section 25, thence South 1°47'30" East, a distance of 30.00 feet; thence North 88°12'30" East, a distance of 470.00 feet, to the true point of beginning. Thence from the true point of beginning North 88°12'30" West, a distance of 300.00 feet; thence South 1°47'30" East, a distance of 400.00 feet; thence South 88°12'30" West, a distance of 300.00 feet; thence North 1°47'30" West, a distance of 400.00 feet, more or less, to the true point of beginning and the termination of this description. The above described parcel contains 2.75 acres, more or less.

See, Schematic, (Exhibit B)

TERM: The initial term of this lease shall commence on the 1st day of March, 1992, and shall terminate on the 28th day of February, 2067. This lease shall be renewable thereafter every five years upon agreement of both parties for the consideration identified herein.

CONSIDERATION: CWU shall pay the following rent on March 1, 1992, and each year thereafter during the term, in advance,

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ELLENSBURG, WASHINGTON 98926-3129
TELEPHONE 509 962-7520

the sum of One Dollar ($1.00) per annum through February 28, 2017. CWU shall pay the sum of Eight Thousand Four Hundred Sixty-Six Dollars ($8,466) beginning March 1, 2017. There will be one adjustment every fifth year thereafter. The adjustments from April 2022 through February 2047 will be the cumulative change in the Consumer Price Index for the previous five years, or, 15% whichever is lower. The adjustments from March 2047 through February 2067 will be the cumulative change in the Consumer Price Index for the previous five years, or, 20% whichever is lower. See Exhibit (A).

LEASE TERMINATION: This lease may not be terminated during the initial term by either party except as provided herein. Thereafter, the lease may be terminated by either party with a minimum of 180 days written notice prior to the start of any new term.

MAINTENANCE AND OPERATION COSTS: During the term of this lease, it shall be CWU's responsibility to fund its own maintenance and operations costs as determined by CWU. No impact is anticipated on County maintenance and operations costs because of the presence of a CWU facility at the airport. Any maintenance work performed by the County at the request of CWU on CWU leased land, and the payment therefor,

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shall be negotiated in a separate contract at the time the work is done.

UTILITIES: There presently exists a water system at the Kittitas County Airport, and CWU shall be entitled to purchase potable water from said system at rates comparable to the water rates charged by the City of Ellensburg. In the event that the existing water system should fail and extensive repairs should become necessary or it should become necessary to install a new water system, the parties agree that any continued use of water by CWU would be subject to a negotiated agreement at that time. The installation of any new utilities as determined by CWU, other than water, shall be the responsibility of CWU. Should the University decide to not participate in any water improvements or repair, the County will have no obligation to deliver water to the University site. No new utilities shall be installed without the prior written approval of the County.

ASSIGNMENT: CWU shall not assign nor sublet this lease nor any portion thereof nor any fixtures, except as may be directly related to the Flight Technology or other approved educational program, without first having obtained the written consent of the County therefor. The County shall be a party in any negotiation to sublet any portion of the premises and any

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ELLENSBURG, WASHINGTON 98926-3129
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structure or facility to any third parties who are not public educational institutions. The University shall not assign or sublet any portion of the premises for commercial activities in direct conflict with airport revenue operations such as Tie Downs, Aviation Fueling, or Hangar operations.

PROPERTY DAMAGE AND BODILY INJURY: CWU hereby agrees to indemnify and hold harmless the County from any and all claims or demands of whatsoever nature arising out of loss, damage or injury to persons or property resulting from CWU's use or occupation of the leased premises caused by the tortious acts or neglect of CWU, its agents or employees to the extent allowed by law. The County hereby agrees to indemnify and hold harmless CWU from any and all claims and demands of whatsoever nature arising out of loss, damage or injury to persons or property resulting from the County's occupation or management of the airport property caused by the tortious acts or neglect of the County, its agents or employees to the extent allowed by law.

QUIET ENJOYMENT: The County covenants with CWU that on payment of the rent herein required to be paid and performance of the covenants herein contained, CWU and those holding under it may peaceably and quietly have, hold and enjoy the premises for the term hereof, for the purpose of conducting Flight

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ELLENSBURG, WASHINGTON 98926-3129
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Technology or other Engineering or Technology related educational programs.

WAIVER: No assent, express or implied, by the County to any breach of any of CWU's covenants, agreements, conditions or terms hereof shall be deemed or taken to be a waiver of any succeeding breach of any covenant, agreement, condition or term hereof.

INSPECTION: At all times during the term of this lease or any extension thereof, the County shall have the right to enter into and upon the demised premises during reasonable business hours for the purpose of examining and inspecting the same and determining whether CWU shall have complied with all of its obligations hereunder in respect to the care and maintenance of the premises and all other terms and conditions hereof.

SPECIAL CONDITIONS: Irrigation ditches must not be rerouted without written approval from the Board of Kittitas County Commissioners. Irrigation water utilized by CWU will not be allowed to run off on runways. CWU shall pay to the Kittitas County Reclamation District all charges for irrigation water used in the leased premises.

FENCES AND DITCHES: CWU shall care for and maintain all fences, irrigating and drainage ditches upon said property or

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appurtenances thereto in a state of good repair and condition during the term of this lease.

WASTE: CWU shall not commit waste of the leased property and shall comply with all the regulations of the weed district within which said leased property is included and shall use all reasonable efforts to eradicate and prevent the growth of noxious weeds upon the premises.

AIRPORT TRAFFIC: It is understood and agreed that CWU's use of the leased premises shall not in any manner interfere or restrict the use of aircraft landings, take offs, or storage of aircraft as the airport is presently constructed. CWU shall comply with all rules and regulations of the Federal Aeronautics Administration.

RIGHTS OF U. S. GOVERNMENT: The County holds title to the property herein leased, partially by virtue of a deed from the United States government. A copy of said deed is attached hereto and made a part of this instrument as though fully set forth herein. (See, Exhibit C). CWU agrees that it wil. do nothing which will cause the County to be in violation of the terms of said deed. CWU further agrees that it has had ample opportunity to review said deed and is aware of all the terms and conditions therein.

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ELLENSBURG, WASHINGTON 98926-3129
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USE OF PREMISES: CWU agrees that it will use the premises only for the purpose of conducting educational programs. CWU intends to use the premises for its flight technology, aeronautics and aviation program. CWU agrees that the Board of Trustees shall vote to deliver to the County a letter of intent signed by the Chairperson of the Board of Trustees wherein CWU states that its intentions are to expedite the use of the premises for flight technology instruction at the earliest possible date, that CWU intends to request funds from the legislature to locate temporary buildings on the premises commencing July 1, 1993, and that CWU intends to request planning funds and permanent installation funds for construction in the 1995-97 biennium. The parties agree that this letter of intent is to be incorporated into this lease by this reference. Should CWU during the term of this lease cease using the premises for educational programs related to flight technology, aeronautics, and aviation, CWU shall obtain permission for the change in usage in writing from the appropriate Federal Agency so as to hold the County harmless against any claim by the Federal Government that the original deed (Exhibit C) was violated with respect to the use of the premises. Such written permission shall be presented to the County. CWU agrees and promises that it will not knowingly

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conduct or promote any activity on the premises in violation of federal, state or local statutes, ordinances, rules or regulations.

IMPROVEMENTS: It is understood and agreed between the parties that CWU will use said premises to construct offices and other structures for CWU programs in flight technology, aeronautics, and aviation. It is further agreed that before such construction commences, that the plans and specifications for said construction shall be submitted to the County's Board of County Commissioners for their approval and to FAA for their approval, and no construction shall commence until said approval is received by CWU from each of said agencies in writing. All buildings or other improvements made upon property leased shall belong to and become the property of the County at the expiration of the term, or any negotiated extensions of the term of this lease, or as soon as the lease is terminated by the County under the conditions set out herein. The lessee shall have the right to terminate or require readjustment of the terms of this lease in the event the County does not approve any construction or modification of improvements proposed by CWU.

DEFAULT: In the event that CWU shall violate this lease, or any of its conditions or terms as herein stated, the County

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may terminate this lease by giving sixty (60) days written notice of the conditions or terms being violated, and if said violations are not corrected within the sixty-day period, this lease may be canceled and the County shall be entitled to peaceably retake possession of the premises. Notice to the CWU under this section or any other section shall be in writing and addressed to the Office of President of Central Washington University, Ellensburg, Washington, by registered or certified mail with postage prepaid, and the parties herewith agree that such notice shall be sufficient.

ARBITRATION: In the event that CWU and the County cannot reach an agreement in any matters related to the terms of this lease, the parties shall submit such disputes to arbitration. As provided in the Revised Code of Washington, Title 36, section 34.180, no board of arbitration shall reduce the rentals below the sum fixed or agreed upon for the last preceding period except as otherwise provided herein (see CPI index). The County shall pick one arbitrator, and CWU one, and the two so chosen shall select a third. Each party shall bear the expense of the arbitrator selected by it. The costs and expenses of the third arbitrator shall be shared equally by the lessee and lessor.

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VENUE: In the event of litigation initiated by either party arising out of this lease or related to this lease, CWU and the County agree that the venue of such litigation shall be in the Superior Court of Kittitas County, State of Washington.

IN WITNESS WHEREOF, the County and CWU have executed this lease on the day and year first above written.

KITTITAS COUNTY

Mary Seubert

Mary Seubert, Chairperson
Board of Kittitas County
Commissioners

ATTEST:

Clerk of the Board of
Commissioners of Kittitas County

CENTRAL WASHINGTON UNIVERSITY

President

ATTEST:

Senior Assistant Attorney
General

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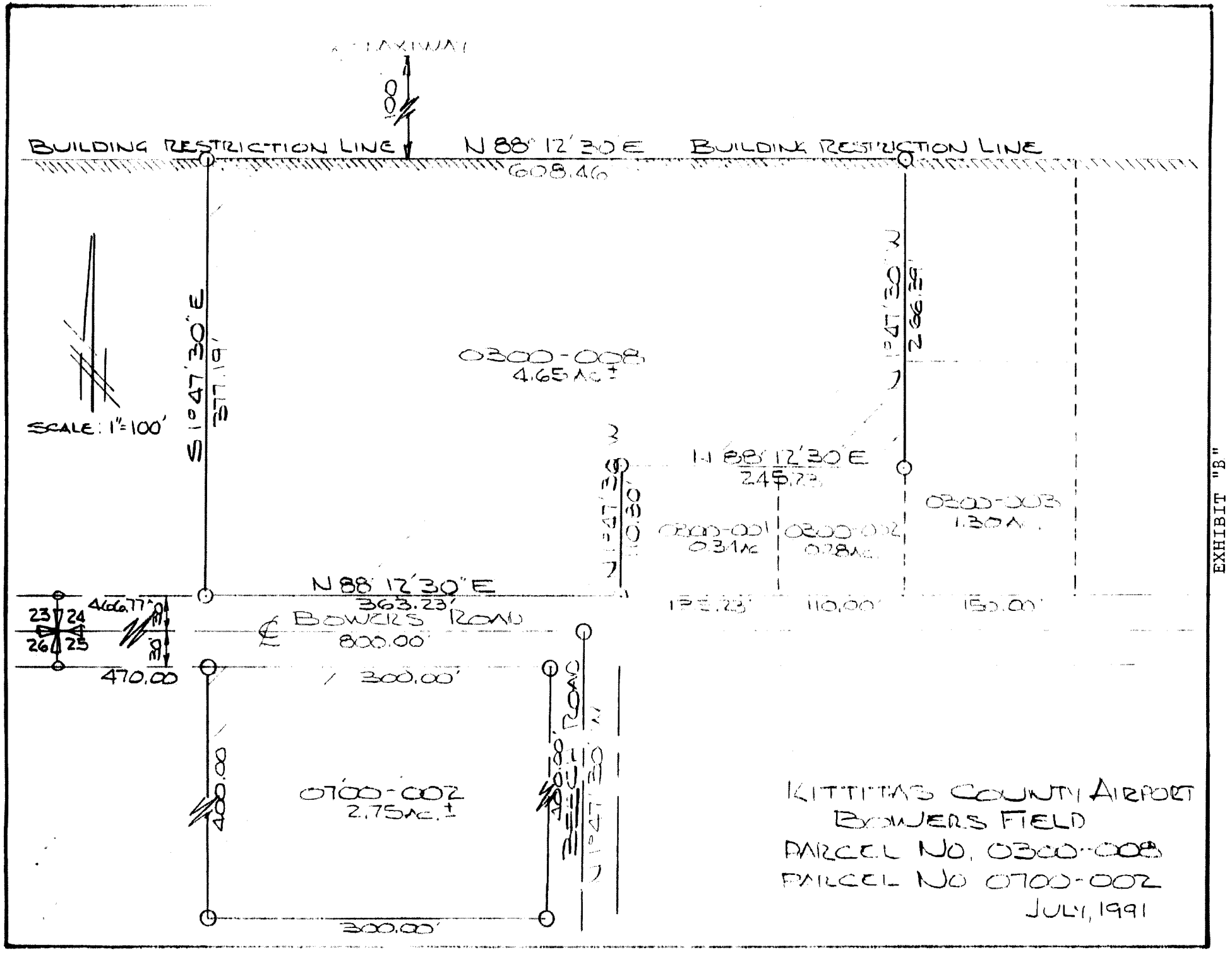
EXHIBIT A

VALUE OF $2,500 COMPOUNDED ANNUALLY YEAR	5%		ANNUAL MAXIMUM FIFTEEN PERCENT FIVE YR ESCALATION AFTER YEAR 25
	2500	CURRENT $	
1	2625		1
2	2756		1
3	2894		1
4	3039		1
5	3191		1
6	3350		1
7	3518		1
8	3694		1
9	3878		1
10	4072		1
11	4276		1
12	4490		1
13	4714		1
14	4950		1
15	5197		1
16	5457		1
17	5730		1
18	6017		1
19	6317		1
20	6633		1
21	6965		1
22	7313		1
23	7678		1
24	8062		1
25	8466		1
26	0	BASE RENT	8466
27	0		8466
28	0		8466
29	0		8466
30	0		8466
31	0	ADD 15%	9735
32	0	OR MAX	9735
33	0	CPI CHNGE	9735
34	0	WHICHEVER	9735
35	0	IS LESS	9735
36	0	ADD-	11196
37	0		11196
38	0		11196
39	0		11196
40	0		11196
41	0	ADD -	12875
42	0		12875
43	0		12875
44	0		12875
45	0		12875
46	0	ADD-	14807
47	0		14807
48	0		14807
49	0		14807
50	0		14807

EXHIBIT A

51	0	ADD-	17028
52	0		17028
53	0		17028
54	0		17028
55	0		17028
56	0	ADD 20%	20443
57	0	OR MAX	20443
58	0	CPI CHG	20443
59	0	WHICHEVER	20443
60	0	IS LESS	20443
61	0	ADD-	24520
62	0		24520
63	0		24520
64	0		24520
65	0		24520
66	0	ADD -	29424
67	0		29424
68	0		29424
69	0		29424
70	0		29424
71	0	ADD -	35309
72	0		35309
73	0		35309
74	0		35309
75	0		35309
AVERAGE ANNUAL RENT OVER 75 YEARS			12254


TAXIWAY
BUILDING RESTRICTION LINE
N 88° 12' 30 E
BUILDING RESTRICTION LINE
608.46
SCALE: 1"=100'
S 1° 47' 30" E
377.19'
0300-008
4.65 Ac ±
N 1° 47' 30" W
266.29'
N 88° 12' 30" E
245.73'
0300-003
1.30 Ac.
0300-001
0.31 Ac
0300-002
0.28 Ac
110.00'
150.00'
N 88° 12' 30" E
363.23'
466.77'
23
24
26
25
30'
℄ BOWERS ROAD
800.00'
470.00
300.00'
400.00
0700-002
2.75 Ac. ±
60' ROAD
S 1° 47' 30" E
300.00'
KITTITAS COUNTY AIRPORT
BOWERS FIELD
PARCEL NO. 0300-008
PARCEL NO 0700-002
JULY, 1991
EXHIBIT "B"

Memorandum (June 7, 1948) United States Army to Kittitas Co.

QUITCLAIM DEED

THIS INDENTURE, made this 4th day of June, 1948, between THE UNITED STATES OF AMERICA, acting by and through the War Assets Administrator, under and pursuant to Reorganization Plan One of 1947 (12 Fed. Reg. 4534) and the powers and authority contained in the provisions of the Surplus Property Act of 1944, as amended, and applicable rules, regulations and orders, party of the first part and Kittitas County, Washington, a municipal corporation under the laws of the State of Washington, acting by and through its Board of County Commissioners, party of the second part,

WITNESSETH: That the said party of the first part, for and in consideration of the assumption by the party of the second part of all the obligations and its taking subject to certain reservations, restrictions and conditions and its covenant to abide by and agreement to certain other reservations, restrictions and conditions, all as set out hereinafter, conveys and quitclaims to the said party of the second part, its successors and assigns, under and subject to the reservations, restrictions and conditions, exceptions, and reservation of fissionable materials and rights hereinafter set out, all its right, title and interest in the following described property situate in the County of Kittitas, State of Washington, to-wit:

In Township Eighteen (18) North, Range Eighteen (18) East of Willamette Meridian:

The Southwest quarter (SW¼) of the Southeast quarter (SE¼) and the South 420 feet of the Southeast quarter (SE¼) of the Southeast quarter (SE¼) of Section 23, EXCEPT: A tract of land 20 feet in width, being 10 feet on each side of a line described as follows:

Beginning at a point on the East boundary line of said Section 23, and running thence South 86° 36' West 39 feet; thence South 1° 04' East 2617 feet to a point on the South boundary line of said Section 23, which point is South 88° 57' West 40 feet from the Southeast corner of said Section 23;

The northeast quarter of the southeast quarter (NE¼SE¼) of Section twenty-three (23) of said township and range, EXCEPT a tract of land within the East half of the Southeast quarter 20 feet in width, being 10 feet on each side of a line described as follows: Beginning at a point on the East boundary of Section 23, which point is South 1° 03' East 37.8 feet from the East quarter corner of said Section 23; thence South 86° 36' West 39.0 feet (which tangent also extends 1333.0 feet outside of Section 23); thence South 1° 04' East 2617.0 feet to a point on the South boundary of Section 23, which point is South 88° 57' West 40.0 feet from the Southeast corner of said Section 23;

EXHIBIT "C"

The Northwest quarter (NW¼) of the Northeast quarter (NE¼) of Section 23;

All that portion of the Southeast quarter of the Northeast quarter (SE¼NE¼) of section twenty-three (23) of said township and range which is described as follows: A tract of land bounded by a line beginning at the Southeast corner of said quarter section and running thence west along the South boundary line of said quarter section 983.6 feet; thence North 310 feet; thence East 983.6 feet to the East boundary line of said section; and thence south along said boundary line 310 feet to the point of beginning;

The east half of the northeast quarter (E½NE¼) of section twenty-three (23) of said township and range, EXCEPT: A tract of land bounded by a line beginning at the Southeast corner of said quarter section and running thence West along the South boundary line of said quarter section 983.6 feet; thence North 310 feet; thence East 983.6 feet to the East boundary line of said section; and thence South along said boundary line 310 feet to the point of beginning;

The West half (W½) of the Northeast quarter (NE¼) of Section 23;

The Southeast quarter (SE¼) of the Southeast quarter (SE¼) of Section 14;

The Southwest quarter (SW¼) of the Southwest quarter (SW¼) of Section 13; EXCEPT: A tract of land 30 feet in width, being 18 feet on the Southerly or left hand side (looking downstream) and 12 feet on the Northerly or right hand side (looking downstream) of a line described as follows:

Beginning at a point on the South boundary of the South half (S½) of the Southwest quarter (SW¼) of said Section 13 (which point is South 85° 59' West 14.0 feet from the South quarter (S¼) corner of Section 13); running thence North 3° 32' West 18.0 feet (which tangent also extends 32.0 feet outside of the South half (S½) of the Southwest quarter (SW¼) of Section 13); thence South 85° 59' West 2634.0 feet; thence South 4° 01' East 18.0 feet to a point on the South boundary of the South half (S½) of the Southwest quarter (SW¼) of Section 13; which point is North 85° 59' East 53.0 feet from the Southwest corner of Section 13. Said tangent also extends 45.0 feet outside of the South half (S½) of the Southwest quarter (SW¼) of Section 13.

The northwest quarter of the northeast quarter (NW¼NE¼), the northwest quarter of the northeast quarter of the northwest quarter (NW¼NE¼NW¼), and the south half of the northeast quarter of the northwest quarter (S½NW¼) all of section twenty-five (25) of said township and range;

The northeast quarter of the northeast quarter (NE¼NE¼) of section twenty-five (25) of said township and range;

All that portion of the North half (N½) of the Northeast quarter (NE¼) of Section 26, lying North and East of the right of way of the main canal of the Cascade Irrigation district;

The northwest quarter of the northwest quarter (NW¼NW¼) of section twenty-five (25) of said township and range;

The northeast quarter of the northeast quarter of the northwest quarter (NE¼NE¼NW¼) of section twenty-five (25) of said township and range;

In Township Eighteen (18) North, Range Nineteen (19) East of Willamette Meridian:

The west half (W½) of Lot one (1) of Section thirty (30) in said township and range;

TOGETHER WITH appurtenant avigation easements, licenses, franchises and buildings structures, improvements, personalty and equipment described as follows:

T-303	Office Bldg., OB-D-T, 20' x 60'
T-304	Office Bldg., OB-D-T, 20' x 60'
T-305	Office Bldg., OB-C-T, T-shaped, 20' x 78', w/20' x 22' wing
T-401	Office Bldg., OB-B-T (Mod.) 20' x 152', w/20' x 48' wing
T-402	Dispatchers House, OB-B-T, 12' x 20'
T-403	Control Tower, WOC, 15' x 15'
T-404	Hangar-HANG-M-A, 87'3" x 153' - 5-1/2"
T-405	Transmitter House, T/C 5376, 20' x 25'
T-703	Mess, M-H-T, 40' x 132'
T-804	Flag Pole (Conc. 5376 Mod), 50'
T-805	Link Trainer, LINK-A-A, 26'6" x 25', w/12' x 19'6" wing
T-901	Fire Station, FS-A-T, 20' x 50', w/32' x 32', & 8' x 12' wings
T-902	Warehouse, Tops & Oil, Warehouse-A-A, 25' x 54'
T-903	Shop, all purpose, M-H, 25' x 39'
T-904	Motor Repair Shop, MRS-A-T, 32' x 80'
T-905	Oil Storage, OIL-A-G, 14'9" x 16'5"
T-1001	Guard House, GH-B-T, 20' x 76'
T-1002	Lavatory, L-E-T, 20' x 24'
T-1101	OQ-A-T (Mod.) Officers Quarters, 2000 sq. ft. floor area
T-1103	OQ-A-T (Mod.) Officers Quarters, 2000 sq. ft. floor area
T-1105	OQ-A-T (Mod.) Officers Quarters, 2000 sq. ft. floor area
T-1302	Infirmary (I-2 mod.) Floor area 2056 sq. ft.
T-1303	Yard (H-2) floor area, 4000 sq. ft.
T-1306	Water Tower, 32' x 32' x 104'
T-1307	Pump House, 15' x 20'
T-1401	Aux. Pump House, 10' x 14'

1	Indicator, wind, tetrahedron, w/light
2	Wind tees, w/lights
1	Tank, welded steel, 48" dia. x 144" long
2	Transformers, size undetermined, near OIA Bldg.
50 ft.	Hose, water, braided, 3/4", w/male and female couplings
6-6 ft.	Hose, fire, cotton, rubber lined, 1½", w/male and female couplings, 50' lengths
1	Charger, battery, "Prolan", 115 V., 60 cycle, 6 amp., A.C. #27770
1	Grader, road, motorized, diesel engine driven, 10' moldboard, "Caterpillar", Motor #1N484, USA Reg. No. M-83745
1	Plow, snow, straight blade, one-way type, for 1½ ton truck mounting, 9' blade, Ford Mod. B 2-B, Ser. #43820
1	Tractor, wheel type, rubber tired, gasoline eng. driven, "Case", USA No. 84702, w/mower attachments
1	Tractor, wheel type, rubber tired, gasoline eng. driven, "Case" VAT, 5', w/sickle bar attachment, Mod. COLA, Eng. V6012713, Ser. #4633220, USA Reg. M-84586
1	AUTOMOBILE: Truck, fire, "Mahn", Class 325, 1942, Motor No. ICT-85176, Ser. No. EF3-117, USA Reg. No. 503085, complete with the following standard equipment:

1 Adapter, reducing, hydrant, 3" x 2½"
1 Axe, fireman, w/pickhead, 6#
4 Buckets, fire, 14qt.
2 Connections, female, double, 2-1/2"
2 Connections, male, double, 2-1/2"
1 Crank, Starting
1 Tool, door, claw
1 Extinguisher, fire, CTC, 1 quart
2 Extinguishers, fire, pump, 5 gal.
2 Extinguishers, fire, tank type, 5 gal.
1 Gauge, tire pressure
1 Gauge, vacuum pressure

1 Gauge, pressure
1 Gun, grease, 9 oz.
1 Hammer, ball pein
2 Hose, suction, 3" x 10'
350 Ft. Hose, chemical, 3/4", 50' lengths
1 Jack, auto, w/handle
1 Ladder, roof, fire, 14'
1 Ladder, extension, 20'
2 Lanterns, hand, dry cell
2 Lights, under hood, 21 CP
1 Light, pump, 3 cp
1 Mirror, rear view
2 Nozzles, chemical shutoff, 3/4"
2 Nozzles, shutoff, 2½" and holders
2 Nozzles, shutoff, 1½" and holders
2 Nozzle tips, 3/15" and holders
1 Oil can, 1/2 pt. and holder
1 Book, operating instr. and parts manual
1 Pole, pike, 10'
1 Nozzle tip, 1-1/8" and holder
1 Pr. Pliers, cutter type, 6" slip joint
1 Pr. Pliers, diagonal, 6"
1 Pump, tire, hand
1 Receptacle, for battery charging
1 Screwdriver, 10"
1 Screwdriver, 6"
2 Searchlights, on rear
1 Battery, storage
1 Siren, and red flasher light
6 Spanners, universal
1 Spanner, chemical hose
2 Spanners, adjustable, for hydrants, 1½" to 1-3/4"
1 Strainer, suction, 3", w/30' 3/8" dia. rope
1 Bag, tool
1 Wrench, pipe, Stillson, 18"
1 Wrench, wheel stud, w/handle
1 Wrench, adjustable, 11"
1 Wrench, spark plug, w/handle
1 Wrench, rear wheel brg., w/handle
1 Wrench, open end, 3/8" x 7/16"
1 Wrench, open end, 1/2" x 19/32"
1 Wrench, open end, 9/16" x 11/16"
1 Wrench, open end, 5/8" x 25/32"
1 Wrench, open end, 3/4" x 7/8"
1 Wrench, set screw, for hose reel
1 Connection, "Y", 2-1/2" female, x 1½" male x 1½" male
1200 Ft. Hose, fire, cotton, single jacket, 2-1/2"

1 AUTOMOBILE: Truck, crash, "Chevrolet", 1½ ton, 1942, class 125, Eng. No. BF-290973, USA Reg. No. 506054, complete with the following standard equipment:

1 Axe, fireman, with pickhead
2 Extinguishers, fire, CO_2, 15#
1 Extinguisher, fire, CTC, 1 gal.
1 Ladder, extension
1 Tool, claw
1 Rope, cotton, 100' long
2 Wrenches, spanner, adjustable
1 Lantern, electric, portable, comb. spot & floodlight, wet cell
1 Light, spot, portable, dry cell
1 Connection, 2½", double female
1 Gauge, full pressure
1 Extinguisher, fire, CTC, 1-qt.
1 Wrench, spanner, regular
1 Kit, first aid
2 Nozzles, spray
1 Bag, tool, auto
1 Gun, grease, Alemite, 9 oz.
1 Hammer, machinist, 16 oz.

1 Jack, hydraulic, 3 ton, w/handle
1 Oiler, steel, 1/2 pt.
1 Pr. Pliers, combination, 6"
1 Pr. Pliers, cutter type, 6" diagonal
1 Pump, tire, hand
1 Screwdriver, integ. handle, 10"
1 Wrench, steel, slicd nut, w/hdle.
1 Wrench, spark plug
1 Wrench, open end, 1/2" x 19/32"
1 Wrench, open end, 9/16" x 11/16"
1 Wrench, open end, 5/8" x 25/32"
1 Wrench, open end, 3/4" x 7/8"
1 Crank, starting
2 Chains, tire, dual, heavy duty
2 Manuals, instruction & parts list
1 Tool, tire
2 Wrenches, end, 5/8" x 7/16", hex nut
1 Wrench, socket, 21/32"
1 Wrench, socket, 25/32"
1 Wrench, socket, 1-1/16"

7	Extinguishers, fire, CO_2, 15#
9	Extinguishers, fire, CTC, 1-qt.
21	Extinguishers, fire, CTC, 1-gal.
4	Extinguishers, fire, CTC, 3-1/2 gal.
32	Extinguishers, fire, Water, Pump, 5 gallon
28	Extinguishers, fire, foam, 2-1/2 gal.
10	Coats, fireman, bunking
10	Helmets, fireman
10	Pants, fireman, bunking
1	Extinguisher, fire, 4#, CO-2
10	Pr. Boots, rubber knee
1	Block, wood shell, 4" single, for 1/2" rope
1	Tester, Water, Comparator, "Wallace-Tiernan"
1	Kit, Testing Water, Comparator, "La Motte"
1	Auger, pipe and sewer, 1/2" dia., 50' lgth., steel music wire
2	Scythes, bush type, 16" blade
1	Clock, elec., wall type, 15" dial, 110 volt.

All fencing remaining on the real property herein conveyed and surrendered including the A.C.A. woven wire fence around the water tower, the airfield perimeter fence and the Fen-E-Bn fence;

A.C. Gasoline Storage System consisting of 2 truck fill stands of 25,000 gal. storage capacity each and 3 pit stands of 50,000 gal. storage capacity each, together with tanks, meters, hose and reels, gauges, water detectors, pumping equipment, refueling pits, piping and controls as installed;

Water system remaining on the real property herein conveyed and surrendered including water mains, service lines and fire hydrants;

Sewer system remaining on the real property herein conveyed and surrendered including sanitary sewer mains, sanitary house laterals and storm sewer lines;

Electric system remaining on the real property herein conveyed and surrendered including overhead services and distribution lines, underground distribution lines, exterior and obstructional lighting and transformers;

All airport and maintained grounds including runways, taxiways, hardstandings, parking squares, parking areas, roads, walks, aprons, fuel ladders, maintained grounds, utility yard and post areas;

being the same property acquired by the United States of America in condemnation proceedings under Declarations of Taking No. 1 filed July 26, 1943; No. 2 filed

September 24, 1943; No. 3 filed October 5, 1943; No. 4 filed October 2, 1943; No. 5 filed October 15, 1943 and No. 6 filed October 27, 1943, in Cause No. 130 in the District Court of the United States for the Eastern District of Washington, Southern Division.

The above described premises are transferred subject to existing easements for roads, highways, public utilities, railways and pipelines.

EXCEPTING, HOWEVER, from this conveyance all right, title and interest in and to all its property in the nature of equipment, furnishings and other personal property located on the above described premises which can be removed from the land without material injury to the land or structures located thereon, other than property of such nature located on the premises conveyed hereby which is reasonably necessary for the operation or maintenance of the airport or for the operation or maintenance of the structures and improvements specifically listed hereinabove as being transferred hereby, for any reasonable use for which such structures or improvements are readily adaptable; and further excepting from this conveyance all its structures on said premises other than structures specifically described or enumerated above as being conveyed hereunder; and reserving to the party of the first part for itself and its lessees, licensees, permittees, agents and assigns the right to use the property and structures excepted hereby in such a manner as will not materially and adversely affect the development, improvement, operation or maintenance of the airport and the right of removal from said premises of such property and structures, all within a reasonable period of time after the date hereof, which shall not be construed to mean any period more than one (1) year after the date of this instrument, together with a right of ingress to and egress from said premises for such purposes.

And further excepting from this conveyance and reserving to the party of the first part, in accordance with Executive Order 9908, approved on December 5, 1947, (12 F.R. 8223), all uranium, thorium, and all other materials determined pursuant to section 5 (b) (1) of the Atomic Energy Act of 1946 (60 Stat. 761), to be peculiarly essential to the production of fissionable material, contained, in whatever concentration, in deposits in the lands covered by this instrument are hereby reserved for the use of the United States, together with the right of the United States through its authorized agents or representatives at any time to enter upon the land and prospect for, mine and remove the same, making just compensation for any damage or injury occasioned thereby. However, such

land may be used, and any rights otherwise acquired by this disposition may be exercised, as if no reservation of such materials had been made; except that, when such use results in the extraction of any such material from the land in quantities which may not be transferred or delivered without a license under the Atomic Energy Act of 1946, as it now exists or may hereafter be amended, such material shall be the property of the United States Atomic Energy Commission, and the Commission may require delivery of such material to it by any possessor thereof after such material has been separated as such from the ores in which it was contained. If the Commission requires the delivery of such material to it, it shall pay to the person mining or extracting the same, or to such other person as the Commission determines to be entitled thereto, such sums, including profits, as the Commission deems fair and reasonable for the discovery, mining, development, production, extraction, and other services performed with respect to such material prior to such delivery, but such payment shall not include any amount on account of the value of such material before removal from its place of deposit in nature. If the Commission does not require delivery of such material to it, the reservation hereby made shall be of no further force or effect.

Further, the party of the first part, for the considerations hereinabove expressed, does hereby surrender, subject to the terms and conditions of this instrument, to the party of the second part the former's leasehold interest in and to the premises set forth and described in lease No. W04-193-Eng-4243, from Kittitas County to the United States of America dated July 1, 1943, including 737.40 acres, more or less, of land situated in the County of Kittitas, State of Washington, together with all interest in that certain franchise dated June 28, 1943, granted to party of the first part by party of the second part to construct, operate and maintain an outfall sewer pipeline under and across certain County owned roads.

Said property transferred hereby was duly declared surplus and was assigned to the War Assets Administrator for disposal, acting pursuant to the provisions of the above mentioned Act, as amended, Executive Order 9689, and applicable rules, regulations and orders.

TO HAVE AND TO HOLD said premises, with appurtenances, except the fissionable materials and other property excepted above and the rights reserved above, and under and subject to the reservations, restrictions and conditions set forth in this instrument, unto the said party of the second part, its successors and assigns forever.

By the acceptance of this deed or any rights hereunder, the said party of the second part, for itself, its successors and assigns agrees that the transfer of the property transferred by this instrument, is accepted subject to the following restrictions set forth in subparagraphs (1) and (2) of this paragraph, which shall run with the land, imposed pursuant to the authority of Article 4, Section 3, Clause 2 of the Constitution of the United States of America, the Surplus Property Act of 1944, as amended, Executive Order 9689 and applicable rules, regulations and orders:

(1) That, except as provided in subparagraph (6) of the next succeeding unnumbered paragraph, the land, buildings, structures, improvements and equipment in which this instrument transfers any interest shall be used for public airport purposes for the use and benefit of the public, on reasonable terms and without unjust discrimination and without grant or exercise of any exclusive right for use of the airport within the meaning of the terms "exclusive right" as used in subparagraph (4) of the next succeeding paragraph. As used in this instrument, the term "airport" shall be deemed to include at least all such land, buildings, structures, improvements and equipment.

(2) That, except as provided in subparagraph (6) of the next succeeding paragraph, the entire landing area, as defined in CAA Regulation 16, dated June 26, 1946, and all structures, improvements, facilities and equipment in which this instrument transfers any interest shall be maintained for the use and benefit of the public at all times in good and serviceable condition, provided, however, such maintenance shall not be required as to the hardstands and taxiways as shown outlined in heavy black on the map attached hereto and further provided, however, that such maintenance shall be required as to structures, improvements, facilities and equipment only during the remainder of their estimated life, as determined by the Civil Aeronautics Administrator or his successor. In the event materials are required to rehabilitate or repair certain of the aforementioned structures, improvements, facilities or equipment, they may be procured by demolition of other structures, improvements, facilities or equipment transferred hereby and located on the above described premises which have outlived their use as airport property in the opinion of the Civil Aeronautics Administrator or his successor.

By the acceptance of this deed or any rights hereunder, the said party of the second part for itself, its successors and assigns, also assumes the obligations of, covenants to abide by and agrees to, and this transfer is made subject to, the following reservations and restrictions set forth in subparagraphs

pursuant to the authority of Article 4, Section 3, Clause 2 of the Constitution of the United States of America, the Surplus Property Act of 1944, as amended, Executive Order 9689 and applicable rules, regulations and orders:

(1) That insofar as it is within its powers, the party of the second part shall adequately clear and protect the aerial approaches to the airport by removing, lowering, relocating, marking or lighting or otherwise mitigating existing airport hazards and by preventing the establishment or creation of future airport hazards.

(2) That the United States of America (hereinafter sometimes referred to as the "Government") through any of its employees or agents shall at all times have the right to make nonexclusive use of the landing area of the airport at which any of the property transferred by this instrument is located or used, without charge; Provided, however, that such use may be limited as may be determined at any time by the Civil Aeronautics Administrator or his successor to be necessary to prevent undue interference with use by other authorized aircraft; Provided, further, that the Government shall be obligated to pay for damages caused by such use, or if its use of the landing area is substantial, to contribute a reasonable share of the cost of maintaining and operating the landing area, commensurate with the use made by it.

(3) That during any national emergency declared by the President of the United States of America or the Congress thereof, the Government shall have the right to make exclusive or nonexclusive use and have exclusive or nonexclusive control and possession, without charge, of the airport at which any of the property transferred by this instrument is located or used, or of such portion thereof as it may desire, provided, however, that the Government shall be responsible for the entire cost of maintaining such part of the airport as it may use exclusively, or over which it may have exclusive possession or control, during the period of such use, possession, or control, and shall be obligated to contribute a reasonable share, commensurate with the use made by it, of the cost of maintenance of such property as it may use nonexclusively or over which it may have nonexclusive control and possession; Provided, further, that the Government shall pay a fair rental for its use, control, or possession, exclusively or nonexclusively of any improvements to the airport made without United States aid.

(4) That no exclusive right for the use of the airport at which the property transferred by this instrument is located shall be vested (directly or

indirectly) in any person or persons to the exclusion of others in the same class, the term "exclusive right" being defined to mean

(1) any exclusive right to use the airport for conducting any particular aeronautical activity requiring operation of aircraft;

(2) any exclusive right to engage in the sale or supplying of aircraft, aircraft accessories, equipment, or supplies (excluding the sale of gasoline and oil), or aircraft services necessary for the operation of aircraft (including the maintenance and repair of aircraft, aircraft engines, propellers, and appliances).

(5) That, except as provided in subparagraph (6) of this paragraph, the property transferred hereby may be successively transferred only with the proviso that any such subsequent transferee assumes all the obligations imposed upon the party of the second part by the provisions of this instrument.

(6) That no property transferred by this instrument shall be used, leased, sold, salvaged, or disposed of by the party of the second part for other than airport purposes without the written consent of the Civil Aeronautics Administrator, which shall be granted only if said Administrator determines that the property can be used, leased, sold, salvaged or disposed of for other than airport purposes without materially and adversely affecting the development, improvement, operation or maintenance of the airport at which such property is located; Provided, that no structures disposed of hereunder shall be used as an industrial plant, factory, or similar facility within the meaning of Section 23 of the Surplus Property Act of 1944, as amended, unless the party of the second part shall pay to the United States such sum as the War Assets Administrator or his successor in function shall determine to be a fair consideration for the removal of the restriction imposed by this proviso.

(7) The party of the second part does hereby release the Government, and will take whatever action may be required by the War Assets Administrator to assure the complete release of the Government from any and all liability the Government may be under for restoration or other damages under any lease or other agreement covering the use by the Government of the airport, or part thereof, owned, controlled or operated by the party of the second part, upon which, adjacent to which, or in connection with which, any property transferred by this instrument

the party of the second part of any right it may otherwise have to receive reimbursement under Section 17 of the Federal Airport Act for the necessary rehabilitation or repair of public airports heretofore or hereafter substantially damaged by any Federal agency.

By acceptance of this instrument or any rights hereunder, the party of the second part further agrees with the party of the first part as follows:

(1) That in the event that any of the aforesaid terms, conditions, reservations or restrictions is not met, observed, or complied with by the party of the second part or any subsequent transferee, whether caused by the legal inability of said party of the second part or subsequent transferee to perform any of the obligations herein set out, or otherwise, the title, right of possession and all other rights transferred by this instrument to the party of the second part, or any portion thereof, shall at the option of the party of the first part revert to the party of the first part sixty (60) days following the date upon which demand to this effect is made in writing by the Civil Aeronautics Administrator or his successor in function, unless within said sixty (60) days such default or violation shall have been cured and all such terms, conditions, reservations and restrictions shall have been met, observed or complied with, in which event said reversion shall not occur and title, right of possession, and all other rights transferred hereby, except such, if any, as shall have previously reverted, shall remain vested in the party of the second part, its transferees, successors and assigns.

(2) That if the construction as covenants of any of the foregoing reservations and restrictions recited herein as covenants or the application of the same as covenants in any particular instance is held invalid, the particular reservations or restrictions in question shall be construed instead merely as conditions upon the breach of which the Government may exercise its option to cause the title, right of possession and all other rights transferred to the party of the second part, or any portion thereof, to revert to it, and the application of such reservations or restrictions as covenants in any other instance and the construction of the remainder of such reservations and rest

as covenants shall not be affected thereby.

IN WITNESS WHEREOF, the party of the first part has caused these presents to be executed as of the day and year first above written.

WITNESSES:

UNITED STATES OF AMERICA
Acting by and through
War Assets Administrator

By J. Sheldon Lowery
J. SHELDON LOWERY
Deputy Regional Director
Real Property Disposal
War Assets Administration

STATE OF WASHINGTON)
) ss
COUNTY OF KING)

On this 21 day of July, 1948, before me, the undersigned, a Notary Public in and for the State of Washington, personally appeared J. Sheldon Lowery, Deputy Regional Director, Real Property Disposal, War Assets Administration, to me known to be the individual described in and who executed the foregoing instrument and who under oath stated that he was duly authorized, empowered and delegated by the War Assets Administrator pursuant to Delegation of Authority dated April 9, 1948, to execute the said instrument and acknowledged the foregoing instrument to be his free and voluntary act and deed, acting for and on behalf of the War Assets Administrator, acting for and on behalf of the United States of America, for the uses and purposes therein mentioned.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal the day and year first above written.

(SEAL)

Notary Public in and for State of Washington, residing at Seattle

H. BENTON ... NOTARY PUBLIC ... SEPT 27 1950 ... STATE OF WASHINGTON

WAA Form 1.611
(4-1-48)

UNITED STATES OF AMERICA
War Assets Administration

CERTIFICATE

I, the undersigned L. S. Wright, Secretary of the General Board, War Assets Administration, in my official capacity as such Secretary, and duly authorized in the DELEGATION OF AUTHORITY INCIDENT TO THE CARE, HANDLING AND CONVEYANCING dated April 9, 1948, to make the following certification, do hereby certify:

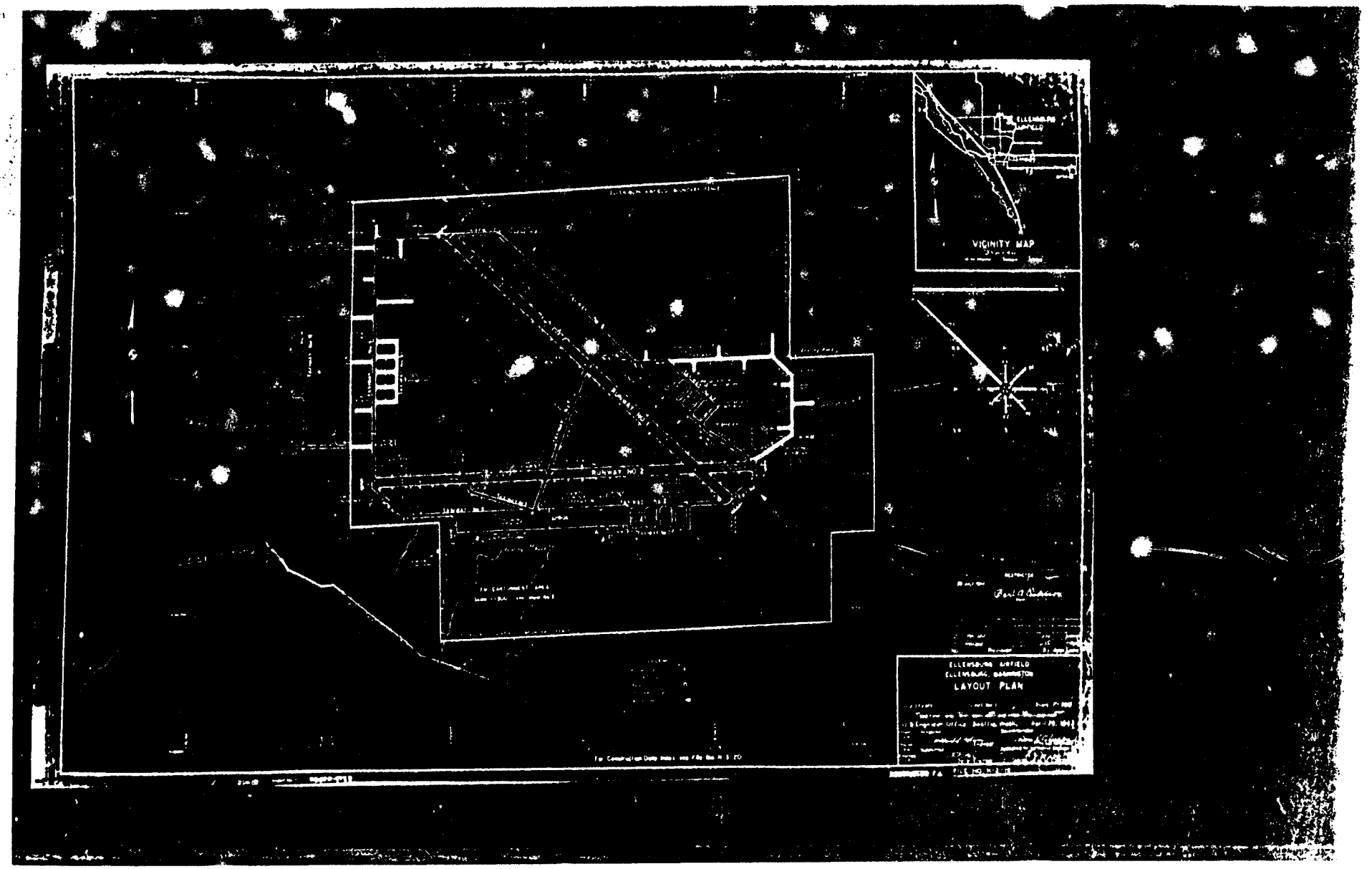
1. That J. Sheldon Lowery is the Deputy Regional Director Real Property Disposal, War Assets Administration, duly appointed, authorized and acting in said capacity at the time of the execution of the attached instrument.

2. That the attached DELEGATION OF AUTHORITY INCIDENT TO THE CARE, HANDLING AND CONVEYANCING is a true and correct copy of the original of said DELEGATION OF AUTHORITY, dated April 9, 1948.

Given under my hand this 21st day of July, 1948.

(Title)

(Office)
War Assets Administration


VICINITY MAP
ELLENSBURG AIRFIELD
ELLENSBURG, WASHINGTON
LAYOUT PLAN