

**DECISION PACKAGE TITLE: Attorney General Charges**

**Agency Recommendation Summary Text:**

A supplemental budget adjustment of \$118,659 in one time funds is requested to cover increased attorney general charges effective October 1, 2006 and for the following 10 months.

**Fiscal Detail:**

	2005-06	2006-07	2005-07
<b>RESOURCES</b>			
Fund 001, General Fund - State	\$ -	\$ 118,659	\$ 118,659
<b>Total Resources</b>	<b>\$ -</b>	<b>\$ 118,659</b>	<b>\$ 118,659</b>

**USES (EXPENDITURES)**

Faculty & Exempt R&R	\$ -	\$ -	\$ -
Exempt	\$ -	\$ -	\$ -
Classified	\$ -	\$ -	\$ -
Hourly	\$ -	\$ -	\$ -
Salaries and Wages	\$ -	\$ -	\$ -
Employee Benefits	\$ -	\$ -	\$ -
Goods and Services - Recurring	\$ -	\$ -	\$ -
Goods and Services - One Time	\$ -	\$ 118,659	\$ 118,659
Equipment	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 118,659</b>	<b>\$ 118,659</b>

**STAFFING FTE (B6)**

Faculty	0.00	0.00
Exempt		
Classified	0.00	0.00
Hourly		
<b>Total FTE</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

In September 2006, Western entered into an interagency agreement with the Office of the Attorney General to provide reimbursement to the AGO for providing additional legal services to Western through the AGO Regional Services Division. The agreement commenced on October 1, 2006 and will be completed on June 30, 2007. This action was necessary because of Western's critical and growing need for additional legal services. If supplemental funds are not available to help Western pay for these additional services in 2006-07, Western will cover these costs.

2007-2009 Biennial Budget Request: While it was too late for the AGO to include a request within its 2007-2009 biennial operating budget document for the continuation of these legal services, Western included a biennial request amount of \$316,500 for 24 months of in its maintenance level budget. Western and the AGO both notified their respective OFM analysts of this 2007-2009 biennial budget issue.

- a) *Budget impacts in future biennia.* This is a recurring expense.
- b) *A distinction between one-time and ongoing functions and costs.* The current request may be considered recurring. For 2007-2009, a carry-forward adjustment will be required to reach the full 24 months of cost estimated at \$316,500.
- c) *Effects of non-funding.* Reduced funds available for other campus priorities.

**DECISION PACKAGE TITLE: Critical Incident Preparedness and Management**

**Agency Recommendation Summary Text:**

Western Washington University, like most colleges and schools in America, has become increasing vulnerable to life-threatening, immediate-risk situations, requiring the rapid and immediate deployment of university and local law enforcement resources to neutralize the situation. Supplemental one-time funds are required for critical planning efforts, intensive training, and the immediate purchase of critical equipment.

**Fiscal Detail:**

	2005-06	2006-07	2005-07
<b>RESOURCES</b>			
Fund 001, General Fund - State	\$ -	\$ 53,800	\$ 53,800
<b>Total Resources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>USES (EXPENDITURES)</b>			
Goods and Services - One Time	\$ -	\$ 53,800	\$ 53,800
Equipment	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 53,800</b>	<b>\$ 53,800</b>

**Description:**

Western Washington University campus police have recently initiated internal planning efforts to prepare for the possibility of an active shooter incident on campus. The most high-profile case of an active shooter incident in recent years is the Columbine High School case of April 20, 1999. However, there have been many other cases -- before and since Columbine -- where schools and cities have been challenged by the need to respond and contain threats of similar destruction. Most recently, in merely one week this fall 2006, national headlines told of three similar and tragic situations in America's schools.

Planning for an active shooter incident is a high priority at Western. While the high-profile cases mentioned above often identify individuals or groups of individuals who plan and execute mass murders, universities also face the more common threat of individuals who cannot cope with personal failure, rejection or other perceived injustices and choose to carry out violent acts against themselves, lovers, professors, or others. Additionally, America has experienced international terrorism and now recognizes that the threat of a zealot taking hostages or attempting to murder innocent citizens in public places is very real.

The Active Shooter scenario is dynamic -- evolving very rapidly -- and demands an immediate deployment of law enforcement resources to neutralize the life threatening situation. Additionally, solid coordination with local law enforcement is of paramount

importance. Immediate deployment at WWU will involve first responders on the scene taking aggressive action to find and neutralize the Active Shooter(s). An *"Active Shooter"* is defined as an activity that is 1) not contained; and 2) that could immediately cause death or serious bodily injury to potential victims.

**Proposed Solution:**

The University will bring in experts in the field of critical incident management to assist campus officials in analyzing current strengths and vulnerabilities, and to determine what resources will be required to deal with immediate-threat situations that endanger life on the campus. This consultation will be followed up with assistance in developing a comprehensive critical incident preparedness and response plan for dealing with such situations. Training initiatives will be opened to all local law enforcement and emergency response agencies including the Bellingham Police and Fire Departments, the Whatcom County Sheriff, the Washington State Patrol, and other appropriate emergency aid agencies. If possible, representatives from first responder teams at other public universities in Washington would also be included.

Effective security program planning in this area will ensure that appropriate well-trained leadership and technical resources are deployed rapidly and wisely to mitigate any incident. Following completion of the planning phase, on-site and intensive hands-on training by security experts for first responders will be initiated as well table-top exercise for university leadership. Outside agencies, such as City of Bellingham and other police and fire services that may provide assistance to the University in a critical incident, will be invited to participate in training.

*Equipment:* To be able to respond immediately to the threat of an Active Shooter, University Police personnel must have the appropriate equipment immediately available and they must be highly proficient in its use. One .223 caliber patrol rifle, protective case and tactical ammunition, is required for each of three marked police vehicles. Additional ammunition magazines, tactical ammunition and training ammunition will be needed. The total estimated cost of all necessary equipment is \$3,800.

*Timeline:*

**March 2007 – Experts meet with Western team and Local Law enforcement and emergency response agencies for intensive internal assessment and planning.**

**April 2007 – Development of Western draft preparedness plan, review by stakeholders, and adoption of policy and procedures by the University.**

**May 2007 – Table-top training for Crisis Response Team and other administrators.**

**June 2007 – First Responder on-site and intensive hands-on training by security experts, to include Western staff and local law enforcement. Multiple training sessions necessary in order to accommodate shift work staff.**

**Narrative Justification and Impact Statement:**

- a) ***How does this decision package contribute to Western's strategic plan?*** Western's strategic plan states that "The University should continue efforts to ensure that the campus environment remains healthy, safe, and secure."
- b) ***Performance measure detail.*** Western's ability to respond in a successful manner will be tested should an incident of this type occur on campus.
- c) ***Reason for change.*** National headlines during just one week of the fall 2006 quarter told of three similar and tragic situations of single shooters in America's schools. An apparent increase in the frequency of these incidents as well as the possibility of terrorist-related activities has brought planning for critical incidents of this specific type to the forefront.
- d) ***Impact of change on students and the citizens of Washington, and services provided by WWU.*** Enhanced safety and security for Western's student, staff, faculty, and the public.
- e) ***Impact on other state programs or other units of government.*** Local government law enforcement will be invited to participate in training and to prepare for a coordinated response.
- f) ***Relationship, if any, to the state's capital budget.*** None.
- g) ***Revisions required changes to existing RCW, Washington Administrative Code (WAC), contract, or state plan in order to implement the change.*** No revisions are required at this time.
- h) ***Does the package require WWU to propose legislation that will be related to the package?*** No.
- i) ***Budget impacts in future biennia.*** None.
- j) ***A distinction between one-time and ongoing functions and costs.*** The current request is for one-time funding.
- k) ***Effects of non-funding.*** University preparations will proceed at a slower pace.

**DECISION PACKAGE TITLE: Pandemic Influenza Preparedness**

**Agency Recommendation Summary Text:**

Since submission of Western’s September 1, 2006, biennial budget request, it has become apparent to the Administration that significant one-time funds are required to address the emerging issue of a pandemic associated with potential human-to-human transmission of the bird flu.

**Fiscal Detail:**

	<b>2005-06</b>	<b>2006-07</b>	<b>2005-07</b>
<b>RESOURCES</b>			
Fund 001, General Fund - State	\$ -	\$ 424,000	\$ 424,000
<b>Total Resources</b>	<b>\$ -</b>	<b>\$ 424,000</b>	<b>\$ 424,000</b>
	-	-	
<b>USES (EXPENDITURES)</b>			
Goods and Services - One Time	\$ -	\$ 259,000	\$ 259,000
Equipment	\$ -	\$ 165,000	\$ 165,000
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 424,000</b>	<b>\$ 424,000</b>

**Description:**

On U.S. campuses, emergency management work has grown exponentially, with a world-wide call to prepare for a potential flu pandemic beginning in the late fall of 2005, followed by the creation of a Whatcom County task force February 2006, and most recently, a state-wide kick-off meeting attended by Governor Gregoire in mid-April 2006. At the April 2006 meeting, the Governor reminded attendees that a pandemic will be felt locally and must be planned for locally.

While emergency management is an essential University function that has been on-going at Western since the 1980s, the need for additional and costly resources related to protecting students and staff from a possible flu pandemic has recently and urgently come to light. Western’s Emergency Management Committee vigorously moved forward this fall to help the institution understand the full scope of pandemic planning and draft Pandemic Plan for Western was presented in September to Western’s senior administrators. The plan dovetails with Whatcom County’s planning assumptions and highlights the need for the purchase of equipment and supplies so that Western will be fully prepared.

The risk of serious disease and increased mortality from highly pathogenic avian influenza may be significantly higher than from infection by human influenza viruses. A worldwide flu pandemic is expected to affect 25% of the world's population resulting in extreme mortality rates and social and economic chaos. The level of preparedness will influence the final death toll. Recently, the Congressional budget Office predicted that a severe flu pandemic could infect 90 million people and kill more than 20 million in the U.S. alone. These staggering numbers can be compared to the average of 200,000 typical flu cases per year in the U.S. with about 35,000 related deaths.

University campuses are especially vulnerable to flu outbreaks and rapid transmission due to the housing of thousands of students in close proximity in university residents, the hundreds of classes held each day, international programs and exchanges (about 400 students at Western traveled out of country in 2005-06), and the housing of international students on campus who participate in International Programs (about 1% of the student population at Western or 133 international students). Western is often called a city within a city, with a community of nearly 13,000 students, faculty and staff. Western's locale may be an additional concern, just over an hour away from Vancouver, an international city.

Western has drafted a policy called "Pandemic Influenza Response Policy for Western" which addresses public health measures including travel or movement restrictions, campus closing, prohibition of mass gatherings, isolation or quarantine of infected persons, or of persons suspected of being infected, or persons from areas where pandemic strain influenza infection is established. This policy applies to all University personnel, including faculty, staff, volunteers, students, prospective students and visitors and is designed to be consistent with guidance issued by the CDC (Center for Disease Control). Under the policy, Western's Medical director is granted the authority to ensure the health and safety of the campus community.

Of critical importance at this time, is that Western purchase an emergency supply of Tamiflu, an antiviral medication that is being stockpiled by government and private organizations and that is recommended for essential personnel in the event of an influenza outbreak. Western has identified 300 essential personnel who will need to be administered this medication at \$80 per course. The total cost to supply Western is \$24,000. It is important that a supply be purchased and stored as soon as possible.

Additionally, Western's student health center must be stocked with personal protective equipment including N-95 respirators, long-sleeved isolation gowns, and disposable goggles and masks. Two private negative air pressure evaluation rooms must be prepared within the Student Health Center, and additional medical supplies purchased, all at an estimated cost of \$10,000. Additional emergency power for the Viking Commons is required to cover the centralization and refrigeration of campus-wide food supplies for students, staff and emergency responders. While a possible influenza epidemic of immediate concern, emergency power related to food storage will be critical in any catastrophic emergency impacting the campus and it will replace the need for stockpiling

food reserves. The cost will be \$325,000 including the purchase of a 200kw generator, new Main breakers, new distribution panels, new feeders, new exhaust/ventilation, and all associated finish work. Power will be provided to all of the refrigeration units in the Viking Commons as well as the current emergency circuits reserved for food preparation, and lighting.

Finally, an amount of \$65,000 is required for the purchase of a Web-based software for planning and management of a possible pandemic. This software is the state of the art incident planning and management tool used in Washington at this time. It allows agencies to pre-plan for specific events in a sequence of required steps during identified emergencies. It allows for asset inventory and real-time allocation of resources. It is Web-based which can allow key individuals access even from off-campus. It serves as a communication tool as well as a planning and management tool. Logs and other records are maintained automatically that can help the state recover expenses from FEMA where appropriate.

**Narrative Justification and Impact Statement:**

- a) *How does this decision package contribute to Western's strategic plan?* Western's strategic plan states that "The University should continue efforts to ensure that the campus environment remains healthy, safe, and secure."
- b) *Performance measure detail.* Western's ability to respond in a successful manner will be tested should an incident of this type occur on campus.
- c) *Reason for change.* The World Health Organization has reported 253 confirmed human cases of avian influenza with 148 deaths, in 10 countries, since 2003. As Western continues its planning efforts for a possible pandemic, the need for additional medicine and equipment have come to light.
- d) *Impact of change on students and the citizens of Washington, and services provided by WWU.* Enhanced safety and security for Western's student, staff, faculty, and the public.
- e) *Impact on other state programs or other units of government.* Western will continue to work with other state and local government agencies.
- f) *Relationship, if any, to the state's capital budget.* None.
- g) *Revisions required changes to existing RCW, Washington Administrative Code (WAC), contract, or state plan in order to implement the change.* No revisions are required at this time.

- h) Does the package require WWU to propose legislation that will be related to the package?* No.
- i) Budget impacts in future biennia.* The shelf-life of Tami flu is two years; after two years, replacement medication must be purchased.
- j) A distinction between one-time and ongoing functions and costs.* The current request is for one-time funding.
- k) Effects of non-funding.* University preparations will proceed at a slower pace.

**DECISION PACKAGE TITLE: Relocation to Western Waterfront Campus**

**Agency Recommendation Summary Text:**

A supplemental budget adjustment of \$341,780 (\$332,000 in one-time funds and \$9,780 in recurring funding) is requested for 2005-2007 for the immediate relocation of Western's Small Business Development Center, and educational activities of the Huxley College of Environmental Sciences, to facilities at the Bellingham waterfront, as well as the continuation of 2006-07 planning efforts for a Western campus on the Bellingham Waterfront at the former Georgia-Pacific site.

**Fiscal Detail:**

	2007-08	2008-09	2007-09
<b>RESOURCES</b>			
Fund 001, General Fund - State	\$ -	\$ 341,780	\$ 341,780
<b>Total Resources</b>	<b>\$ -</b>	<b>\$ 341,780</b>	<b>\$ 341,780</b>
<b>USES (EXPENDITURES)</b>			
Faculty & Exempt R&R	\$ -	\$ -	\$ -
Exempt	\$ -	\$ -	\$ -
Classified	\$ -	\$ -	\$ -
Hourly	\$ -	\$ -	\$ -
Salaries and Wages	\$ -	\$ -	\$ -
Employee Benefits	\$ -	\$ -	\$ -
Goods and Services - Recurring	\$ -	\$ 9,780	\$ 9,780
Goods and Services - One Time	\$ -	\$ 332,000	\$ 332,000
Equipment	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 341,780</b>	<b>\$ 341,780</b>

**Description:**

Western Washington University is the third largest four-year campus in student population but the smallest in geographic size. The campus ability to grow is constrained by neighborhoods and a public park/arboretum. The historical opportunity to move a portion of the campus to the Bellingham waterfront will address the space constraints, allow for expansion of student access, and offer greater interaction with the community. The University's presence on the waterfront will provide expanded opportunities for students, expanded opportunities for research, expanded opportunities for community outreach, and expanded opportunities for partnerships with private industry and public agencies leading to enhanced economic activities in the region.

An opportunity has arisen to immediately relocate Western's Small Business Development Center (SBDC) to the Bellingham waterfront effective March 1, 2007 to space recently vacated and currently owned by the Port of Bellingham. Additionally, the Huxley College of

Environmental Science will lease a program office for educational and administrative activities related to the eventual relocation of the college to the waterfront. It is critical for Western to establish a foothold presence on the waterfront at this time, as the city, Port, Western, and Whatcom County continue their coordinated and intensive planning efforts related to this historical waterfront renovation of the former George-Pacific site. This program will be located in close proximity to Western's future waterfront campus site where it is likely that the entire Huxley College of the Environment will one-day be relocated, as well as very near to the future site of the Northwest's Homeland Security Office.

Western's SBDC provides direct services to small business owners and managers in Whatcom, Skagit and Island Counties. It provides business skills development, training, and related technical assistance to entrepreneurs and local small business owners and operators in order to improve their potential for business success. Operating from 23 business counseling centers in Washington State and over 1100 centers in the country, the Small Business development Centers provide confidential assistance to all private business sectors, including manufacturers and processor, retain, service and construction. According to SBDC, 3,846 clients were served 1996-2005, 1,488 jobs saved, 1,363 jobs created, and \$88,532,308 in capital investment created. SBDC faculty, professionals and student interns help local citizens develop business plans, marketing strategies, analyze financial statements, costs, develop pricing strategies, gather market research, identify industry trends, value small businesses for sale or purchase, develop personnel policies and procedures, help with expansion and growth and help small business gain information about SBA loan packages.

**ACCELERATE WATERFRONT PLANNING EFFORTS:** In addition to relocating the SBDCs program, Western's 2006-07 planning efforts related to the waterfront have progressed rapidly. A \$400,000, 2006 supplemental appropriation, provided to Western for this purpose will be fully expended by the end of February 2007. Consequently, an additional supplemental budget adjustment of \$325,000 in non-recurring funds is requested to support continued planning efforts to the end of 2006-07 to move planning forward in the following areas:

Formalize Memorandum of Understanding (MOU)	\$ 75,000
LEED Assessment of Existing Facilities	\$ 50,000
Enrollment Academic/Support Services Plan	\$ 75,000
Strategies for Institutional Master Plan Amendment (Growth and No Growth)	\$ 25,000
Preliminary Financial Models (Capital, Operations, Funding)	\$ 65,000
Preliminary Transportation & Parking Analyses & Strategies	\$ 25,000
Miscellaneous: Management/Support/Contingency	<u>\$ 10,000</u>
<b>TOTAL</b>	<b>\$ 325,000</b>

**Budget Background:**

- In 2004 WWU embarked on a planning effort to locate a portion of its campus on the Bellingham waterfront at the former Georgia-Pacific site, owned by the Port of Bellingham.

- As part of the 2006 Supplemental Budget, Western requested \$1,590,000 for these planning efforts.
- The Governor recommended \$1,000,000 as part of the Executive's 2006 supplemental capital budget.
- The Legislature reduced the \$1,000,000 recommended by the Governor to \$400,000 and moved the appropriation from the capital budget to Western's operating budget.
- Western's 2007-2009 biennial operating budget request currently includes a decision package request for \$2.7 million for the upcoming biennium entitled "University Expansion: Western's Waterfront Campus".
- In the event that the current supplemental request is approved, Western will be able to reduce its request for \$2.7 million for the 2007-2009 biennium.

**Narrative Justification and Impact Statement:**

- a) How does this decision package contribute to Western's strategic plan?* Within the University's Strategic Plan, "Engaged Excellence," the plan details that the University will "maintain growth trajectory and improve enrollment management." The plan further states that should the University desire additional growth, it should consider developing additional capacity on the waterfront or expanding extended programs. In addition, the plan points out the need to "build collaborative relationships with on and off campus communities" and "the University should continue collaborating with the local community in developing and implementing sustainable practices and increasingly serve as a resource for sustainable development." Therefore, the waterfront campus will enable the University to meet two shared goals with the state: expanding student access and developing a sustainable waterfront campus which is interactive with community needs.
- b) Performance measure detail.* The University will provide progress reports and outcomes to the Office of Financial Management and the Legislature detailing the completed work.
- c) Reason for change.* As planning efforts accelerate, an immediate opportunity to relocate Western programs to the waterfront has recently occurred. The University is a land locked campus, third in student population and smallest in physical size. Without additional space to grow, the University's ability to provide additional student access beyond its 12,500 target, is quite limited. Additionally, the opportunities for community interaction, economic development, increased research, sustainable practices and serving as an anchor in the new waterfront community make this a unique opportunity. Supplemental funding will allow Western to move ahead in its plan for expansion.
- d) Impact of change on students and the citizens of Washington, and services provided by WWU.* Funding prior to the 2007-2009 biennium will enable Western to offer students expanded access to educational opportunities such as internships,

collaborative relationships with businesses and government agencies much sooner than what was originally planned for.

- e) ***Impact on other state programs or other units of government.*** As mentioned, the University is engaged with many units of government on several levels. The project continues to represent a new collaborative model with the Port and City of Bellingham as primary partners.
- f) ***Relationship, if any, to the state's capital budget.*** Although Governor recommended a capital budget appropriation during the 2006 legislation session, the Legislature decided that the project would be best funded through the operating budget.
- g) ***Revisions required changes to existing RCW, Washington Administrative Code (WAC), contract, or state plan in order to implement the change.*** No revisions are required at this time.
- h) ***Does the package require WWU to propose legislation that will be related to the package?*** No.
- i) ***Discuss alternatives explored by the university.*** As stated previously, the University is the smallest physical campus and its abilities to expand are limited by physical capacity. Additionally, the waterfront development provides a one-time opportunity to address high priority state, community and University needs.
- j) ***Budget impacts in future biennia.*** Supplemental funding for the waterfront will reduce the need for funding during the 2007-2009 biennium by an equal amount.
- k) ***A distinction between one-time and ongoing functions and costs.*** The SBDC is currently located in space in the Bellingham Towers; the new waterfront space will be larger in square footage to accommodate growth in the program, at an annual rent increase of \$21,702. Rented space for Huxley College will amount of \$7,234 on an annual basis. A one-time amount of \$7,000 will be required to move these offices to this new location. The balance of the decision package request is for one-time money to continue waterfront planning. The 2007-2009 biennial budget will be impacted by a month carry-forward amount of \$48,900 representing a full 24 months of rental costs.
- l) ***Effects of non-funding.*** Western's efforts to plan will be slowed and a much needed waterfront presence will not be possible until a later date.