PROJECT TEAM
Assessment Goals

- Provide a comprehensive Housing and Dining Development Assessment
- Develop a comprehensive plan that will evaluate renovations, replacements, repurposed and new housing and dining options to provide a financially self-supporting housing system meeting student needs.
PRINCIPLES
Principles

- Both the Steering Committee Exercises and student outreach provided interesting perspectives that aligned with each other. Those principles were developed and outlined and finally pared down to tangible objectives that can be used as foundation points for future projects and decision points.
Western Washington University prepares and inspires individuals to explore widely, think critically, communicate clearly, and connect ideas creatively to address our most challenging needs, problems, and questions.
Final Principles

- Insure Resident Success & Experience
- Cultivate Diversity & Inclusion
- Elevate Living, Learning & Discovery Integration
- Expand Affordability & Access
- Optimize Unit Mix & Typology
- Provide a Safe & Healthy Environment
MARKET ANALYSIS
## Total Demand

<table>
<thead>
<tr>
<th>Class Year</th>
<th>Current Enrollment</th>
<th>Current Residents</th>
<th>Current Capture Rate</th>
<th>Projected Capture Rate</th>
<th>Total Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Year</td>
<td>3,211</td>
<td>2,468</td>
<td>77%</td>
<td>79%</td>
<td>2,541</td>
</tr>
<tr>
<td>Second Year</td>
<td>2,847</td>
<td>806</td>
<td>28%</td>
<td>39%</td>
<td>1,112</td>
</tr>
<tr>
<td>Third Year</td>
<td>3,941</td>
<td>564</td>
<td>14%</td>
<td>25%</td>
<td>978</td>
</tr>
<tr>
<td>Fourth + Year</td>
<td>4,471</td>
<td>220</td>
<td>5%</td>
<td>20%</td>
<td>463</td>
</tr>
<tr>
<td>Graduate</td>
<td>502</td>
<td>68</td>
<td>14%</td>
<td>17%</td>
<td>83</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>14,972</strong></td>
<td><strong>4,126</strong></td>
<td><strong>28%</strong></td>
<td><strong>35%</strong></td>
<td><strong>5,177</strong></td>
</tr>
</tbody>
</table>

- Current Beds 4,035
- **Net New Demand** 1,142

- With the development of the new residence hall, total unmet demand exists for 742 beds
Community Condition: FCI Assessment

- Majority of inventory is in fair to poor condition
- Ridgeway is not accessible
- Ridgeway Commons needs immediate replacement
Outside the Unit Average: Summary

- Traditional: 27% (147 beds) -10%
- Semi-Suite: 25% (186 beds) -11%
- Suite: 17% (18 beds) -4%
- Apartment: 6% (19 beds) -4%
SCENARIO STUDIES
Scenario Study Targets

- **Apply Principles and Objectives**
  - Assist Decision Making
  - Identify Projects

- **Increase Capacity**
  - Provide Swing / Surge Space
  - Approach housing goals

- **Improve Existing Inventory**
  - Inclusive Halls
  - Improve Condition

- **Plan for Community**
  - Typology Blend
  - Appropriate Community and Support Spaces
Opportunities

- Strong neighborhood set-up
- Neighborhood locations are appropriate and create unique identities
- Manageable typologies that offer plan flexibility
- Good Blend and proper arrangement of typologies
- Compact Campus – walkable
North Campus Development Projects

- Remove Edens North and Add New Residential Hall adjacent to Arboretum
- North Parking Lot set up as two phases – new buildings on structure with parking below
- Renovate Mathes and Nash Hall to include reductions for additional community space
- Refresh Edens Hall and Higginson Hall as needed

Costs shown are estimates of total project cost in current dollars

- Remove Edens North and replace with new hall ($31mm) 200 beds
- Podium Parking 300 cars $17-25mm
- Phase 1 North Campus with parking below in structure ($56mm) 350 beds
- Phase 2 North Campus with parking below in structure ($27.9mm) 175 beds
- Refresh Edens Hall and Higginson Hall
- Expand / Renovate Viking Commons ($8-10mm) 10,000 sf
- Renovate Nash and Mathes Hall ($57.7mm) 615 beds
- Podium Parking 300 cars $17-25mm
Ridgeway Development Project – Phase 1 / 2

- Replace Highland Hall with new residential hall
- Replace commons and existing SODA with new residential hall and commons area
- Demolition of BKG will allow for future development

Proposed Residential Hall ($65mm)
- 401 beds

New Residential Halls ($126.3mm)
- 668 beds
- New Commons 30,000 sf ($25.0mm)

BKG can remain or demo to retain area for future development

Costs shown are estimates of total project cost in current dollars
Ridgeway Development Project – Phase 3/4

- Replace BKG with new residential halls
- Development can be one project or phased projects – greatest flexibility with units / layouts
Fairhaven Development Project - Renovation

- Renovate existing Commons and Residential Hall
- Proposed as two phases
- Proposed future road alignment suggests reserving sites west of Fairhaven for future academic development

Costs shown are estimates of total project cost in current dollars
Southeast Gateway Development Project

- Replace Commissary Building with new residential hall.
- Gateway to campus from south.
- Parking garage on north side of hall. Secondary access from main street.
- Refresh Buchanan Towers / BTE

Costs shown are estimates of total project cost in current dollars.
Preferred Phasing Option
Scenario Studies – Demand Results
Target Typologies – Per JLL Study

1. INCREASE TOTAL NUMBER OF BEDS
2. INCREASE TRADITIONAL AND SUITE BEDS
3. DECREASE SEMI-SUITE BEDS
4. INCREASE APARTMENTS WITHIN HALLS
Preferred Scenario – Blended Growth

WWU Directives

1. BUILDING PLANNING
   - 4 STORY BUILDINGS
   - BLENDED BUILDING TYPOLOGIES OK
   - FAIRHAVEN AS RENOVATION FOR THIS PLAN
   - RIDGEWAY COMMONS LONGEVITY IS A CONCERN

2. NEIGHBORHOOD PLANNING
   - BLENDED NEIGHBORHOOD TYPOLOGIES - NORTH CAN BE TRADITIONAL FOCUSED
   - NO OPEN SITES TO REMAIN – BUILDINGS WILL BE REMOVED ONLY IF BEING REPLACED

3. CAMPUS PLANNING
   - MINIMIZE DEFICIT IN BEDS
Preferred Scenario – Blended Growth
Main Concepts - Approach

1. ADD BEDS – DEVELOP SWING SPACE WITH TARGETED TYPOLOGIES
   - RIDGEWAY PHASE 1
   - EDENS NORTH REPLACEMENT

2. START RENOVATION AND REPLACEMENT – IDENTIFY TARGETS
   - RIDGEWAY NORTH, SOUTH
   - FAIRHAVEN
   - MATHES, NASH

3. DEVELOP NEW PROJECTS AS INFILL OPPORTUNITIES – INCREASE CAPACITY
   - NORTH CAMPUS
   - SE GATEWAY
Preferred Scenario – Blended Growth
Main Concepts - Neighborhood

1. NORTH CAMPUS
   - CREATE SWING SPACE TO BEGIN REPLACEMENT PROJECTS
   - FOCUSED FIRST AND SECOND YEAR TYPOLOGY
   - EXPAND DINING AT VIKING COMMONS TO ADDRESS ADDED STUDENTS

2. RIDGEWAY
   - MULTIPLE PHASE APPROACH
   - BLENDED TYPOLOGY
   - REPLACE ALL EXISTING HOUSING AND DINING WITH NEW INVENTORY

3. SOUTH CAMPUS
   - BLENDED TYPOLOGY WITH UPPER DIVISION FOCUS
   - FAIRHAVEN RENOVATION
   - BIRNAM WOODS REMAINS
Original Scenario: Proposed Bed Capacity

Proposed Beds

- North Campus: 1,909
- Ridgeway: 1,696
- South Campus: 1,784

Total: 5,389 beds

Current Beds

- North Campus: 1,673
- Ridgeway: 1,127
- South Campus: 1,235

Total: 3,035 beds
Original Scenario: Full Build-out

- 1-Replace Highland with New Hall
- 2-New Hall at North Campus Parking
- 2-Replace Edens North with New Hall
- 2-Expand Viking Commons
- 3-Replace SODA and Ridgeway Commons
- 4-Renovate Fairhaven and Fairhaven Commons
- 5-New Hall at Commissary Site
- 6-Renovate Mathes and Nash
- 7-Replace BGK with New Halls
- 8-New Hall at North Campus Parking
Original Scenario – Yearly Inventory

Yearly Inventory – Beds
Reduction for refresh not included

<table>
<thead>
<tr>
<th>Start</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
<th>2028</th>
<th>2029</th>
<th>2030</th>
<th>2031</th>
<th>2032</th>
<th>2033</th>
<th>2034</th>
</tr>
</thead>
<tbody>
<tr>
<td>4,035</td>
<td>3,898</td>
<td>3,898</td>
<td>4,188</td>
<td>4,188</td>
<td>4,300</td>
<td>4,643</td>
<td>4,643</td>
<td>4,905</td>
<td>4,909</td>
<td>4,861</td>
<td>4,527</td>
<td>4,527</td>
<td>5,242</td>
<td>5,242</td>
<td>5,417</td>
<td></td>
</tr>
</tbody>
</table>
Original Scenario – Yearly Inventory

<table>
<thead>
<tr>
<th>Step</th>
<th>Year</th>
<th>Remove</th>
<th>Replace</th>
<th>Running Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2019</td>
<td>Highland Hall</td>
<td>1. Remove Highland Hall – Benchmark total equals current inventory less Highland Hall Beds</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>2020</td>
<td>Bed on</td>
<td>2. Complete Ridgeway Phase 1 – Beds on-line</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>2021</td>
<td>Edens North</td>
<td>3. Remove Edens North – Benchmark total equals addition of Ridgeway Phase 1 less Edens North Beds</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>2022</td>
<td>North Campus</td>
<td>4. Complete North Campus Phase 1 – Beds on-line</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>2023</td>
<td>Bed on</td>
<td>5. Complete Edens North Replacement – Beds on-line</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>2024</td>
<td>Bed off</td>
<td>6. Remove Sigma – Beds off-line</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>2025</td>
<td>Bed off</td>
<td>7. Remove Omega – Beds off-line</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>2026</td>
<td>Bed off</td>
<td>8. Remove Delta – Beds off-line</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>2027</td>
<td>Bed off</td>
<td>9. Remove Alpha – Beds off-line – Benchmark total equals addition of NCP1/Edens North Replacement less SODA Beds</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>2028</td>
<td>Bed off</td>
<td>10. Ridgeway Phase 2 – Beds on-line and new commons</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>2029</td>
<td>Bed off</td>
<td>11. Fairhaven Phase 1 Beds off-line – Benchmark total equals addition of Ridgeway Phase 2 less Fairhaven Phase 1 Beds</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>2030</td>
<td>Bed off</td>
<td>12. Fairhaven Phase 1 Renovation Complete – Beds on-line and new commons</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>2031</td>
<td>Bed off</td>
<td>13. Fairhaven Phase 2 Beds off-line – Benchmark total equals addition of Fairhaven Phase 1 Beds less Fairhaven Phase 2 Beds</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>2032</td>
<td>Bed off</td>
<td>14. Fairhaven Phase 2 Renovation Complete – Benchmark equals addition of Fairhaven Phase 2 Beds</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>2033</td>
<td>Bed off</td>
<td>15. SE Gateway Completed – Beds On-line</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>2034</td>
<td>Bed off</td>
<td>16. Mathes Beds off-line – Benchmark total equals addition of SE Gateway Beds less Mathes Beds</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>2035</td>
<td>Bed off</td>
<td>17. Mathes Renovation Complete – Beds on-line</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>2036</td>
<td>Bed off</td>
<td>18. Nash Beds off-line – Benchmark total equals addition of Mathes Beds less Nash Beds</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>2037</td>
<td>Bed off</td>
<td>19. Nash Renovation Complete – Beds on-line</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>2038</td>
<td>Bed off</td>
<td>20. Kappa Beds off-line</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>2039</td>
<td>Bed off</td>
<td>21. Beta Beds off-line</td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>2040</td>
<td>Bed off</td>
<td>22. Gamma Beds off-line – Benchmark equals addition of Nash Beds less Kappa Beta Gamma Beds</td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>2041</td>
<td>Bed off</td>
<td>23. Ridgeway Phase 3 Complete – Benchmark total equals addition of Ridgeway Phase 3 Beds</td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>2042</td>
<td>Bed off</td>
<td>24. North Campus Phase 2 Complete – Benchmark represents the addition of NCP2 Beds</td>
<td></td>
</tr>
</tbody>
</table>

Original Scenario – Yearly Inventory

<table>
<thead>
<tr>
<th>Phasing Distribution Worksheet</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year</td>
</tr>
<tr>
<td>2019</td>
</tr>
<tr>
<td>2020</td>
</tr>
<tr>
<td>2021</td>
</tr>
<tr>
<td>2022</td>
</tr>
<tr>
<td>2023</td>
</tr>
<tr>
<td>2024</td>
</tr>
<tr>
<td>2025</td>
</tr>
<tr>
<td>2026</td>
</tr>
<tr>
<td>2027</td>
</tr>
<tr>
<td>2028</td>
</tr>
<tr>
<td>2029</td>
</tr>
<tr>
<td>2030</td>
</tr>
<tr>
<td>2031</td>
</tr>
<tr>
<td>2032</td>
</tr>
<tr>
<td>2033</td>
</tr>
<tr>
<td>2034</td>
</tr>
</tbody>
</table>
Alternate Scenario A: Remove North Lot Project
Proposed Bed Capacity

Proposed Beds

North Campus
- 1,909
- 1,171
- 1,769
- 1,769 +534

Ridgeway
- 1,171

South Campus
- 1,127
- 1,235

Current Beds

North Campus
- 1,673
- 1,127
- 1,235

Ridgeway
- 587
- 63

South Campus
- 505
- 5
- 304 +304

Total 4,849 beds
Alternate Scenario A:
Remove North Lot Project
Proposed Bed Capacity

**North Campus**
- 1-Replace Highland with New Hall
- 2-Replace Edens North with New Hall
- 3-Replace SODA and Ridgeway Commons
- 4-Renovate Fairhaven and Fairhaven Commons
- 5-New Hall at Commissary Site
- 6-Renovate Mathes and Nash
- 7-Replace Kappa with New Hall
- 8-Replace Beta/Gamma with New Hall

**South Campus**

- 5417 TOTAL BEDS
- **APARTMENT**
- **SUITE**
- **SEMI-SUITE**
- **TRADITIONAL**
- **NON-RESIDENTIAL**

Proposed Bed Capacity:
- **North Campus**
  - North Lot
  - 300
  - 425
  - 667
  - 517
- **South Campus**
  - 995
  - 334
  - 314
  - 126
- **Total**
  - 2106
  - 1111
  - 651
  - 300

Alternate Scenario A:
Remove North Lot Project
Proposed Bed Capacity

**North Campus**
- 1-Replace Highland with New Hall
- 2-Replace Edens North with New Hall
- 3-Replace SODA and Ridgeway Commons
- 4-Renovate Fairhaven and Fairhaven Commons
- 5-New Hall at Commissary Site
- 6-Renovate Mathes and Nash
- 7-Replace Kappa with New Hall
- 8-Replace Beta/Gamma with New Hall

**South Campus**

- 5417 TOTAL BEDS
- **APARTMENT**
- **SUITE**
- **SEMI-SUITE**
- **TRADITIONAL**
- **NON-RESIDENTIAL**

Proposed Bed Capacity:
- **North Campus**
  - North Lot
  - 300
  - 425
  - 667
  - 517
- **South Campus**
  - 995
  - 334
  - 314
  - 126
- **Total**
  - 2106
  - 1111
  - 651
  - 300

Alternate Scenario A:
Remove North Lot Project
Proposed Bed Capacity

**North Campus**
- 1-Replace Highland with New Hall
- 2-Replace Edens North with New Hall
- 3-Replace SODA and Ridgeway Commons
- 4-Renovate Fairhaven and Fairhaven Commons
- 5-New Hall at Commissary Site
- 6-Renovate Mathes and Nash
- 7-Replace Kappa with New Hall
- 8-Replace Beta/Gamma with New Hall

**South Campus**

- 5417 TOTAL BEDS
- **APARTMENT**
- **SUITE**
- **SEMI-SUITE**
- **TRADITIONAL**
- **NON-RESIDENTIAL**

Proposed Bed Capacity:
- **North Campus**
  - North Lot
  - 300
  - 425
  - 667
  - 517
- **South Campus**
  - 995
  - 334
  - 314
  - 126
- **Total**
  - 2106
  - 1111
  - 651
  - 300

Alternate Scenario A:
Remove North Lot Project
Proposed Bed Capacity

**North Campus**
- 1-Replace Highland with New Hall
- 2-Replace Edens North with New Hall
- 3-Replace SODA and Ridgeway Commons
- 4-Renovate Fairhaven and Fairhaven Commons
- 5-New Hall at Commissary Site
- 6-Renovate Mathes and Nash
- 7-Replace Kappa with New Hall
- 8-Replace Beta/Gamma with New Hall

**South Campus**

- 5417 TOTAL BEDS
- **APARTMENT**
- **SUITE**
- **SEMI-SUITE**
- **TRADITIONAL**
- **NON-RESIDENTIAL**

Proposed Bed Capacity:
- **North Campus**
  - North Lot
  - 300
  - 425
  - 667
  - 517
- **South Campus**
  - 995
  - 334
  - 314
  - 126
- **Total**
  - 2106
  - 1111
  - 651
  - 300
Alternate Scenario A – Yearly Inventory

Yearly Inventory – Beds
Reduction for refresh not included
<table>
<thead>
<tr>
<th>Step</th>
<th>Year</th>
<th>Phasing Distribution Worksheet</th>
<th>Running Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>GSF TDL SST STE APT</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>2019</td>
<td>0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>2020</td>
<td>0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>2021</td>
<td>0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>2022</td>
<td>0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>2023</td>
<td>0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>2024</td>
<td>0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>2025</td>
<td>0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>2026</td>
<td>0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>2027</td>
<td>0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>2028</td>
<td>0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>2029</td>
<td>0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>2030</td>
<td>0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>2031</td>
<td>0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>2032</td>
<td>0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>2033</td>
<td>0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>2034</td>
<td>0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>2035</td>
<td>0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0</td>
<td></td>
</tr>
</tbody>
</table>

1. Remove Highland Hall – Beds off-line – Benchmark total equals current inventory less Highland Hall Beds
2. Complete Ridgeway Phase 1 – Beds on-line
3. Remove Edens North – Beds off-line – Benchmark total equals addition of Ridgeway Phase 1 less Edens North Beds
4. Complete Edens North Replacement – Beds on-line
5. Remove Sigma – Beds off-line
6. Remove Omega – Beds off-line
7. Remove Delta – Beds off-line
8. Remove Alpha – Beds off-line – Benchmark total equals addition of Edens North Replacement less SODA Beds
9. Ridgeway Phase 2 - Beds on-line and new commons
10. Fairhaven Phase 1 Beds off-line – Benchmark total equals addition of Ridgeway Phase 2 less Fairhaven Phase 1 Beds
11. Fairhaven Phase 1 Renovation Complete – Beds on-line and new commons
12. Fairhaven Phase 2 Beds off-line – Benchmark total equals addition of Fairhaven Phase 1 Beds less Fairhaven Phase 2 Beds
13. Fairhaven Phase 2 Renovation Complete – Benchmark equals addition of Fairhaven Phase 2 Beds
14. SE Gateway Completed – Beds on-line
15. Mathes Beds off-line – Benchmark total equals addition of SE Gateway Beds less Mathes Beds
16. Mathes Renovation Complete – Beds on-line
17. Nash Beds off-line – Benchmark total equals addition of Mathes Beds less Nash Beds
18. Nash Renovation Complete – Beds on-line
19. Kappa Beds off-line – Benchmark total equals addition of Nash Beds less Kappa Beds
20. Ridgeway Phase 3 Complete – Beds on-line
21. Beta Beds off-line
22. Gamma Beds off-line – Benchmark equals addition of RWP3 Beds less Beta and Gamma Beds
23. Ridgeway Phase 4 Complete – Benchmark total equals addition of Ridgeway Phase 4 Beds
Alternate Scenario B:
North Campus Phasing Shifted
Proposed Bed Capacity

Proposed Beds

North Campus
- Bellingham Bay: 1,909
- Sehome Hill: 1,696
- Arboretum: 1,579

South Campus
- 21st St.: 1,127
- 25th St.: 1,235
- N Samish Way: 587

Total Proposed Beds: 5,184

Current Beds

North Campus
- Ridgeway: 1,673

South Campus
- 1,638
- 1,235
- 505

Total Current Beds: 4,028

Residential Dining Hall
- 304
- 304

Total Residential Dining Hall: 608

Total Beds: 5,184
Alternate Scenario B: North Campus Phasing Shifted
Proposed Bed Capacity

- 1-Replace Highland with New Hall
- 2-Replace Edens North with New Hall
- 3-Replace SODA and Ridgeway Commons
- 4-Renovate Fairhaven and Fairhaven Commons
- 5-New Hall at North Campus Lot P1
- 5-Expand Viking Commons
- 6-Renovate Mathes and Nash
- 7-New Hall at Commissary Site
- 8-Replace Kappa with New Hall
- 9-Replace Beta/Gamma with New Hall
- 10-New Hall at North Campus Lot P2

North Campus

Bellingham Bay

Ridgeway

South Campus

Sehome Hill Arboretum

5184 TOTAL BEDS

- NORTH
  - 352
  - 1330

- RIDGEWAY
  - 304
  - 46
  - 895

- SOUTH
  - 517
  - 300
  - 425
  - 667

- TOTAL
  - 577
  - 971
  - 2525

- APARTMENT
- SUITE
- SEMI-SUITE
- TRADITIONAL
- NON-RESIDENTIAL
Alternate Scenario B – Yearly Inventory

Yearly Inventory – Beds
Reduction for refresh not included
Alternate Scenario B – Yearly Inventory

1. Remove Highland Hall – Beds off-line – Benchmark total equals current inventory less Highland Hall Beds
2. Complete Ridgeway Phase 1 – Beds on-line
3. Remove Edens North – Beds off-line – Benchmark total equals addition of Ridgeway Phase 1 less Edens North Beds
4. Complete Edens North Replacement – Beds on-line
5. Remove Sigma – Beds off-line
6. Remove Omega – Beds off-line
7. Remove Delta – Beds off-line
8. Remove Alpha – Beds off-line – Benchmark total equals addition of Edens North Replacement less SODA Beds
9. Ridgeway Phase 2 - Beds on-line and new commons
10. Remove Gamma – Beds off-line – Benchmark total equals addition of Ridgeway Phase 2 less Fairhaven Phase 1 Beds
11. Fairhaven Phase 1 Renovation Complete – Beds on-line and new commons
12. Fairhaven Phase 2 Beds off-line – Benchmark total equals addition of Fairhaven Phase 1 Beds less Fairhaven Phase 2 Beds
13. Fairhaven Phase 2 Renovation Complete – Benchmark equals addition of Fairhaven Phase 2 Beds
14. North Campus Phase 1 Completed – Beds on-line
15. Mathes Beds off-line – Benchmark total equals addition of NCP1 Beds less Mathes Beds
16. Mathes Renovation Complete – Beds on-line
17. Nash Beds off-line – Benchmark total equals addition of Mathes Beds less Nash Beds
18. Nash Renovation Complete – Beds on-line – Benchmark total equals addition Nash Beds
19. SE Gateway Complete – Beds on-line
20. Kappa Beds off-line – Benchmark total equals addition of Gateway Beds less Kappa Beds
21. Ridgeway Phase 3 Complete – Beds on-line
22. Beta Beds off-line
23. Gamma Beds off-line – Benchmark equals addition of RWP3 Beds less Beta and Gamma Beds
24. Ridgeway Phase 4 Complete – Benchmark total equals addition of Ridgeway Phase 4 Beds
25. North Campus Phase 2 Complete - Beds on-line – Benchmark total equals addition of NCP2 Beds
Financial Analysis Objectives

1. Develop a financial model to understand viability of the housing plan and its impact on the H&D system financials

2. Test the feasibility of the housing plan under a variety of assumptions and scenarios

3. Identify opportunities to achieve plan feasibility

4. Identity a phasing plan that meets WWU’s objectives
Financial Analysis Process

1. Review and analysis of existing H&D operating budget

2. Collaboration with cost estimator to develop capital project costs

3. Development of a financial model to assess project and system-wide housing feasibility

4. Work Sessions with Kurt Willis to accurately interpret existing debt and reserve commitments

5. Collaboration with ASG and H&D to identity a phasing plan that meets campus inventory objectives and financial commitments
# Financial Model Assumptions – Capital Costs

## Hard Costs

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost/Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Construction</td>
<td>$427 / SF</td>
</tr>
<tr>
<td>Renovation</td>
<td>$290 / SF</td>
</tr>
<tr>
<td>Inflation Allowance (Long Term)</td>
<td>3.5% / Year</td>
</tr>
<tr>
<td>Inflation Allowance (Short Term)</td>
<td>6.0% / Year</td>
</tr>
</tbody>
</table>

### Hard Costs Include:
- Site preparation
- Utilities & Infrastructure
- Demolition & Abatement
- Landscaping

## Soft Costs

<table>
<thead>
<tr>
<th>Description</th>
<th>Percentage of Hard Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Architectural &amp; Engineering Fees</td>
<td>6%</td>
</tr>
<tr>
<td>Other Consultants</td>
<td>2%</td>
</tr>
<tr>
<td>Commissioning and Close Out</td>
<td>2%</td>
</tr>
<tr>
<td>FF&amp;E</td>
<td>$3,000 / Bed</td>
</tr>
<tr>
<td>Plan Review / Permits</td>
<td>1.5% of Hard Costs</td>
</tr>
<tr>
<td>Project Management</td>
<td>3% of Hard Costs</td>
</tr>
<tr>
<td>Project Contingency</td>
<td>10% of Hard + Soft Costs</td>
</tr>
</tbody>
</table>

### Notes:
1. New construction hard costs are based upon RW Phase I GMP
2. Renovation costs are based upon DCW Cost Estimate
3. Inflation allowance for projects 2024 and beyond
4. Inflation allowance for projects between 2019 and 2023

Soft costs are 29% of hard costs
## Financial Model Assumptions – Revenue

### Revenue Assumptions

<table>
<thead>
<tr>
<th>Housing Type</th>
<th>Room</th>
<th>Board</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residence Hall</td>
<td>$7,504</td>
<td>$4,409</td>
<td>$11,913</td>
</tr>
<tr>
<td>Apartment</td>
<td>$3,780</td>
<td>$0</td>
<td>$3,780</td>
</tr>
</tbody>
</table>

- **Annual Rent Escalation**: 4% / year
- **Annual Meal Plan Escalation**: 4% / year

### Other Revenue Sources: $4,115,332
- Fees / Penalties
- Investments
- Interest Subsidy
- Housing Rentals
- Conferences
- Commissions

### Viking Union: $5,044,736

### Assumptions

1. Based upon the 2018-19 H&D operating budget
2. Revenue assumptions are based upon existing rate structure
3. Included Viking Union revenue as a separate line item
4. Decoupled room & board to test various rental rates
5. Model can test rental rate premium for new or fully renovated halls
6. Model can also test a stratified rate structure based upon housing type
Financial Model Assumptions – Expenses

Assumptions
1. Based upon the 2018-19 H&D operating budget
2. Expense assumptions are dynamic and will vary based upon the number of beds or SF operating in portfolio during plan
3. Expenses are $7,700 per bed
4. Included Viking Union expenses as a separate line item

<table>
<thead>
<tr>
<th>Expense Assumptions</th>
<th>Expense</th>
<th>Budget</th>
<th>Basis</th>
<th>Inflation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Benefits</td>
<td>$</td>
<td>6,808,467</td>
<td>Fixed</td>
<td>3.50%</td>
</tr>
<tr>
<td>Food Service</td>
<td>$</td>
<td>14,102,303</td>
<td>Per Bed</td>
<td>4.00%</td>
</tr>
<tr>
<td>Communications</td>
<td>$</td>
<td>253,713</td>
<td>Per Bed</td>
<td>3.00%</td>
</tr>
<tr>
<td>Electricity</td>
<td>$</td>
<td>637,335</td>
<td>Per SF</td>
<td>3.00%</td>
</tr>
<tr>
<td>Heat</td>
<td>$</td>
<td>123,862</td>
<td>Per SF</td>
<td>3.00%</td>
</tr>
<tr>
<td>Water/Sewer</td>
<td>$</td>
<td>573,599</td>
<td>Per SF</td>
<td>3.00%</td>
</tr>
<tr>
<td>Refuse Disposal &amp; Rec.</td>
<td>$</td>
<td>345,291</td>
<td>Per SF</td>
<td>3.00%</td>
</tr>
<tr>
<td>Television Cable</td>
<td>$</td>
<td>126,725</td>
<td>Per Bed</td>
<td>3.00%</td>
</tr>
<tr>
<td>Heat Plant Recharge</td>
<td>$</td>
<td>869,768</td>
<td>Per SF</td>
<td>3.00%</td>
</tr>
<tr>
<td>Maintenance &amp; Repairs</td>
<td>$</td>
<td>2,691,940</td>
<td>Per Bed</td>
<td>4.50%</td>
</tr>
<tr>
<td>Operating Supplies</td>
<td>$</td>
<td>289,000</td>
<td>Per Bed</td>
<td>3.00%</td>
</tr>
<tr>
<td>Equipment</td>
<td>$</td>
<td>308,138</td>
<td>Fixed</td>
<td>3.00%</td>
</tr>
<tr>
<td>Insurance</td>
<td>$</td>
<td>473,002</td>
<td>Fixed</td>
<td>3.00%</td>
</tr>
<tr>
<td>Rentals / Operating leases</td>
<td>$</td>
<td>231,375</td>
<td>Fixed</td>
<td>3.00%</td>
</tr>
<tr>
<td>Institutional Services</td>
<td>$</td>
<td>1,759,237</td>
<td>Per Bed</td>
<td>3.00%</td>
</tr>
<tr>
<td>Other</td>
<td>$</td>
<td>1,266,643</td>
<td>Fixed</td>
<td>3.00%</td>
</tr>
<tr>
<td>Viking Union</td>
<td>$</td>
<td>2,509,205</td>
<td>Fixed</td>
<td>3.00%</td>
</tr>
</tbody>
</table>
### Financial Model Assumptions – Debt/Financing

#### Debt / Financing Assumptions

<table>
<thead>
<tr>
<th></th>
<th>Renovation</th>
<th>New Construction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest Rate</td>
<td>4.25%</td>
<td>4.25%</td>
</tr>
<tr>
<td>Term</td>
<td>25 Years</td>
<td>30 Years</td>
</tr>
</tbody>
</table>

**Assumptions**

1. Assumes tax-exempt financing
2. Required debt coverage ratio of 1.40x
3. Debt coverage ratio can dip to a 1.25x for a period of 3 years
4. 5% of outstanding bond principle must be held in reserves
Financial Model Assumptions – Non Operating Expenditures

Annual Non-Operating Expenditures

<table>
<thead>
<tr>
<th></th>
<th>Amount</th>
<th>Escalation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing R&amp;R¹</td>
<td>$2,350,000</td>
<td>3.00%</td>
</tr>
<tr>
<td>Housing R&amp;R²</td>
<td>$1,500,000</td>
<td></td>
</tr>
<tr>
<td>Viking Union R&amp;R</td>
<td>$102,000</td>
<td>3.00%</td>
</tr>
</tbody>
</table>

Notes

1. Annual housing R&R public works projects is $2,350,000 when less than 50% of the units have been replaced or renovated.
2. Annual housing R&R public works projects is reduced to $1.5M once 50% or more of the units have been replaced or renovated.
3. Provided by WWU Housing and Dining

Capital Plan Projects³

<table>
<thead>
<tr>
<th>Year</th>
<th>Housing</th>
<th>Viking Union</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$9,120,000</td>
<td>-</td>
</tr>
<tr>
<td>2020</td>
<td>$6,000,000</td>
<td>$175,000</td>
</tr>
<tr>
<td>2021</td>
<td>$4,000,000</td>
<td>$250,000</td>
</tr>
<tr>
<td>2022</td>
<td>$3,500,000</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Total</td>
<td>$22,620,000</td>
<td>$2,425,000</td>
</tr>
</tbody>
</table>
Financial Model Scenarios

1. Original Scenario – 5,389 Beds

2. Alternate Scenario A – 4,849 Beds (Remove North Lot Project)

3. Alternate Scenario B – 5,184 Beds (North Campus Phasing Shifted)
Feasibility Analysis – Original Scenario

<table>
<thead>
<tr>
<th>Original Scenario – 5,389 Beds</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Rate Structure</strong></td>
</tr>
<tr>
<td>Development Costs(^4)</td>
</tr>
<tr>
<td>Rate Increase to Achieve Feasibility</td>
</tr>
<tr>
<td>1.25x Debt Coverage Ratio(^5)</td>
</tr>
<tr>
<td>Stabilized 1.40x Debt Coverage Ratio(^6)</td>
</tr>
<tr>
<td>Projects Completed</td>
</tr>
</tbody>
</table>

**Notes:**
1. Revenue is based on existing structure with no rental rate premium for new or renovated units
2. Revenue is based on a rental rate premium for a new or renovated unit
3. Revenue is based on a rental rate premium for a larger unit
4. Development costs are in 2019 dollars
5. Excess reserves are used to cover debt service to achieve a 1.25 debt coverage ratio
6. Year debt coverage ratio is stabilized at 1.40x
# Feasibility Analysis – Alternate Scenario A

## Alternate Scenario A – 4,849 Beds

<table>
<thead>
<tr>
<th>Rate Structure</th>
<th>Existing¹</th>
<th>New/Reno Premium²</th>
<th>Stratified³</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development Costs⁴</td>
<td>$515,500,000</td>
<td>$515,500,000</td>
<td>$515,500,000</td>
</tr>
<tr>
<td>Rate Increase to Achieve Feasibility</td>
<td>N/A</td>
<td>8%</td>
<td>6%</td>
</tr>
<tr>
<td>1.25x Debt Coverage Ratio⁵</td>
<td>Through 2033</td>
<td>Entire Plan</td>
<td>Entire Plan</td>
</tr>
<tr>
<td>Stabilized 1.40x Debt Coverage Ratio⁶</td>
<td>Year 26 (2045)</td>
<td>Year 24 (2043)</td>
<td>Year 24 (2043)</td>
</tr>
<tr>
<td>Projects Completed</td>
<td>All Except RW Phase 4</td>
<td>All Phases</td>
<td>All Phases</td>
</tr>
</tbody>
</table>

### Notes:
1. Revenue is based on existing structure with no rental rate premium for new or renovated units
2. Revenue is based on a rental rate premium for a new or renovated unit
3. Revenue is based on a rental rate premium for a larger unit
4. Development costs are in 2019 dollars
5. Excess reserves are used to cover debt service to achieve a 1.25 debt coverage ratio
6. Year debt coverage ratio is stabilized at 1.40x
# Feasibility Analysis – Alternate Scenario B

## Alternate Scenario B – 5,184 Beds

<table>
<thead>
<tr>
<th>Rate Structure</th>
<th>Existing¹</th>
<th>New/Reno Premium²</th>
<th>Stratified³</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development Costs⁴</td>
<td>$599,000,000</td>
<td>$599,000,000</td>
<td>$599,000,000</td>
</tr>
<tr>
<td>Rate Increase to Achieve Feasibility</td>
<td>N/A</td>
<td>8%</td>
<td>8%</td>
</tr>
<tr>
<td>1.25x Debt Coverage Ratio⁵</td>
<td>Through 2034</td>
<td>Entire Plan</td>
<td>Entire Plan</td>
</tr>
<tr>
<td>Stabilized 1.40x Debt Coverage Ratio⁶</td>
<td>Year 27 (2046)</td>
<td>Year 26 (2045)</td>
<td>Year 26 (2045)</td>
</tr>
<tr>
<td>Projects Completed</td>
<td>All Except North Lot 2 and RW Phase 3+4</td>
<td>All Phases</td>
<td>All Phases</td>
</tr>
</tbody>
</table>

**Notes:**
1. Revenue is based on existing structure with no rental rate premium for new or renovated units
2. Revenue is based on a rental rate premium for a new or renovated unit
3. Revenue is based on a rental rate premium for a larger unit
4. Development costs are in 2019 dollars
5. Excess reserves are used to cover debt service to achieve a 1.25 debt coverage ratio
6. Year debt coverage ratio is stabilized at 1.40x
Summary

1. Changes to phasing and reassessment of housing capital plan projects allows the plan to achieve feasibility

2. Due to the scale of the plan, achieving a stabilized 1.40x is not feasible in any scenario

3. Use of capital plan reserves is necessary to cover debt service until a 1.25x coverage can be achieved