



# Housing & Dining Development Assessment

Revised Final Plan  
October 25, 2019

AYERS  
SAINT  
GROSS

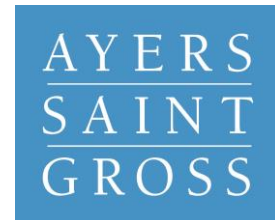






**PROJECT TEAM**





Project Lead & Lead Planner

Ayers Saint Gross

Dana Dixon  
Eric Zobrist  
Julieta Dorame



Market & Financial

Jones Lang LaSalle

Nicholas Gabel  
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Food Service & Dining

Envision Strategies

Rob White  
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Associate Architect

HKP Architects

Julie Blazek



Cost

DCW Cost  
Management

Trish Drew

DISTINCTIVE VOICE CONSULTING



Outreach & Engagement

Distinctive Voice

Consulting

Kimberly Harris

# Assessment Goals

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- *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

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- *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.*

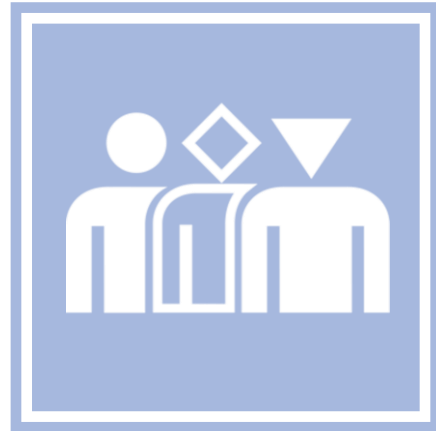


Western Washington University prepares and inspires individuals to explore widely, think critically, communicate clearly, and connect ideas creatively to address our most challenging needs, problems, and questions.





# Final Principles



**INSPIRE 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

Class Year	Current Enrollment	Current Residents	Current Capture Rate		Projected Capture Rate	Total Demand
First Year	3,211	2,468	77%	→	79%	2,541
Second Year	2,847	806	28%	→	39%	1,112
Third Year	3,941	564	14%	→	25%	978
Fourth + Year	4,471	220	5%	→	20%	463
Graduate	502	68	14%	→	17%	83
<b>Total</b>	<b>14,972</b>	<b>4,126</b>	<b>28%</b>	<b>→</b>	<b>35%</b>	<b>5,177</b>
Current Beds						4,035
<b>Net New Demand</b>						<b>1,142</b>

- With the development of the new residence hall, total unmet demand exists for 742 beds





# ASSESSMENT



# Community Condition: FCI Assessment

- Majority of inventory is in fair to poor condition
- Ridgeway is not accessible
- Ridgeway Commons needs immediate replacement



Bellingham Bay

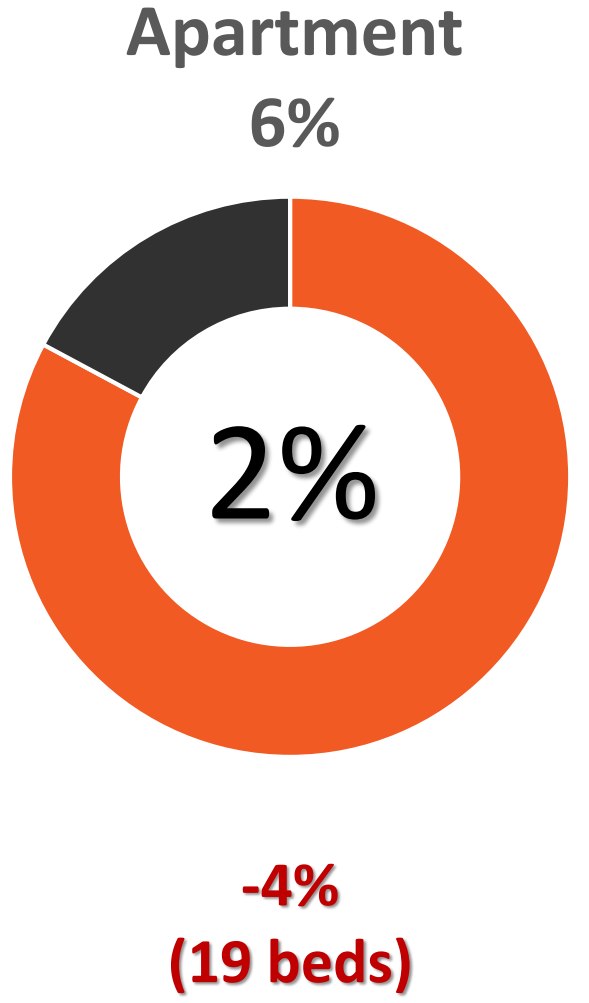
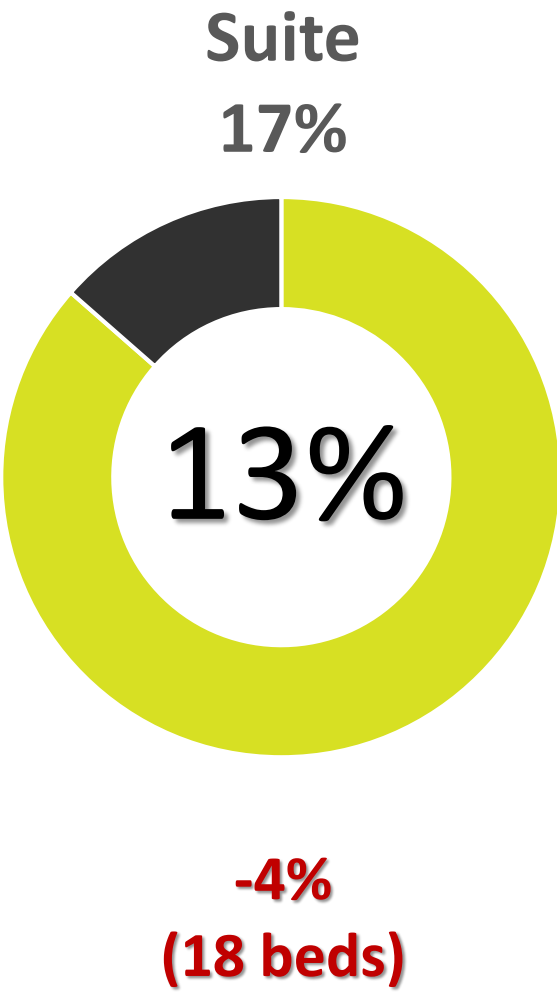
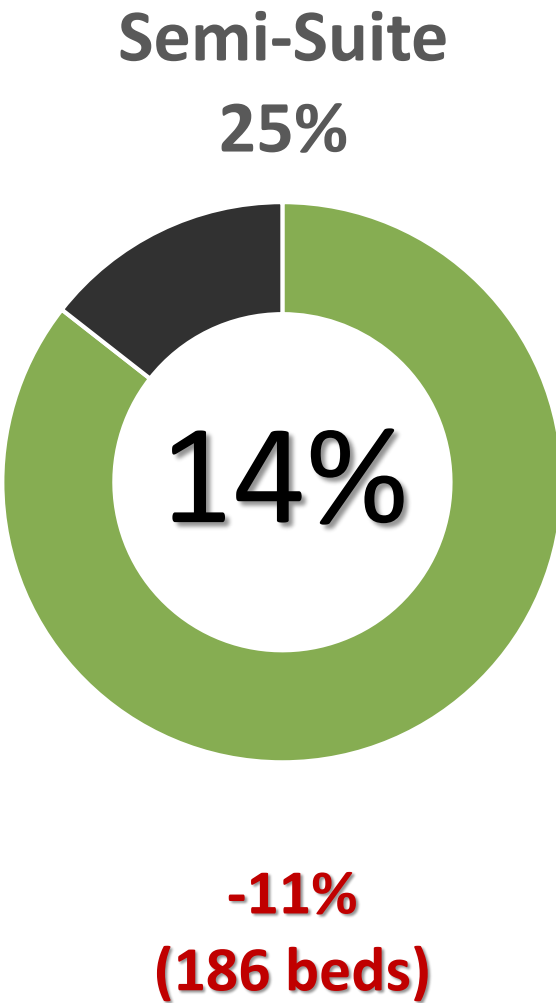
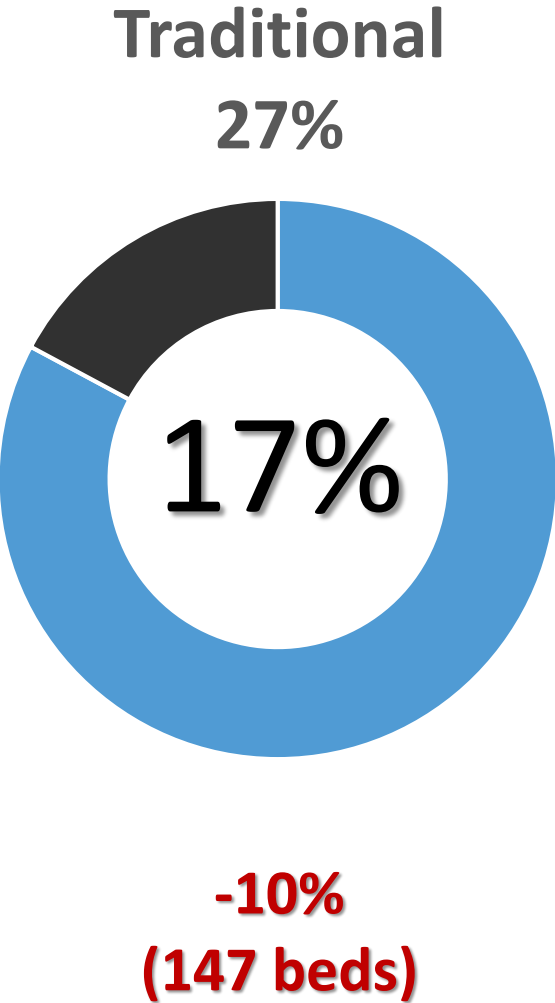


\* Per WWU rating


	.00-.10	EXCELLENT
	.10-.20	GOOD
	.20-.50	FAIR
	.50-.70	POOR
	ABOVE .70	REPLACE



# Outside the Unit Average: Summary







# SCENARIO STUDIES



# Scenario Study Targets

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- *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

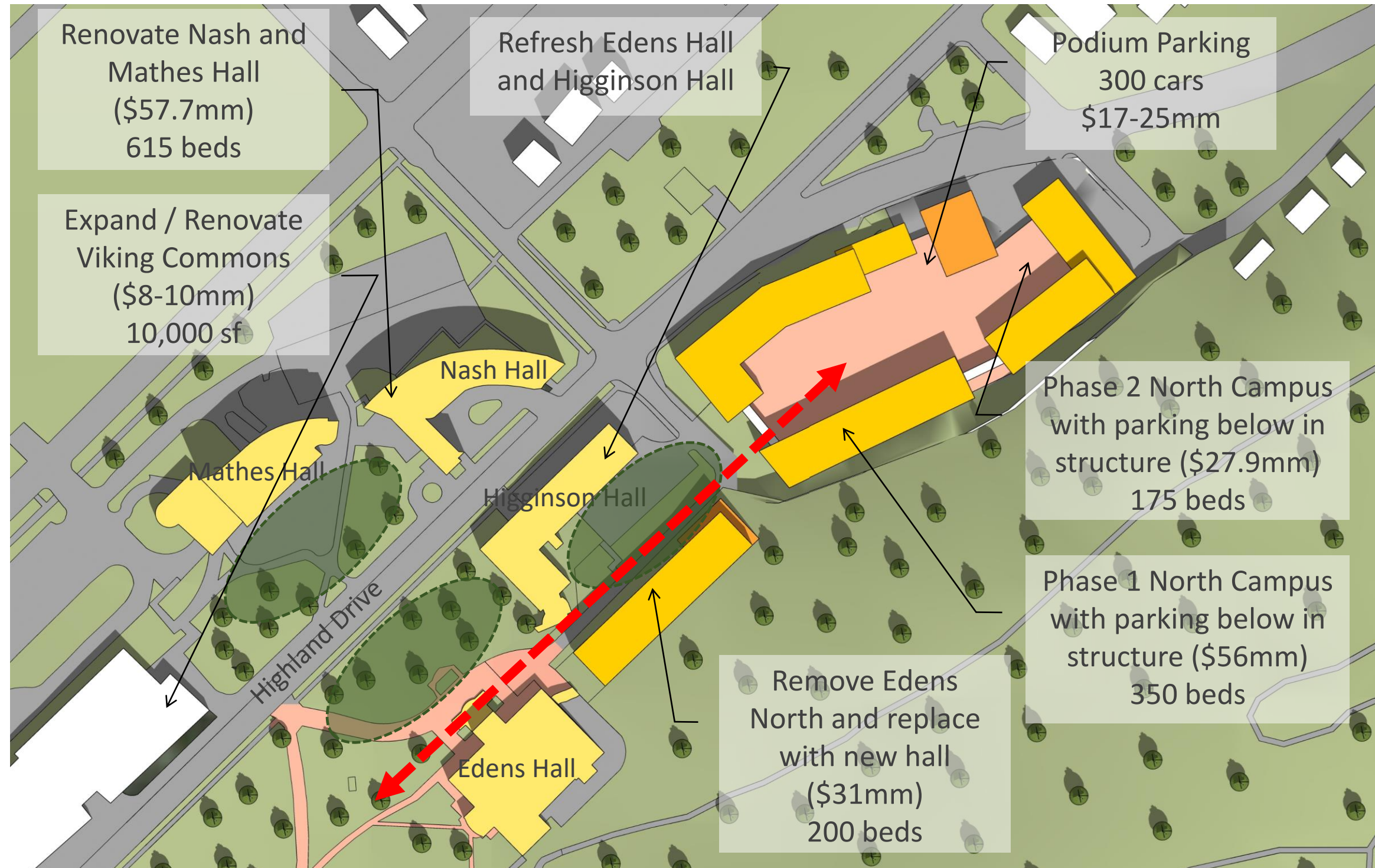
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- *Strong neighborhood set-up*
- *Neighborhood locations are appropriate and create unique identities*
- *Manageable typologies that offer plan flexibility*
- *Good Blend and proper arrangement of typologies*
- *Compact Campus – walkable*

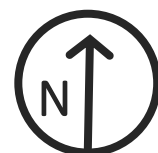


# North Campus Development Projects

- 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



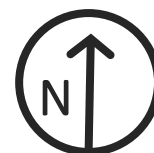


# Ridgeway Development Project – Phase 1 / 2

- 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



Costs shown are estimates of total project cost in current dollars



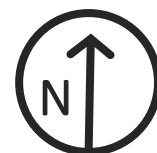


# Ridgeway Development Project – Phase 3/4

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



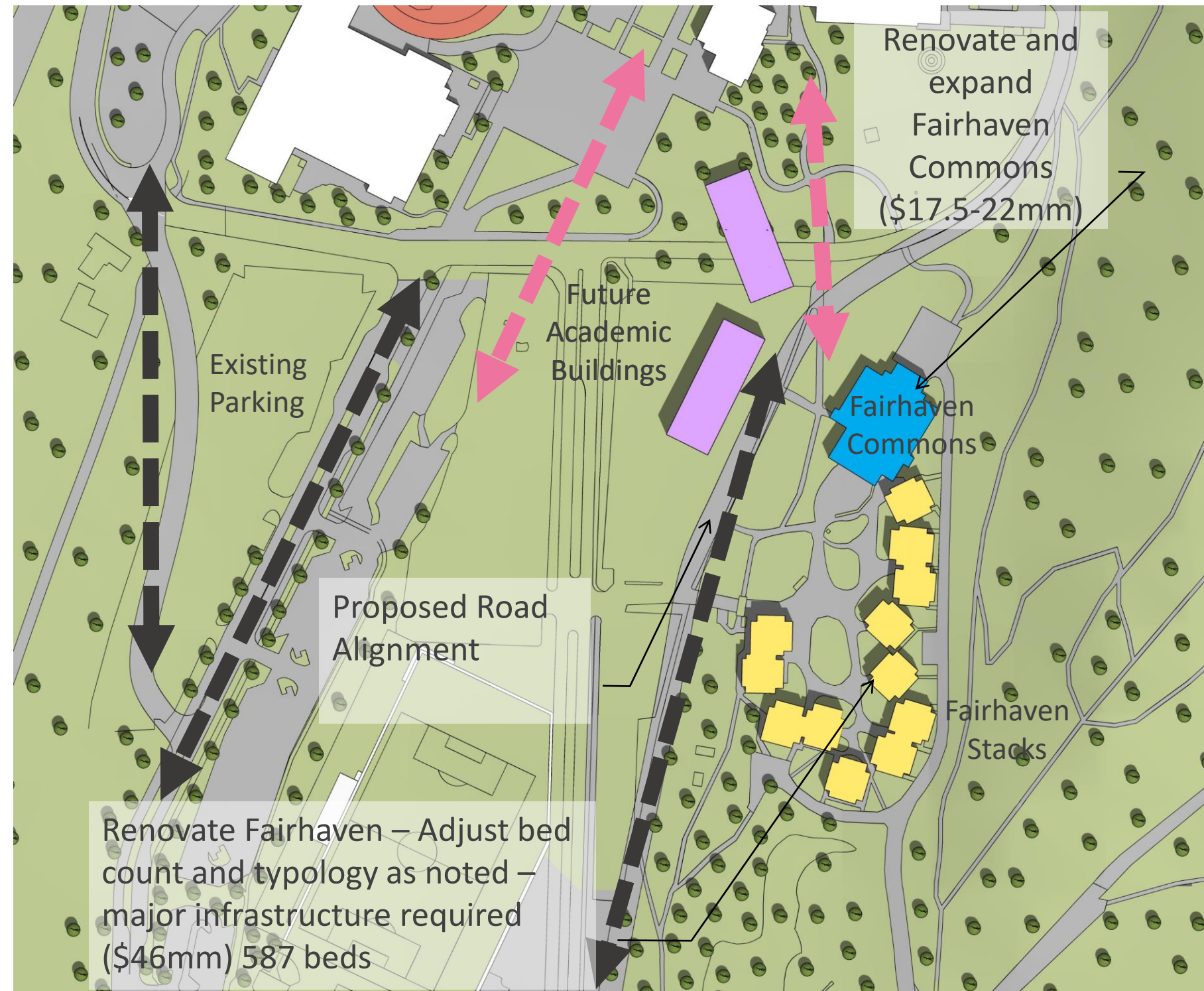
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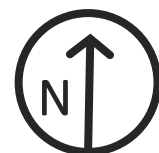


# Fairhaven Development Project - Renovation

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



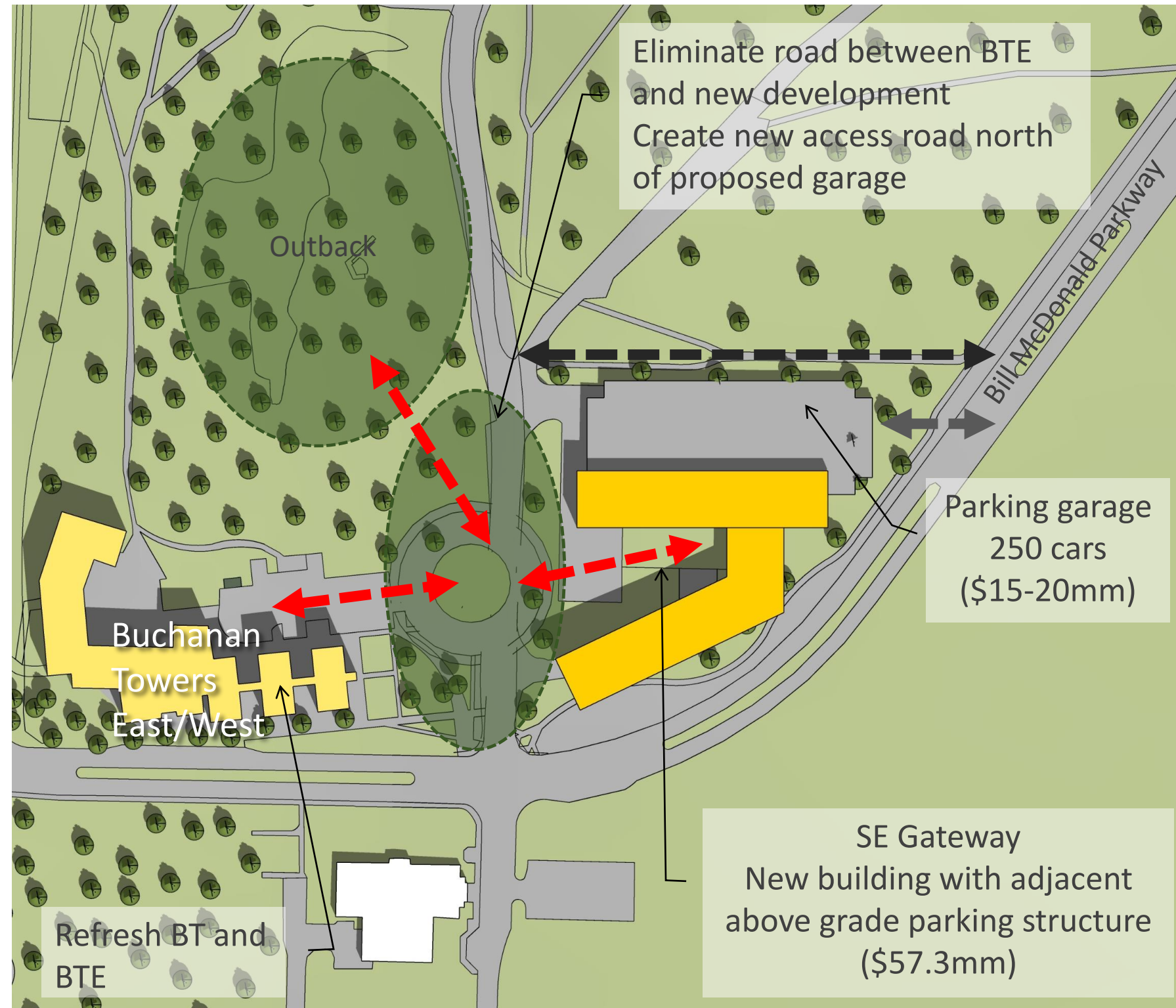
Costs shown are estimates of total project cost in current dollars



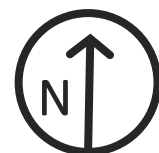


# Southeast Gateway Development Project

- 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

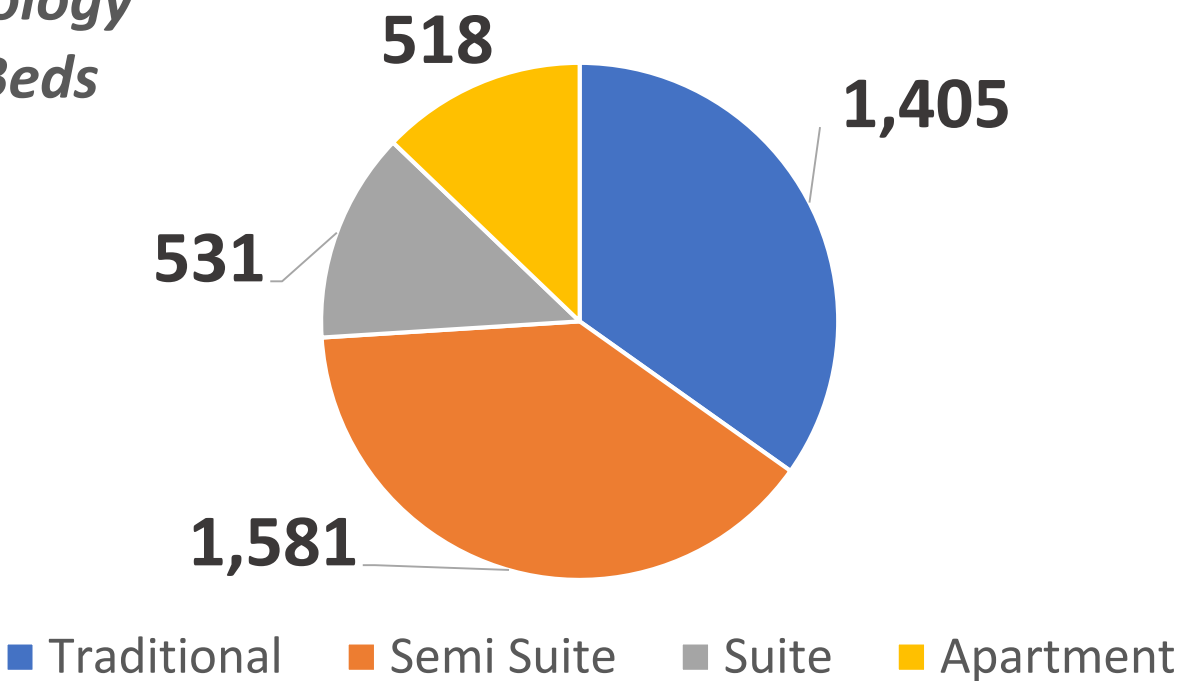
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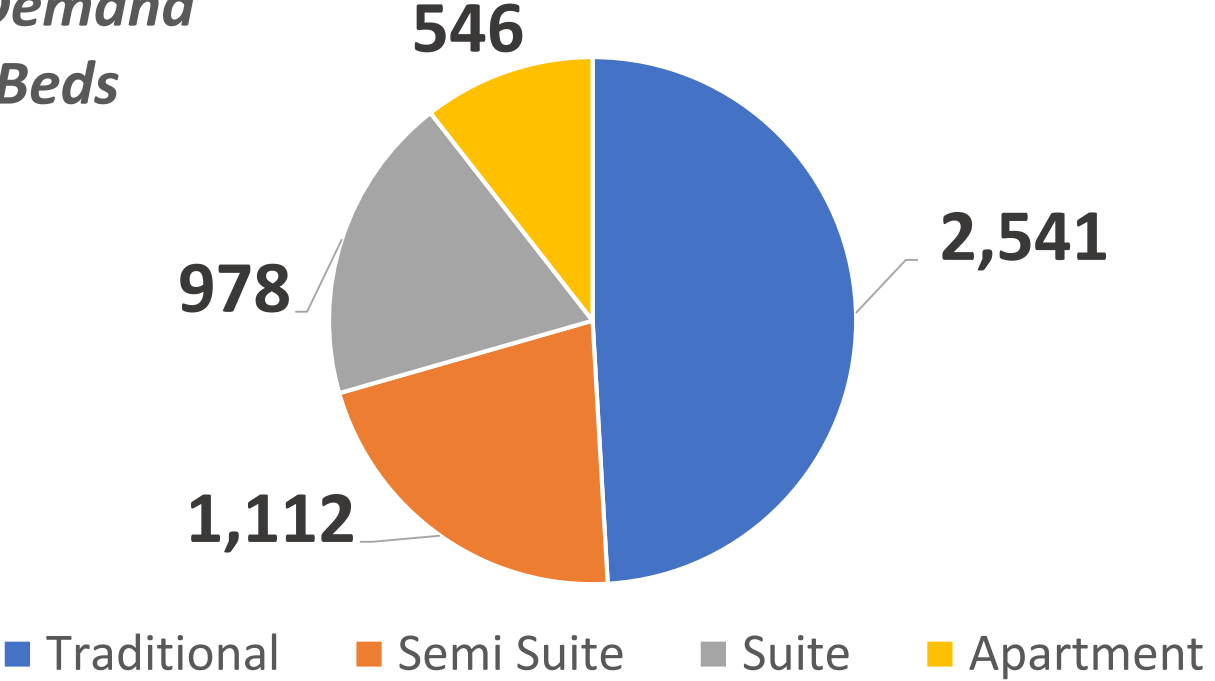
# Scenario Studies – Demand Results

## Target Typologies – Per JLL Study

*Current  
Bed Typology  
4,035 Beds*



*Target  
Bed Typology  
Current Demand  
5,177 Beds*



- 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**

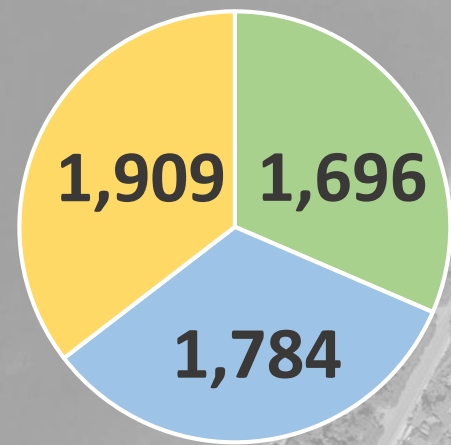
### 3. SOUTH CAMPUS

- **BLENDED TYPOLOGY WITH UPPER DIVISION FOCUS**
- **FAIRHAVEN RENOVATION**
- **BIRNAM WOODS REMAINS**



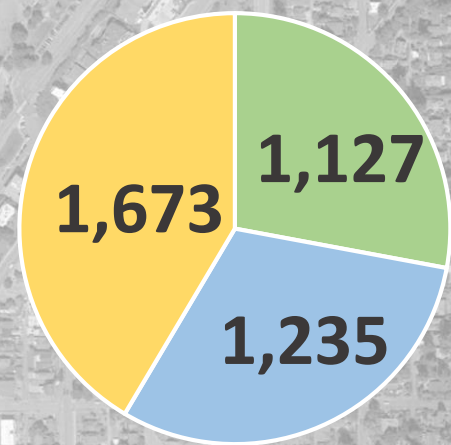
# Original Scenario: Proposed Bed Capacity

Proposed  
Beds



■ North Campus   
 ■ Ridgeway   
 ■ South Campus

Current  
Beds



■ North Campus   
 ■ Ridgeway   
 ■ South Campus

Ridgeway

North Campus

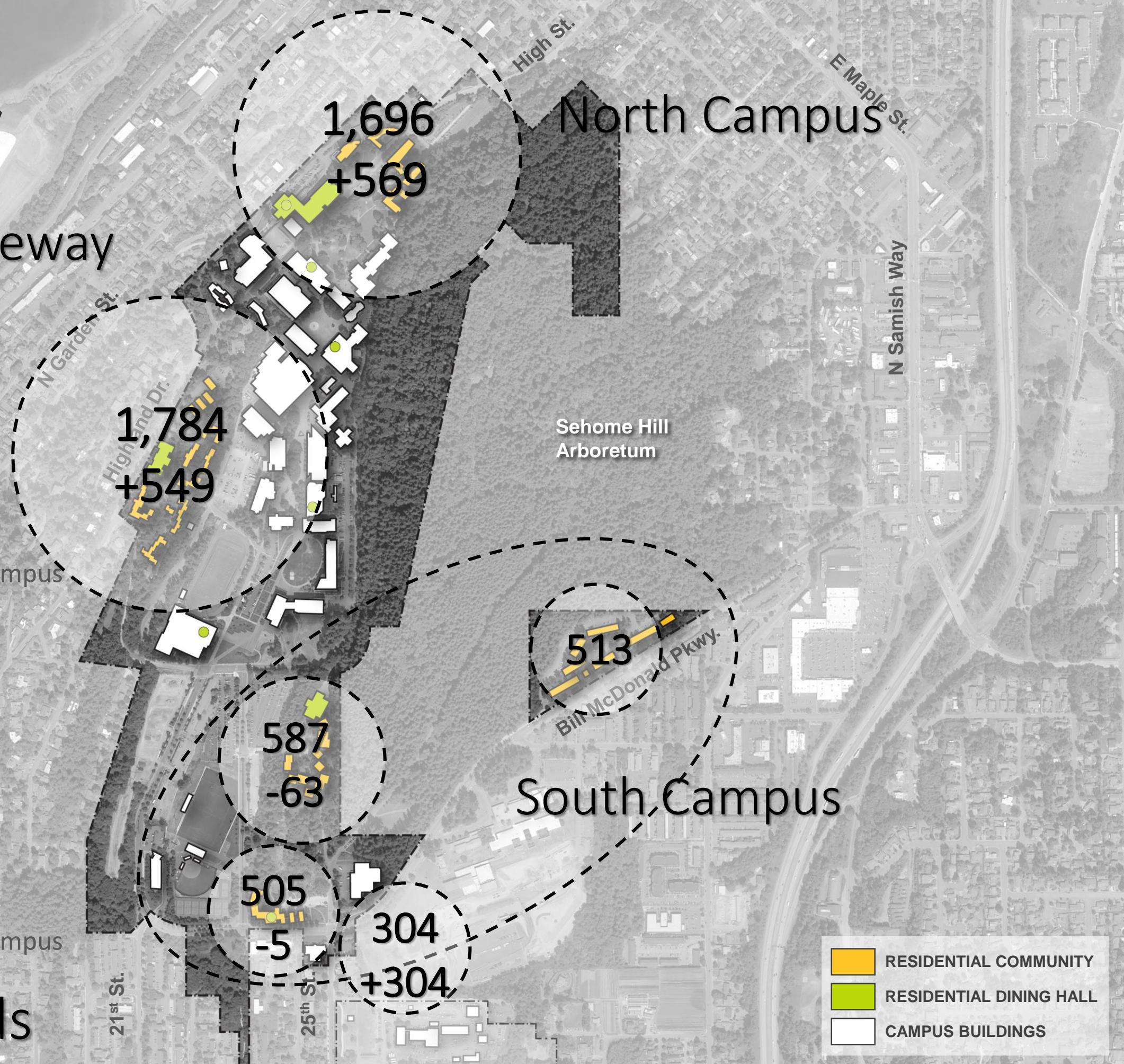
Sehome Hill  
Arboretum

South Campus

Total **5,389** beds



- RESIDENTIAL COMMUNITY
- RESIDENTIAL DINING HALL
- CAMPUS BUILDINGS





# Original Scenario : Full Build-out

Bellingham Bay

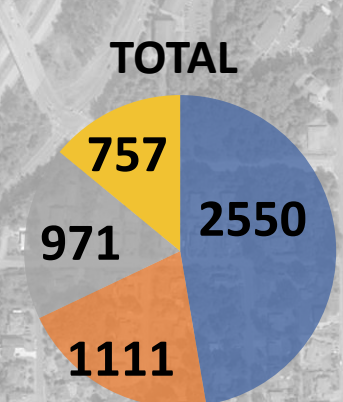
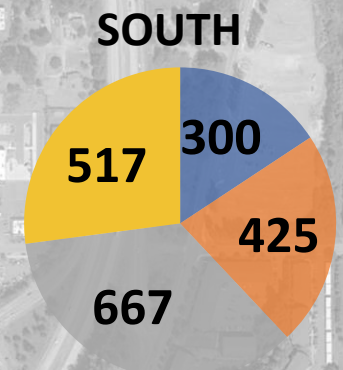
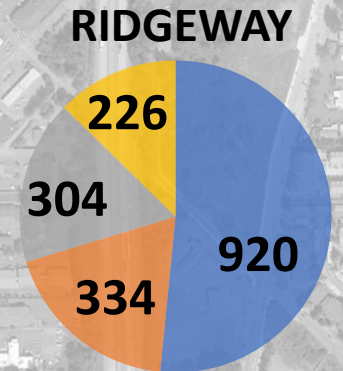
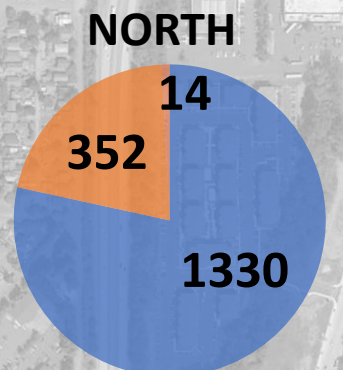
Ridgeway

North Campus

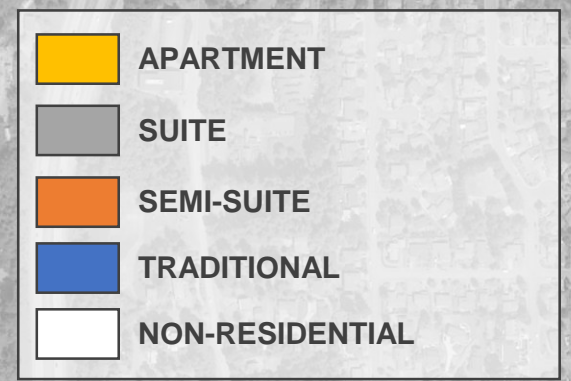
Sehome Hill  
Arboretum

South Campus

- 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



**5389 TOTAL BEDS**



21st St.

25th St.

Bill McDonald Pkwy.

Highland Dr.  
N Garden St.

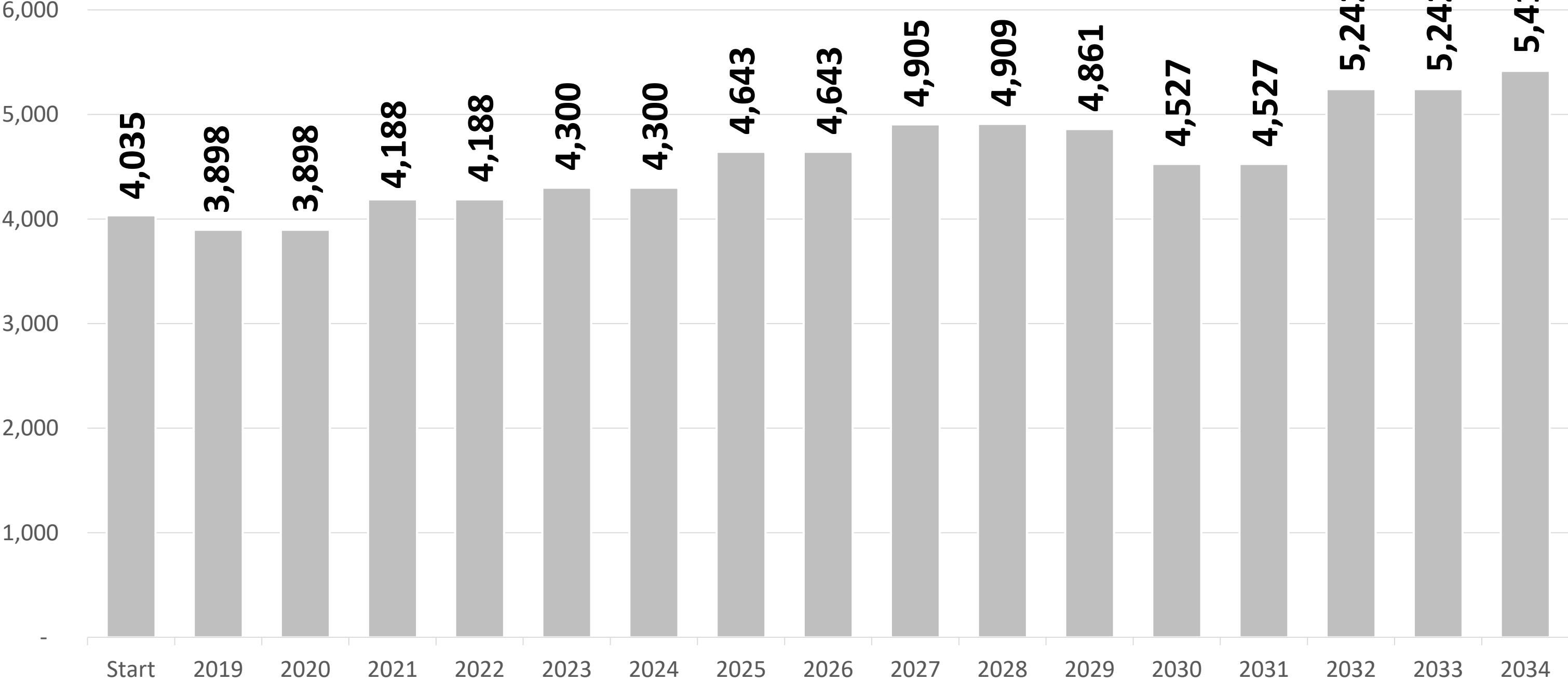
High St.

E Maple St.



# Original Scenario – Yearly Inventory

*Yearly Inventory – Beds  
Reduction for refresh not included*





# Original Scenario – Yearly Inventory

Phasing Distribution Worksheet

Step	Year	Refresh					Renovate					Remove					Replace					Running Total						
		GSF	TDL	SST	STE	APT	GSF	TDL	SST	STE	APT	GSF	TDL	SST	STE	APT	GSF	Program	TDL	SST	STE	APT	GSF	Total	TDL	SST	STE	APT
	2019																						957937	4035	1405	1581	531	518
1	2019	0	0	0	0	0	0	0	0	0	0	25004	0	135	2	0	0	0	0	0	0	0	932933	3898	1405	1446	529	518
2	2021	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	119800	0	45	264	84	8	1052733	4299	1450	1710	613	526
3	2021	0	0	0	0	0	0	0	0	0	0	26432	111	0	0	0	0	0	0	0	0	0	1026301	4188	1339	1710	613	526
4	2023	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	101980	3500	346	0	0	4	1128281	4538	1685	1710	613	530
5	2023	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	56480	0	196	0	0	4	1184761	4738	1881	1710	613	534
6	2023	0	0	0	0	0	0	0	0	0	0	20471	108	0	0	0	0	0	0	0	0	0	1164290	4630	1773	1710	613	534
7	2023	0	0	0	0	0	0	0	0	0	0	20693	104	0	4	0	0	0	0	0	0	0	1143597	4522	1669	1710	609	534
8	2023	0	0	0	0	0	0	0	0	0	0	22513	115	0	0	0	0	0	0	0	0	0	1121084	4407	1554	1710	609	534
9	2023	0	0	0	0	0	0	0	0	0	0	21109	105	0	2	0	0	0	0	0	0	0	1099975	4300	1449	1710	607	534
10	2025	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	230700	35000	550	0	110	8	1330675	4968	1999	1710	717	542
11	2025	0	0	0	0	0	0	0	0	0	0	61272	0	319	6	0	0	0	0	0	0	0	1269403	4643	1999	1391	711	542
12	2026	0	0	0	0	0	61272	300	0	6	0	0	0	0	0	0	0	0	0	0	0	0	1330675	4949	2299	1391	717	542
13	2026	0	0	0	0	0	0	0	0	0	0	61272	0	319	6	0	0	0	0	0	0	0	1269403	4624	2299	1072	711	542
14	2027	0	0	0	0	0	61272	0	275	6	0	0	0	0	0	0	0	0	0	0	0	0	1330675	4905	2299	1347	717	542
15	2028	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	106600	7500	0	150	150	4	1437275	5209	2299	1497	867	546
16	2028	0	0	0	0	0	0	0	0	0	0	75381	300	0	0	0	0	0	0	0	0	0	1361894	4909	1999	1497	867	546
17	2029	0	0	0	0	0	75381	289	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1437275	5198	2288	1497	867	546
18	2029	0	0	0	0	0	0	0	0	0	0	76891	337	0	0	0	0	0	0	0	0	0	1360384	4861	1951	1497	867	546
19	2030	0	0	0	0	0	76891	326	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1437275	5187	2277	1497	867	546
20	2030	0	0	0	0	0	0	0	0	0	0	35845	0	207	0	0	0	0	0	0	0	0	1401430	4980	2277	1290	867	546
21	2030	0	0	0	0	0	0	0	0	0	0	38750	0	225	1	0	0	0	0	0	0	0	1362680	4754	2277	1065	866	546
22	2030	0	0	0	0	0	0	0	0	0	0	48577	225	0	0	2	0	0	0	0	0	0	1314103	4527	2052	1065	866	544
23	2032	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	242500	8000	325	70	110	210	1556603	5242	2377	1135	976	754
24	2034	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	50740	1500	173	0	0	2	1607343	5417	2550	1135	976	756

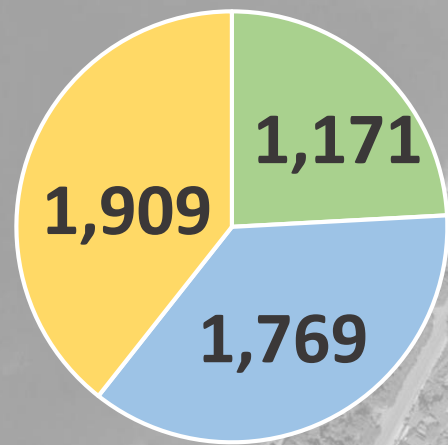
- |   |  |
|---|--|
| <ol style="list-style-type: none"> <li>1. Remove Highland Hall – Beds off-line – Benchmark total equals current inventory less Highland Hall Beds</li> <li>2. Complete Ridgeway Phase 1 – Beds on-line</li> <li>3. Remove Edens North – Beds off-line – Benchmark total equals addition of Ridgeway Phase 1 less Edens North Beds</li> <li>4. Complete North Campus Phase 1 – Beds on-line</li> <li>5. Complete Edens North Replacement – Beds on-line</li> <li>6. Remove Sigma – Beds off-line</li> <li>7. Remove Omega – Beds off-line</li> <li>8. Remove Delta – Beds off-line</li> <li>9. Remove Alpha – Beds off-line – Benchmark total equals addition of NCP1/Edens North Replacement less SODA Beds</li> <li>10. Ridgeway Phase 2 - Beds on-line and new commons</li> <li>11. Fairhaven Phase 1 Beds off-line – Benchmark total equals addition of Ridgeway Phase 2 less Fairhaven Phase 1 Beds</li> <li>12. Fairhaven Phase 1 Renovation Complete – Beds on-line and new commons</li> <li>13. Fairhaven Phase 2 Beds off-line – Benchmark total equals addition of Fairhaven Phase 1 Beds less Fairhaven Phase 2 Beds</li> </ol> | <ol style="list-style-type: none"> <li>14. Fairhaven Phase 2 Renovation Complete – Benchmark equals addition of Fairhaven Phase 2 Beds</li> <li>15. SE Gateway Completed – Beds On-line</li> <li>16. Mathes Beds off-line – Benchmark total equals addition of SE Gateway Beds less Mathes Beds</li> <li>17. Mathes Renovation Complete – Beds on-line</li> <li>18. Nash Beds off-line – Benchmark total equals addition of Mathes Beds less Nash Beds</li> <li>19. Nash Renovation Complete – Beds on-line</li> <li>20. Kappa Beds off-line</li> <li>21. Beta Beds off-line</li> <li>22. Gamma Beds off-line – Benchmark equals addition of Nash Beds less Kappa Beta Gamma Beds</li> <li>23. Ridgeway Phase 3 Complete – Benchmark total equals addition of Ridgeway Phase 3 Beds</li> <li>24. North Campus Phase 2 Complete – Benchmark represents the addition of NCP2 Beds</li> </ol> |
|---|--|



# Alternate Scenario A: Remove North Lot Project Proposed Bed Capacity

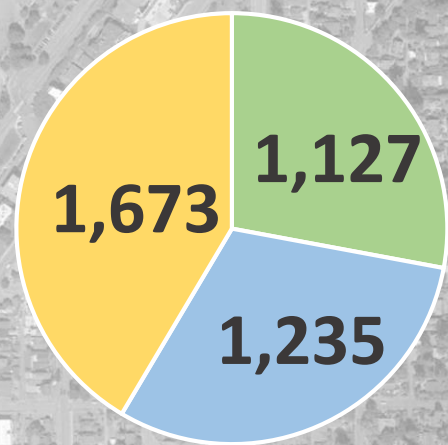
Bellingham Bay

Proposed  
Beds



■ North Campus   
 ■ Ridgeway   
 ■ South Campus

Current  
Beds



■ North Campus   
 ■ Ridgeway   
 ■ South Campus

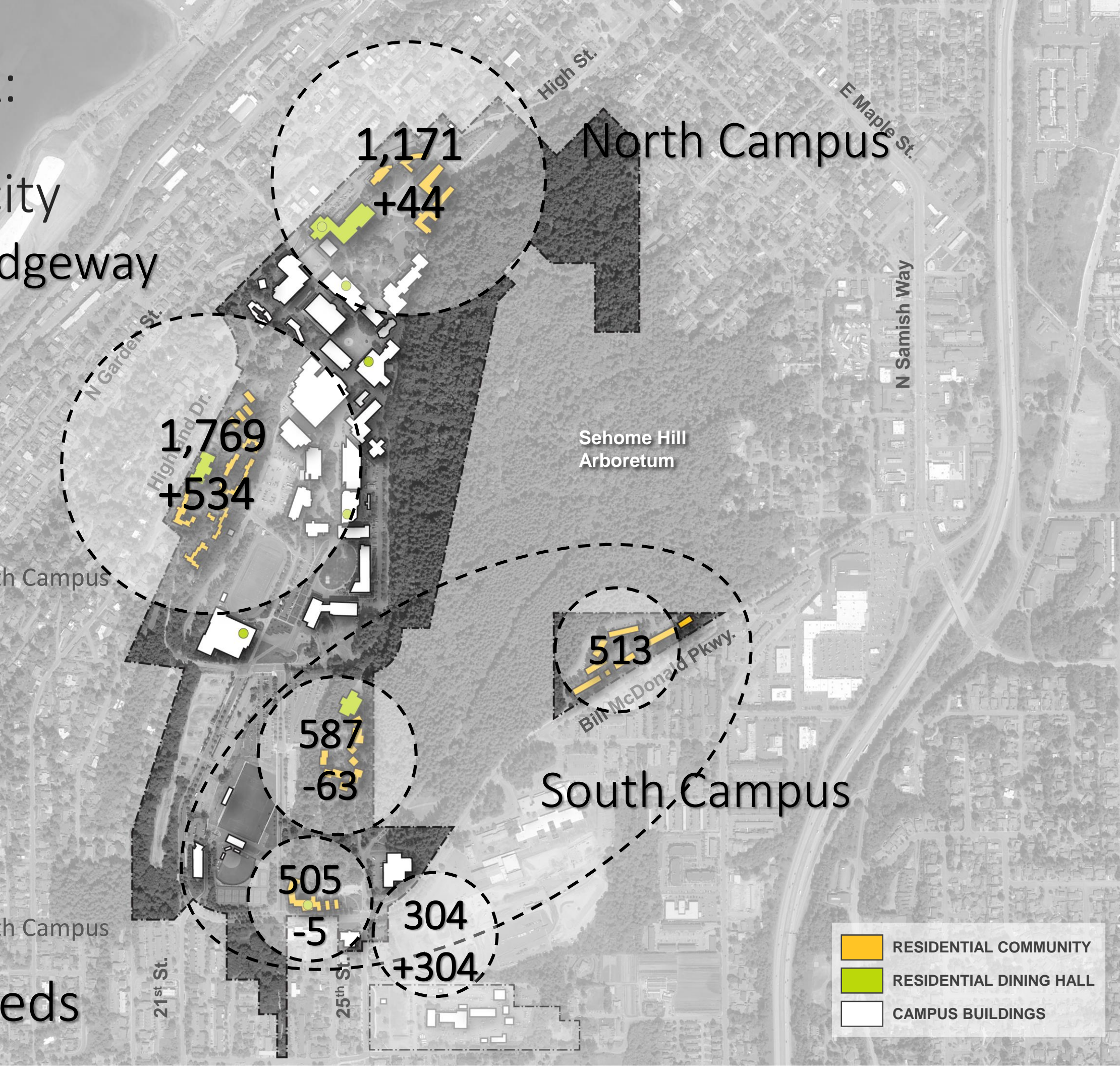
Ridgeway

North Campus

Sehome Hill  
Arboretum

South Campus

Total **4,849** beds





# Alternate Scenario A: Remove North Lot Project Proposed Bed Capacity

Bellingham Bay

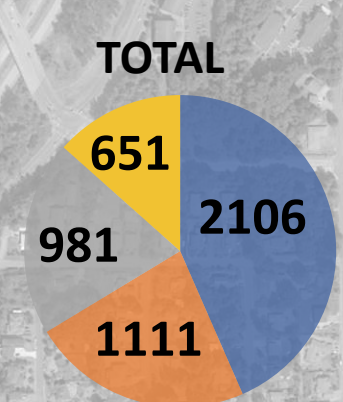
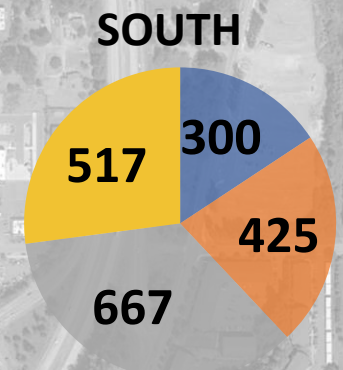
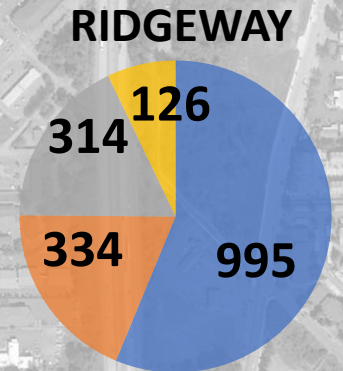
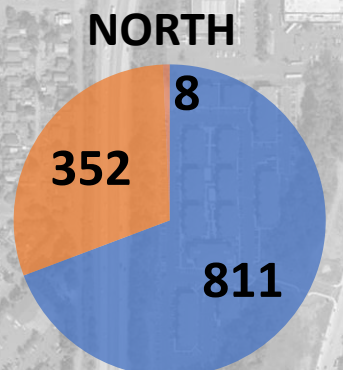
Ridgeway

North Campus

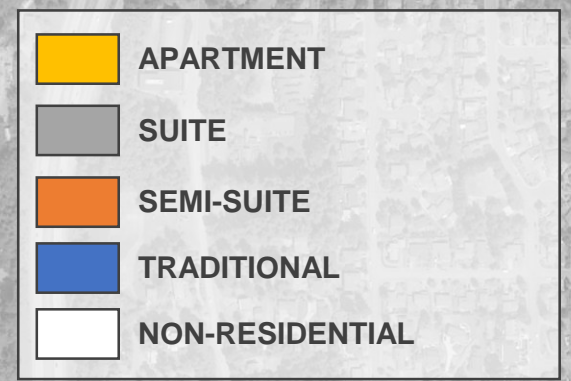
Sehome Hill  
Arboretum

South 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



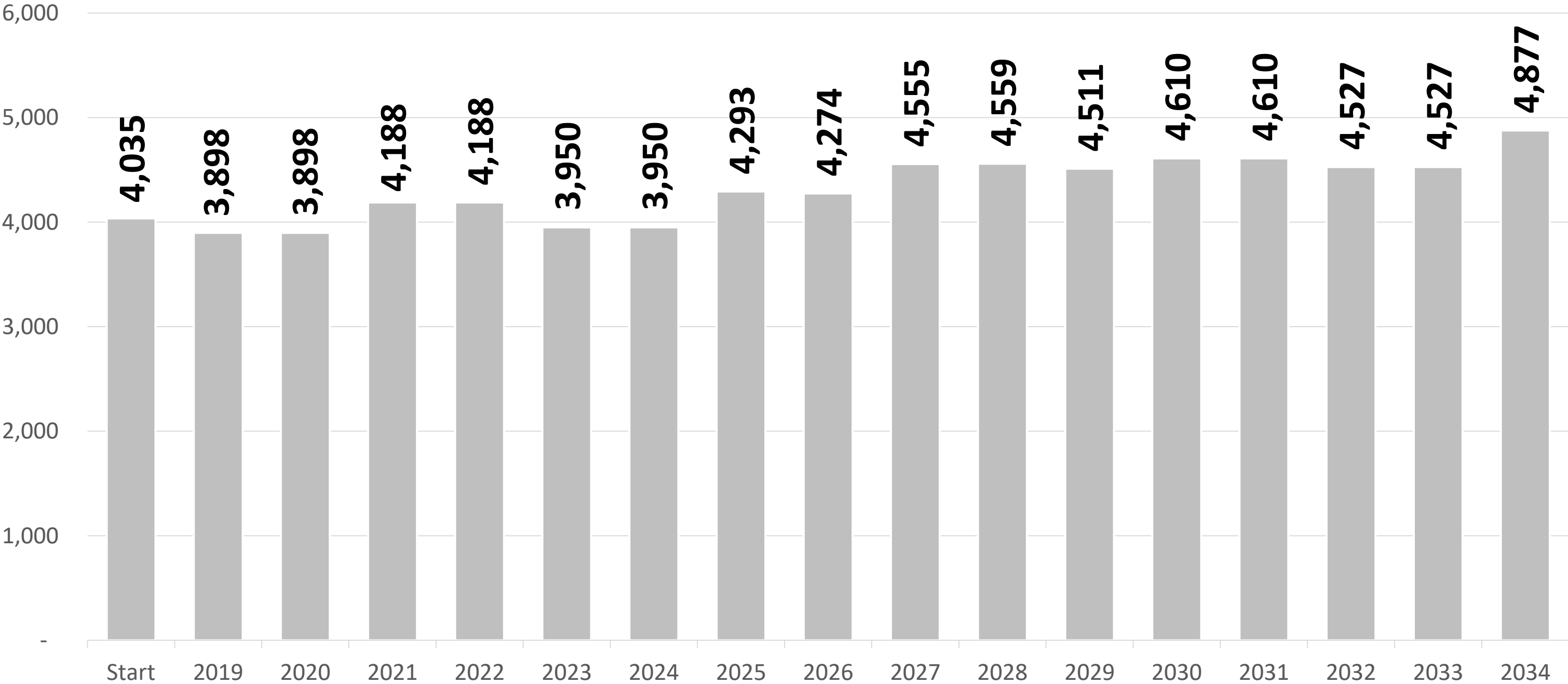
**5417 TOTAL BEDS**





# Alternate Scenario A – Yearly Inventory

*Yearly Inventory – Beds  
Reduction for refresh not included*





# Alternate Scenario A – Yearly Inventory

Phasing Distribution Worksheet

Step	Year	Refresh					Renovate					Remove					Replace					Running Total						
		GSF	TDL	SST	STE	APT	GSF	TDL	SST	STE	APT	GSF	TDL	SST	STE	APT	GSF	Program	TDL	SST	STE	APT	GSF	Total	TDL	SST	STE	APT
	2019																						957937	4035	1405	1581	531	518
1	2019	0	0	0	0	0	0	0	0	0	0	25004	0	135	2	0	0	0	0	0	0	0	932933	3898	1405	1446	529	518
2	2021	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	119800	0	45	264	84	8	1052733	4299	1450	1710	613	526
3	2021	0	0	0	0	0	0	0	0	0	0	26432	111	0	0	0	0	0	0	0	0	0	1026301	4188	1339	1710	613	526
4	2023	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	56480	0	196	0	0	4	1082781	4388	1535	1710	613	530
5	2023	0	0	0	0	0	0	0	0	0	0	20471	108	0	0	0	0	0	0	0	0	0	1062310	4280	1427	1710	613	530
6	2023	0	0	0	0	0	0	0	0	0	0	20693	104	0	4	0	0	0	0	0	0	0	1041617	4172	1323	1710	609	530
7	2023	0	0	0	0	0	0	0	0	0	0	22513	115	0	0	0	0	0	0	0	0	0	1019104	4057	1208	1710	609	530
8	2023	0	0	0	0	0	0	0	0	0	0	21109	105	0	2	0	0	0	0	0	0	0	997995	3950	1103	1710	607	530
9	2025	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	230700	35000	550	0	110	8	1228695	4618	1653	1710	717	538
10	2025	0	0	0	0	0	0	0	0	0	0	61272	0	319	6	0	0	0	0	0	0	0	1167423	4293	1653	1391	711	538
11	2026	0	0	0	0	0	61272	300	0	6	0	0	0	0	0	0	0	0	0	0	0	0	1228695	4599	1953	1391	717	538
12	2026	0	0	0	0	0	0	0	0	0	0	61272	0	319	6	0	0	0	0	0	0	0	1167423	4274	1953	1072	711	538
13	2027	0	0	0	0	0	61272	0	275	6	0	0	0	0	0	0	0	0	0	0	0	0	1228695	4555	1953	1347	717	538
14	2028	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	106600	7500	0	150	150	4	1335295	4859	1953	1497	867	542
15	2028	0	0	0	0	0	0	0	0	0	0	75381	300	0	0	0	0	0	0	0	0	0	1259914	4559	1653	1497	867	542
16	2029	0	0	0	0	0	75381	289	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1335295	4848	1942	1497	867	542
17	2029	0	0	0	0	0	0	0	0	0	0	76891	337	0	0	0	0	0	0	0	0	0	1258404	4511	1605	1497	867	542
18	2030	0	0	0	0	0	76891	326	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1335295	4837	1931	1497	867	542
19	2030	0	0	0	0	0	0	0	0	0	0	48577	225	0	0	2	0	0	0	0	0	0	1286718	4610	1706	1497	867	540
20	2032	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	117500	8000	200	35	60	55	1404218	4960	1906	1532	927	595
21	2032	0	0	0	0	0	0	0	0	0	0	35845	0	207	0	0	0	0	0	0	0	0	1368373	4753	1906	1325	927	595
22	2032	0	0	0	0	0	0	0	0	0	0	38750	0	225	1	0	0	0	0	0	0	0	1329623	4527	1906	1100	926	595
23	2034	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	117500	8000	200	35	60	55	1447123	4877	2106	1135	986	650
24	2034	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1447123	4877	2106	1135	986	650

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

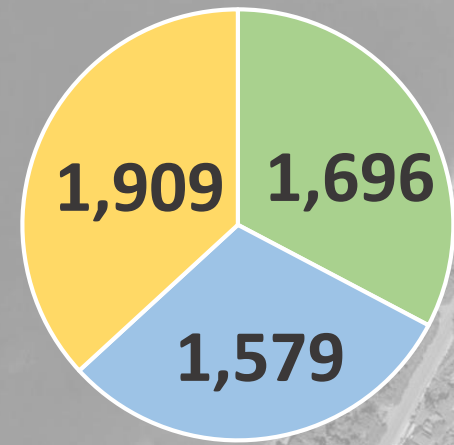
Bellingham Bay

Ridgeway

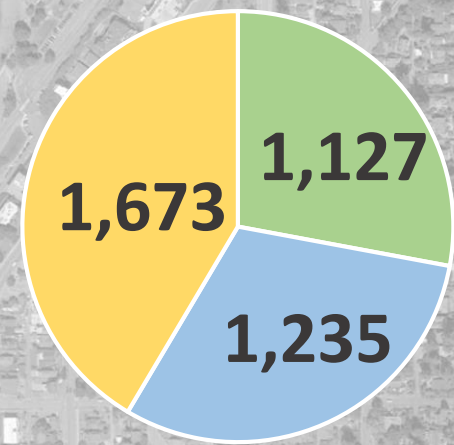
North Campus

Sehome Hill  
Arboretum

South Campus



■ North Campus   
 ■ Ridgeway   
 ■ South Campus



■ North Campus   
 ■ Ridgeway   
 ■ South Campus

1,579  
+344

1,696  
+569

587  
-63

513

505  
-5

304  
+304



Total **5,184** beds

- RESIDENTIAL COMMUNITY
- RESIDENTIAL DINING HALL
- CAMPUS BUILDINGS

21st St.

25th St.

N Garden St.

Highland Dr.

High St.

E Maple St.

N Samish Way

Bill McDonald Pkwy.



# Alternate Scenario B: North Campus Phasing Shifted Proposed Bed Capacity

Bellingham Bay

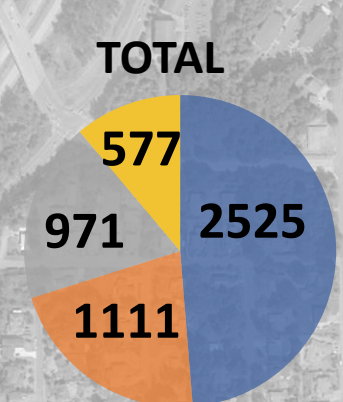
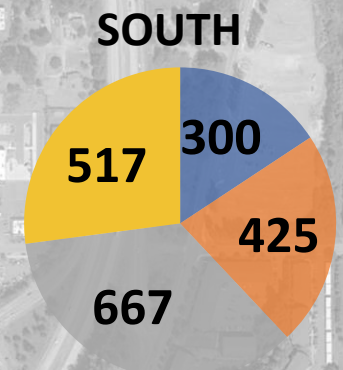
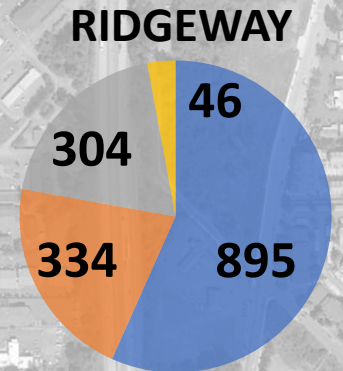
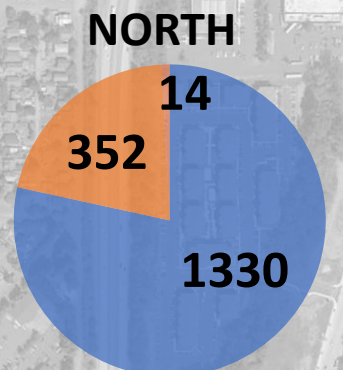
Ridgeway

North Campus

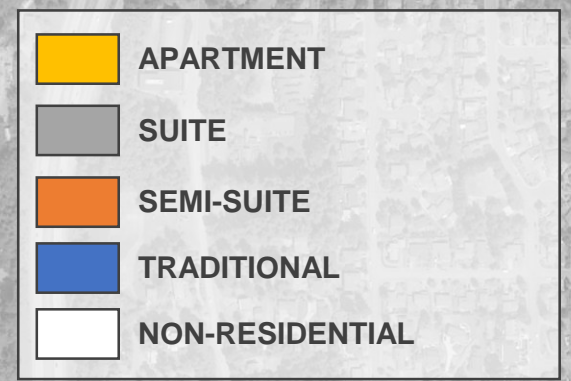
Sehome Hill  
Arboretum

South 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 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



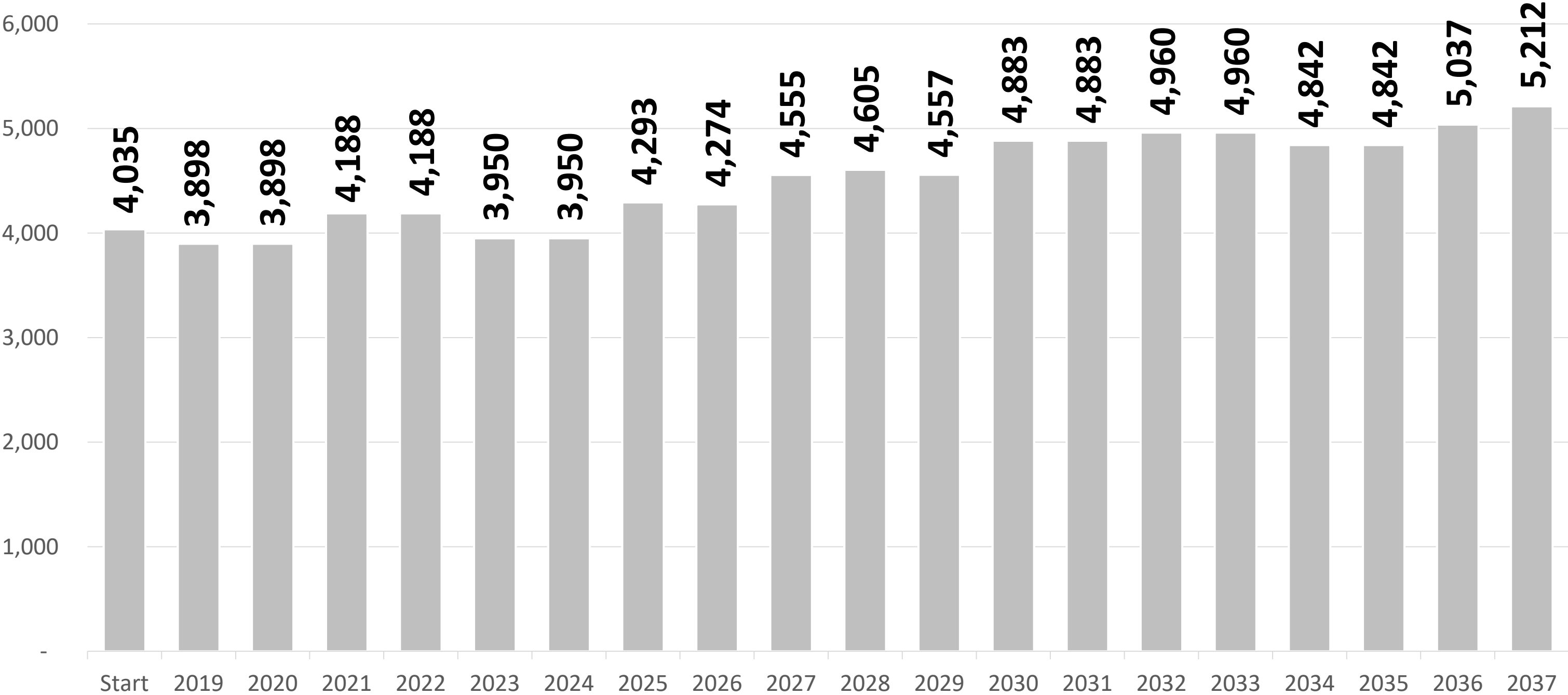
**5184 TOTAL BEDS**





# Alternate Scenario B – Yearly Inventory

*Yearly Inventory – Beds  
Reduction for refresh not included*





# Alternate Scenario B – Yearly Inventory

Phasing Distribution Worksheet

Phase	Year	Refresh					Renovate					Remove					Replace					Running Total						
		GSF	TDL	SST	STE	APT	GSF	TDL	SST	STE	APT	GSF	TDL	SST	STE	APT	GSF	Program	TDL	SST	STE	APT	GSF	Total	TDL	SST	STE	APT
	2019																						957937	4035	1405	1581	531	518
1	2019	0	0	0	0	0	0	0	0	0	0	25004	0	135	2	0	0	0	0	0	0	0	932933	3898	1405	1446	529	518
2	2021	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	119800	0	45	264	84	8	1052733	4299	1450	1710	613	526
3	2021	0	0	0	0	0	0	0	0	0	0	26432	111	0	0	0	0	0	0	0	0	0	1026301	4188	1339	1710	613	526
4	2023	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	56480	0	196	0	0	4	1082781	4388	1535	1710	613	530
5	2023	0	0	0	0	0	0	0	0	0	0	20471	108	0	0	0	0	0	0	0	0	0	1062310	4280	1427	1710	613	530
6	2023	0	0	0	0	0	0	0	0	0	0	20693	104	0	4	0	0	0	0	0	0	0	1041617	4172	1323	1710	609	530
7	2023	0	0	0	0	0	0	0	0	0	0	22513	115	0	0	0	0	0	0	0	0	0	1019104	4057	1208	1710	609	530
8	2023	0	0	0	0	0	0	0	0	0	0	21109	105	0	2	0	0	0	0	0	0	0	997995	3950	1103	1710	607	530
9	2025	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	230700	35000	550	0	110	8	1228695	4618	1653	1710	717	538
10	2025	0	0	0	0	0	0	0	0	0	0	61272	0	319	6	0	0	0	0	0	0	0	1167423	4293	1653	1391	711	538
11	2026	0	0	0	0	0	61272	300	0	6	0	0	0	0	0	0	0	0	0	0	0	0	1228695	4599	1953	1391	717	538
12	2026	0	0	0	0	0	0	0	0	0	0	61272	0	319	6	0	0	0	0	0	0	0	1167423	4274	1953	1072	711	538
13	2027	0	0	0	0	0	61272	0	275	6	0	0	0	0	0	0	0	0	0	0	0	0	1228695	4555	1953	1347	717	538
14	2028	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	101980	3500	346	0	0	4	1330675	4905	2299	1347	717	542
15	2028	0	0	0	0	0	0	0	0	0	0	75381	300	0	0	0	0	0	0	0	0	0	1255294	4605	1999	1347	717	542
16	2029	0	0	0	0	0	75381	289	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1330675	4894	2288	1347	717	542
17	2029	0	0	0	0	0	0	0	0	0	0	76891	337	0	0	0	0	0	0	0	0	0	1253784	4557	1951	1347	717	542
18	2030	0	0	0	0	0	76891	326	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1330675	4883	2277	1347	717	542
19	2032	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	106600	7500	0	150	150	4	1437275	5187	2277	1497	867	546
20	2032	0	0	0	0	0	0	0	0	0	0	48577	225	0	0	2	0	0	0	0	0	0	1388698	4960	2052	1497	867	544
21	2034	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	98000	8000	300	0	0	15	1486698	5275	2352	1497	867	559
22	2034	0	0	0	0	0	0	0	0	0	0	35845	0	207	0	0	0	0	0	0	0	0	1450853	5068	2352	1290	867	559
23	2034	0	0	0	0	0	0	0	0	0	0	38750	0	225	1	0	0	0	0	0	0	0	1412103	4842	2352	1065	866	559
24	2036	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	69500	4000	0	70	110	15	1481603	5037	2352	1135	976	574
25	2037	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	50740	1500	173	0	0	2	1532343	5212	2525	1135	976	576

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. 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 MODEL



# 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 identify a phasing plan that meets campus inventory objectives and financial commitments**



# Financial Model Assumptions – Capital Costs

Hard Costs		Soft Costs	
New Construction <sup>1</sup>	\$427 / SF	Architectural & Engineering Fees	6% of Hard Costs
Renovation <sup>2</sup>	\$290 / SF	Other Consultants	2% of Hard Costs
Inflation Allowance <sup>3</sup> (Long Term)	3.5% / Year	Commissioning and Close Out	2% of Hard Costs
Inflation Allowance <sup>4</sup> (Short Term)	6.0% / Year	FF&E	\$3,000 / Bed
<b>Hard Costs Include:</b>		Plan Review / Permits	1.5% of Hard Costs
<ul style="list-style-type: none"> <li>• Site preparation</li> <li>• Utilities &amp; Infrastructure</li> <li>• Demolition &amp; Abatement</li> <li>• Landscaping</li> </ul>		Project Management	3% of Hard Costs
		Project Contingency	10% of Hard + Soft Costs

Soft costs are 29% of hard costs

**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



# Financial Model Assumptions – Revenue

Revenue Assumptions			
Housing Type	Room	Board	Total
Residence Hall	\$7,504	\$4,409	\$11,913
Apartment	\$3,780	\$0	\$3,780
Annual Rent Escalation		4% / year	
Annual Meal Plan Escalation		4% / year	
<b>Other Revenue Sources: \$4,115,332</b>			
<ul style="list-style-type: none"> <li>• Fees / Penalties</li> <li>• Investments</li> <li>• Interest Subsidy</li> <li>• Housing Rentals</li> <li>• Conferences</li> <li>• Commissions</li> </ul>			
<b>Viking Union: \$5,044,736</b>			

## 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

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

## 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



# Financial Model Assumptions – Debt/Financing

Debt / Financing Assumptions		
	Renovation	New Construction
Interest Rate	4.25%	4.25%
Term	25 Years	30 Years

## 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		
	Amount	Escalation
Housing R&R <sup>1</sup>	\$2,350,000	3.00%
Housing R&R <sup>2</sup>	\$1,500,000	
Viking Union R&R	\$102,000	3.00%

Capital Plan Projects <sup>3</sup>		
Year	Housing	Viking Union
2019	\$9,120,000	-
2020	\$6,000,000	\$175,000
2021	\$4,000,000	\$250,000
2022	\$3,500,000	\$2,000,000
<b>Total</b>	<b>\$22,620,000</b>	<b>\$2,425,000</b>

## 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



# 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

<b>Original Scenario – 5,389 Beds</b>			
<b>Rate Structure</b>	<b>Existing<sup>1</sup></b>	<b>New/Reno Premium<sup>2</sup></b>	<b>Stratified<sup>3</sup></b>
Development Costs <sup>4</sup>	\$558,000,000	\$558,000,000	\$558,000,000
Rate Increase to Achieve Feasibility	N/A	15%	12%
1.25x Debt Coverage Ratio <sup>5</sup>	Through 2029	Entire Plan	Entire Plan
Stabilized 1.40x Debt Coverage Ratio <sup>6</sup>	Year 24 (2043)	Year 21 (2040)	Year 22 (2041)
Projects Completed	NC – Phase 1 and 3 RW – Phase 1 and 2	All Phases	All Phases

**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

<b>Alternate Scenario A – 4,849 Beds</b>			
<b>Rate Structure</b>	<b>Existing<sup>1</sup></b>	<b>New/Reno Premium<sup>2</sup></b>	<b>Stratified<sup>3</sup></b>
Development Costs <sup>4</sup>	\$515,500,000	\$515,500,000	\$515,500,000
Rate Increase to Achieve Feasibility	N/A	8%	6%
1.25x Debt Coverage Ratio <sup>5</sup>	Through 2033	Entire Plan	Entire Plan
Stabilized 1.40x Debt Coverage Ratio <sup>6</sup>	Year 26 (2045)	Year 24 (2043)	Year 24 (2043)
Projects Completed	All Except RW Phase 4	All Phases	All Phases

**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

<b>Alternate Scenario B – 5,184 Beds</b>			
<b>Rate Structure</b>	<b>Existing<sup>1</sup></b>	<b>New/Reno Premium<sup>2</sup></b>	<b>Stratified<sup>3</sup></b>
Development Costs <sup>4</sup>	\$599,000,000	\$599,000,000	\$599,000,000
Rate Increase to Achieve Feasibility	N/A	8%	8%
1.25x Debt Coverage Ratio <sup>5</sup>	Through 2034	Entire Plan	Entire Plan
Stabilized 1.40x Debt Coverage Ratio <sup>6</sup>	Year 27 (2046)	Year 26 (2045)	Year 26 (2045)
Projects Completed	All Except North Lot 2 and RW Phase 3+4	All Phases	All Phases

**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**