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VOLUME 2

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PARTICIPANTS

THE EVERGREEN STATE COLLEGE

STEERING COMMITTEE

Richard Davis, Facilities Engineer, Office of Facilities Services

Sharon Goodman, Interim Director of Recreation and Athletics & Residential and Dining Services

Azeem Hoosein, Assistant Director for Planning and Construction, Office of Facilities Services

Michael Joseph, TESC student

Jaymie Lacina, Assistant Director for Residential Facilities

Deborah Miles, Fiscal Specialist, Residential and Dining Services

Brianna Martin, Residential and Dining Services

Nancy Murray, Academic Dean

Jeanne Rynne, Director of Facilities Services

Steve Trotter, Executive Director of Operational Planning and Budget

BOARD OF TRUSTEES

Emily Dunn-Wilder, Student Trustee

Fred Goldberg, Chair

Irene Gonzales

Keith Kessler

David Nicandri, Secretary

Anne Proffitt

Gretchen Sorensen, Vice Chair

James Wigfall

FOCUS GROUP PARTICIPANTS

Focus group interviews were conducted with various groups to gain a better understanding of the diverse perspectives and residential experiences on campus, including:

Equity & Access

Michael Cliffthorne

Rich Davis

Sharon Goodman

Meredith Inocencio

Thomas Randy Kelly

Jaymie Lacina

Matt Lebens

Rashida Love

Emily Pieper

Raquel Salinas

Andi Seabert

Jacob Usher

Campus Planning & Sustainability

Joseph Anderson

Rich Davis

Wendy Endress

Sharon Goodman

John Hurley

Jaymie Lacina

David McAvity

Jeanne Rynne

Jacob Usher

Residential & Dining Services Operations

Rich Davis

Amanda De La Torre

Sheryl Dorney

Sharon Goodman

Steve Johnson

Jaymie Lacina

Erin Lewis

Kelly Lundy

Noel McHugh

Deborah Miles

Margo Morales

Lisbeth Panush

Mike Russell

Katherine Striggow

Travis Trumbly

Jacob Usher

Student Life & Academic Support

Lori Blewett

Jamie Cooper

Rich Davis

Wendy Enders

Sharon Goodman

Elaine Hayashi-Peterson

Kitty Jones

Jaymie Lacina

Sara Martin

Elizabeth McHugh

Tom Mercado

Nancy Murray

Kelly Schrader

Andi Seabert

Recruitment & Retention

Scott Coleman

Jamie Cooper

Andy Corn

Rich Davis

Sharon Goodman

Sam Havens

Kelsey Hulse

Steve Hunter

Abby Kelso

Clarisse Leong

Elizabeth Rush

Jeanne Rynne

Todd Sprague

Amanda Walker

Nicholas Wooten

On-Campus Students

Joe Anderson, Student, RAD Sustainability Lead

Alia Brookshire, Student, lives in the dorms

Hayden Gieshredet, Student, lives in the apartments

Michael Joseph, Student, RA

Rose Pisuskas, Student, GO Engagement Officer

Briana Martini, Student, RAD Facilities Lead

Alana Mosseau, Student (Junior)

Mason Rolph, Student

Daniel Sherrard, Student, RAD Grounds Lead

Scarlett Waldner, Student (Junior), lives in the apartments

John _____, Transfer Student

Julie _____, Student, lives in the apartments

Trevor _____, Student, lives in the apartments

Jerry_____, Student, Conservation Core

Off-Campus Students

Ivan Espinoza, Junior

Michael Fleck, Junior

Briana Martini, Senior, RAD Facilities Lead

Xochi Maberry-Gaulke, Senior

Camryn Searls, Freshman

PLANNING TEAM

MAHLUM

Kurt Haapala AIA LEED AP, Principal-in-Charge

Anne Roderer AIA LEED AP, Project Manager

Jennifer Lubin AIA, Project Planner

ANDERSON STRICKLER

Greg Strickler, Principal

Linda Anderson, Principal

Michael Oliphant, Senior Associate

EXECUTIVE SUMMARY

PROJECT DESCRIPTION

The Evergreen State College (TESC) engaged Mahlum and Anderson Strickler LLC (ASL) in the fall of 2015 to develop a long-range Residential Master Plan (RAD MP) for student housing on the Olympia campus.

The following objectives were identified by the RAD MP Steering Committee as primary drivers for initiating the master plan effort:

- :: Create a clear plan and direction for RAD towards which to build community buy-in and shared vision
- :: Improve TESC student housing relative to the efforts of peers
- :: Address recent issues of retention and recruitment
- :: Provide information and guidance for strategic near-term decisions regarding continued investments in existing residential facilities
- :: Align the vision for the Residential Master Plan with the Evergreen State College Strategic Plan 2015-2020 draft

PLANNING GOALS

The Residential Master Plan provides a vision for student housing on the Evergreen campus toward the following goals:

1. Provide stronger physical cross-campus connections.
2. Promote an environment of cooperation and respect for one another and for cultural differences through attractive and inviting residential environments.
3. Foster individual student engagement and accountability within the campus residential experience through interactive facilities and programming.
4. Reflect Evergreen’s commitment to environmental stewardship and sustainable campus practices in facilities design, construction, operation and maintenance.
5. Increase the diversity of unit and housing types to support Evergreen’s commitment to broaden opportunities for students to study at Evergreen.
6. Enhance Evergreen’s residential legacy and recognition.

PROPOSED RESIDENTIAL PLAN

The proposed plan provides a vision for an enhanced student residential zone that includes approximately 1,400 student beds in a combination of new and renovated facilities. The plan includes a conservative estimate for growth based on current demand analysis and enrollment projections and expands the variety of unit types to better align with a diverse student population. At the conclusion of the plan, the on-campus housing will strengthen community and provide students with age-appropriate living environments tailored to their residential and academic needs. Elements of the plan include:

- :: Two First-Year residence halls to support a dynamic and community-based residential experience. These facilities will be an important recruitment and retention tool for TESC.
- :: A Second-Year housing facility to support a graduated living experience for students with enhanced privacy and independence in the unit types and amenities.
- :: Two new apartment buildings providing studio and 2-bedroom apartments for Upper-Level students.
- :: A new Housing Community Center to serve as common ground for all students and supplement the on-campus residential experience.

PHYSICAL PLANNING

The New First- and Second-Year housing facilities are distributed along a clear pedestrian axis from the heart of the academic campus, Red Square. This extended, gradually sloping pedestrian thoroughfare reduces not only the physical separation of campus student housing from the academic facilities, but is also intended to reduce visual and psychological barriers created by the existing dramatic grade change and circuitous pedestrian paths en-route to the residential facilities. Student-oriented program spaces and new RAD offices are planned at the ground floor level to help activate the pedestrian experience. The new Housing Community Center facility is situated at the terminus of this axis, providing a central gathering spot and residential life support space for on-campus students.

New Upper Level student apartment building to replace the Mods are developed at the site of existing Residence Halls A-D. This location provides better connection to the academic zone of campus while affording some degree of separation for a more independent housing option.

Demolition of the Mods reclaims this site for fields expansion and/or future development capacity.

PHASING STRATEGY

The plan documents a clear, achievable, and implementable framework for the development of student housing on campus over the next fifteen years. The phasing strategy represents a preferred blueprint for that vision based on current RAD planning priorities, demand and financial conditions. These parameters should be examined at each stage of implementation to ensure continued alignment of available resources and institutional priorities.

The proposed phasing plan prioritizes immediate replacement of the cast-in-place concrete Residence Halls A - D in Phase 1. This phase creates tangible impact on the First-Year student experience and curtails continued investment in existing facilities with significant systems and functional deficiencies. The new First-Year residence halls and RAD offices are brought on-line in 2019.

In Phase 2, the existing Residence Halls A-D, Apartment buildings E and F, and the HCC are demolished and the sites cleared for the next phase of development.

Phase 3 provides for new Second-Year housing and the replacement of the HCC facility in 2021.

Phase 4 brings the first of two new apartment buildings in 2023. Phase 5 develops the second new apartment building in 2025, allowing for the demolition of the Mods in Phase 6.

Phase X is the systematic remodeling of existing Apartments G-U throughout the plan time-frame. By year 2025, TESC will have completed the transformation of the residential offerings to meet the RAD MP vision and goals.

KEY

- First Year (FYE) Residence Hall
- Second Year (SYE) Residence Hall
- Upper Level Apartments
- HCC Building



FINANCIAL PLAN OVERVIEW

The financial plan consists of an analysis of the current RAD operating position and projections for future development. The operating analysis revealed that revenues and expenses have been relatively stable for the past five years, which provides a solid base financial projections. With FY2016 as a financial baseline, an Excel model was created to test various assumptions regarding project phasing, rent and expense escalation, and development costs. The primary assumptions include escalation of rents and operating expenses at the same rate, TESC tax-exempt financing of development costs, and all-inclusive development budgets based on construction costs typical for student housing in the Greater Seattle area. The total cost of for the development of 980 new student beds is \$109 million including inflation and the plan is self-supporting (i.e., reserves remain positive and a 1.25x debt service coverage is maintained).

The recommended financial plan represents a framework for the funding of deferred maintenance, capital improvements and expansion of the student housing system to meet student preferences and increasing demand for on-campus housing. The plan sets forth long-term assumptions regarding rents, expenses, development costs and escalation necessary to maintain a financially sustainable housing system. The financial assumptions are grounded in the current operation of the housing system and TESC’s standard approach to budgeting operations, maintenance and capital improvements. The budget for fiscal year 2016 serves as the baseline from which all projections are made.

The continued viability and success of this plan - both over the next ten years and beyond - will rest largely on several factors.

:: As a strategic plan stretching over many years, the financial assumptions represent long-term averages. Likewise, the development program and phasing are based on the best information available at the time of the study. TESC should anticipate that the plan will require adjustment on a regular basis to accommodate actual conditions that are not in line with projections, changing student preferences, actual costs of construction and renovation, and other factors external to student housing.

:: A key assumption of the plan is that revenues, operating expenses, and capital costs escalate at the same rate. If inflation drives costs too high to sustain this relationship between revenues and expenses, it may be necessary to suspend the project schedule for a period until rents and operating costs can be brought into alignment.

:: The plan’s rental rates for new housing have been

Phase	Project	Project Type	Beds	Development Budget
1	New FYE Res Hall A	Evergreen New	240	21,835,000
	New FYE Res Hall B	Evergreen New	240	18,369,000
2	Residence Hall A	Demolish	0	885,000
	Residence Hall B	Demolish	0	524,000
	Residence Hall C	Demolish	0	520,000
	Residence Hall D	Demolish	0	530,000
X	Phase II Apartments E-U	Maintain/Reno	357	460,000
3	New SYE Res Hall A	Evergreen New	240	23,428,000
4	New UL Apartments A	Evergreen New	130	20,438,000
5	New UL Apartments B	Evergreen New	130	21,698,000
6	The Mods Apartments	Demolish	0	703,000
			1,337	\$ 109,390,000

Table 01.1 - Summary of Projects

estimated based on current on-campus housing rents and adjusted for upgrades in configuration. However, off-campus rental rates and new developments will be a determining factor in weighing the students’ on-campus vs. off-campus housing decision, and so must be tracked on an ongoing basis.

CAPITAL REQUIREMENTS

Table 01.1 summarizes the projects that make up the first 10 years of the capital improvement plan. The total cost of development - including construction hard costs, FF&E, soft costs, contingency, escalation and financing costs - is \$109 million.

NEEDS ANALYSIS

The proposed plan reflects the planing team’s collective understanding of the current RAD landscape based on feedback and data gathered through Needs Analysis activities including:

- :: Stakeholder Engagement
- :: Student Demand Analysis Survey
- :: Off-Campus Market Study
- :: Financial and Operational Analysis
- :: Facilities Assessment

STAKEHOLDER ENGAGEMENT

Focus Group sessions were conducted with students, staff and faculty early in the planning process to understand the

current conditions of the housing inventory and to engage in discussion about what changes and improvements need to be made to support the future student residential experience. These sessions culminated in a series of project goals and priorities which informed subsequent physical planning strategies.

A series of Steering Committee workshops was conducted throughout the planning process, including a Visioning Session, an Options Review Workshop and a Final Recommendations review to refine the preferred plan option.

STUDENT DEMAND ANALYSIS SURVEY

A student demand analysis survey was distributed in February of 2016 to gather information regarding student demographics, current housing status, and preferences for unit type and associated rental rates. The survey had a total of 415 respondents representing both existing on and off-campus TESC students.

Survey responses indicated that the top reasons students move off campus are for greater independence, lower cost housing, and increased privacy. The most influential unit amenities are high-speed wireless internet, a full kitchen, and utilities included within the rent. The top three common area amenities preferred are on-site laundry, outdoor green space and quiet study areas.

Both the student survey and stakeholder engagement

activities revealed significant demand for a broader variety of housing unit types, with singles generally preferred over doubles.

OFF-CAMPUS MARKET STUDY

Review of the local housing market data and site visits to off-campus residential properties favored by TESC students suggest that the off-campus rental market favored the landlord in 2015, with decreasing vacancy rates and increasing rents. Based on student survey responses, however, students still tend to find housing that is lower than the market median.

FINANCIAL AND OPERATIONAL ANALYSIS

The financial plan incorporates results from analysis of the current RAD operating position and projections for future development. The operating analysis revealed that revenues and expenses have been relatively stable for the past five years, which provides a solid base for financial projections. With FY2016 as a financial baseline, a planning cost model was created to test various assumptions regarding project phasing, rent and expense escalation, and development costs.

FACILITIES ASSESSMENT

TESC provided facilities conditions reports that document the physical conditions of the existing housing facilities. The planning team evaluated the existing residence halls and apartments with specific attention focused on programmatic deficiencies and the ability to physically accommodate programmatic modifications over time.

Information gathered through stakeholder sessions and facilities tours supported the data provided by TESC and resulted in the following master plan recommendations.

Residence Halls A-D: The cost to repair or renovate the significant physical and programmatic deficiencies would be cost-prohibitive. Demolishing these buildings to allow for new residence halls will provide TESC with the best long-term investment for student needs, meet accessible requirements and maintain competitiveness within the peer institution market place.

Apartments E-U: Generally, the apartments serve an important function within the RAD composition, providing an affordable, apartment-style option for students and significantly contributing to the financial health of RAD. The plan recommends upgrade to the apartments over time (summer refresh) so that RAD can extend the life of this student offering.

The MODS: The Mods were never intended as a long-term student housing solution and they have outlived their useful lifespan. The plan recommendation is to develop newer housing options so that the MODs can be demolished upon full plan build-out.

OPTIONS DEVELOPMENT

The planning team and the TESC Steering Committee worked collaboratively in a series of informal workshops to develop alternate plan scenarios to support the short- and long-term needs of TESC and RAD. Critical planning parameters that were explored through these alternate scenarios include:

- :: Capacity - projected bedcounts based on enrollment, capture rate and occupancy rate
- :: Financial - escalation, rental rates, construction cost and financing model

- :: Campus Planning - planning-level program and unit types, site selection, project type, and phasing

The resulting plan represents an alignment of TESC planning parameter preferences, master plan goals, and financial sustainability.

CAMPUS MASTER PLAN

The RAD MP recognizes the 2008 Evergreen State College Campus Master Plan prepared by ZGF Architects LLP as the campus-wide, comprehensive long-term plan for TESC facilities and grounds. The proposed residential development diverges from the Campus Plan in the specifics of site selection for future housing development in order to align with the goal of increased connectivity of residential and academic facilities. Infrastructure planning and improvements to support this residential plan will require corresponding adjustment. In all other respects, the Residential Master Plan is intended to reinforce, support and supplement the goals and recommendations of the Campus Master Plan, while providing a specific focus on campus residential facilities.

NEXT STEPS

This plan will serve TESC and RAD well into the future, with a clear vision towards community, residential and financial sustainability in mind. As a master planning framework, it is flexible and intended to adapt as the College evolves.

PROJECT ANALYSIS

PROJECT DESCRIPTION

The Residential Master Plan (RAD MP) is a 10-15 year strategic plan for student housing on the Olympia campus which:

- :: Documents the long term aspirational vision for TESC’s student housing and dining.
- :: Provides information and guidance for strategic near-term decisions regarding continued investments in your existing residential facilities as well as overall vision and direction for long term implementation.

PROCESS

The planning process was organized into four phases, each addressing a discrete set of goals and tasks relative to the existing conditions, needs and preferred directions of TESC. The process was designed to:

- :: Analyze residential market, needs and trends.
- :: Evaluate existing facilities for optimization or replacement
- :: Review options for the location, organization and funding of future facilities.
- :: Identify a preferred option, along with associated cost and space needs (ie. swing space).
- :: Layout an implementation strategy that incorporates prioritization, phasing and a financial plan.

Project Initiation

The goal of this phase was to create common expectations about the process and outcomes and develop an operational framework.

Questions for exploration included:

- :: What are the drivers of this study and anticipated outcomes?
- :: What data and resources already exist to understand the current and future role of campus housing at TESC? What additional questions do we need to ask?
- :: What is the extent of the outreach process – who are the key stakeholders and decision makers?

Project Initiation tasks included logistics planning, data gathering and stakeholder engagement planning. Logistics planning included the establishment of a TESC Steering Committee to work with the consultant planning team, guide planing goals and coordinate interface with campus constituents and scheduling. Data gathering included collection of critical information to inform the plan including student demographics, current enrollment and enrollment projections, building condition assessments, any current or recent student surveys and financial information on RAD operations, expenditures and reserves.

Mahlum and Anderson Strickler (ASL) facilitated an engagement planning process which included project

schedule review and approval to ensure clarity around the project process. Details of the engagement planning included organizing the student demand analysis, campus focus group interviews, vision sessions and workshops, preparing for Board of Trustee Meetings (BOT) presentations and assistance with campus-wide communication.

Needs Analysis

The goal of this phase was to collect & analyze both qualitative and quantitative information to develop viable implementation strategies.

Questions for exploration included:

- :: What is your competitive position with regard off-campus housing market and your peers?
- :: What is remaining useful life of the existing facilities? Are they worth renovating or should they be replaced?
- :: How do the existing the residential facilities support RAD’s programming and purpose?

Needs Analysis tasks included focus group sessions and a student engagement sessions to understand the current conditions of the housing inventory and to engage in a discussion about what changes and improvements need to be made to support the current and future student residential experience. These meetings culminated into a series of Project Goals which informed subsequent physical planning strategies.

Building tours were conducted and previously prepared facilities assessment were reviewed to inform facilities assessment recommendations. A student demand survey and local market analysis explored current demand conditions. Finally, a baseline financial model was developed in close partnership with RAD to understand their existing revenues, oblidations and operational expenses.

Options Development

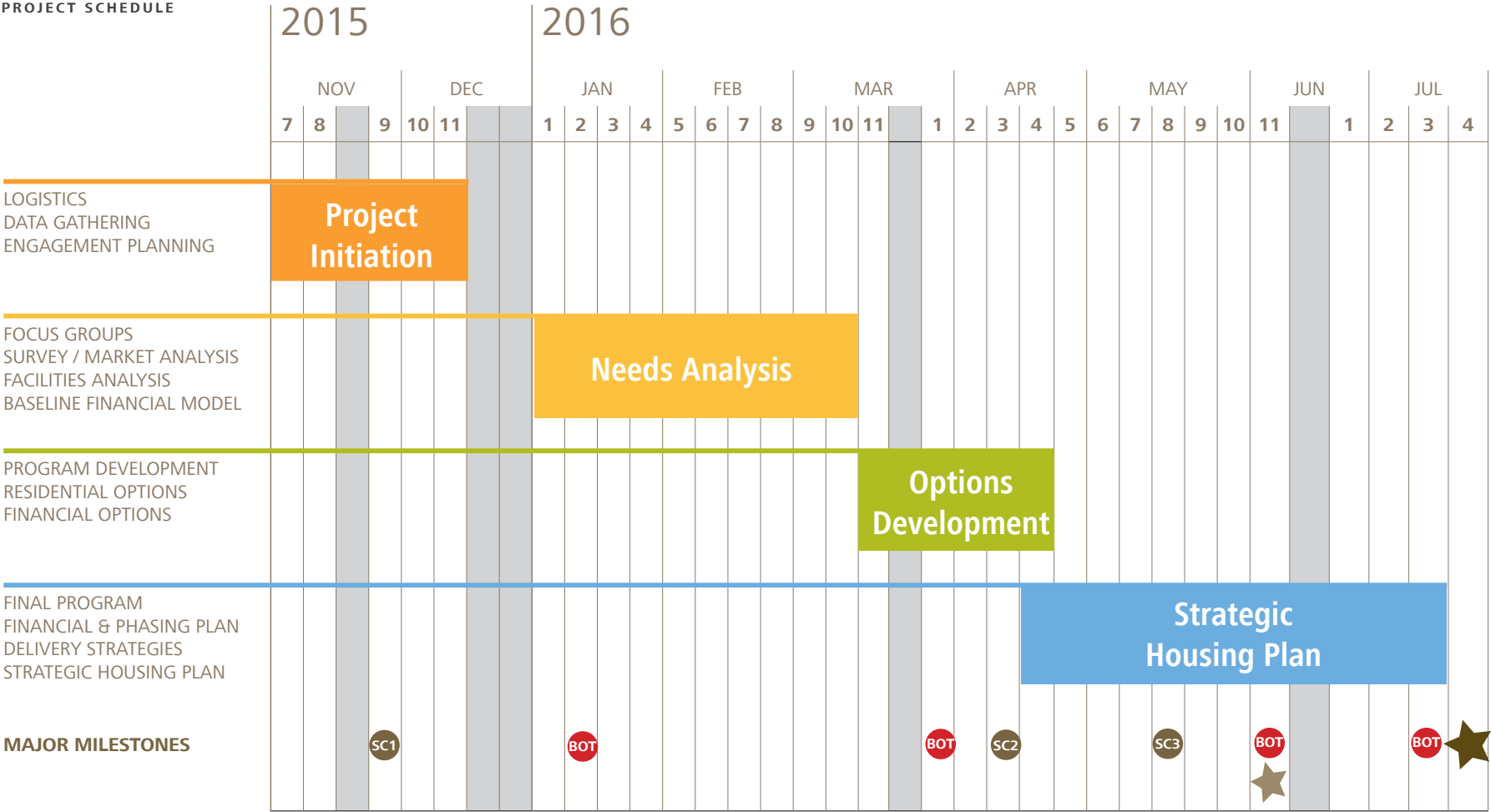
The goal of this phase was to develop housing options which promote the overarching strategic vision of TESC.

Questions for exploration included:

- :: If existing facilities are worth renovating, what is the “best fit” programming and how many units can be accommodated?
- :: What are the appropriate assumptions regarding the escalation of rents, operating expenses, and capital costs?
- :: What are the financial and functional trade-offs between renovation and new construction?

Options Development tasks included the collaborative development of alternate planning scenarios to evaluate

PROJECT SCHEDULE



against programmatic and campus planning objectives. Underlying these options was the identification of preferred planning parameters, preliminary planning level space programs for the proposed residential facility types and the creation of a cost model framework for testing financial feasibility.

Strategic Housing Plan

The goal of this phase was to prepare a comprehensive and sustainable Residential Master Plan.

Questions for exploration included:

- :: If existing facilities are worth renovating, what is the “best fit” programming and how many units can be accommodated?
- :: What is the sensitivity of the plan to assumptions, and what flexibility is there to adapt to changing assumptions?
- :: What delivery strategies address TESC’s credit limitations and debt capacity?

Strategic Housing Plan tasks included identification of a preferred planning option through assessment of options against project goals and priorities. Once a preferred plan was indentified, the planning team and Steering Committee worked together to flesh out associated phasing, financial pro-formas and final planning level programs for each of the proposed development projects.

SCHEDULE

The Evergreen State College (TESC) engaged Mahlum and Anderson Strickler LLC in the fall of 2015 to develop a long-range Residential Master Plan (RAD MP) for Board of Trustee final review in July 2016.

BACKGROUND

Today, a variety of student housing options are collocated in the portion of campus known as “Lower campus,” together with athletic fields and an open sports pavilion. In 2015, these facilities supported approximately 900 students in on-campus housing, or 22% of Olympia campus total enrollment of approximately 4000 students.

The 2008 Evergreen State College Campus Master Plan (CMP) includes recommendations to provide approximately 743 beds by 2020 (for a projected 5000 FTE). The 2016 RAD Master Plan supercedes recommendations of the CMP relative to the future student housing development based on current understanding of enrollment projections, economic capacity and demand. These factors should be revisited and updated throughout the implementation process to ensure a level of development aligned with an evolving market, institutional needs and priorities.



VISION AND GOALS

PROJECT DRIVERS

The vision and goal-setting process began with a brainstorming session with the Steering Committee to establish opportunities, facts and needs for the Evergreen State College Residential Master Plan. From this initial discussion, project drivers and core themes emerged.

- :: Create a clear plan and direction for RAD towards which to build community buy-in / shared vision
- :: Improve student housing relative to efforts of peers
- :: Issues of retention and recruitment (past 5 years)
- :: Provide information and guidance for strategic near-term decisions regarding continued investments in existing residential facilities
- :: Align vision for residential plan with Evergreen Strategic Plan

Information gathered at the visioning session was used to guide the planning process and set the stage for the recommended direction of student housing development over the next ten to fifteen years and beyond.

MASTER PLAN GOALS

RAD Master Plan goals were defined by the planning team and Steering committee at the outset of the project and refined as the process of data gathering, outreach, analysis and synthesis progressed. The final goals are intentionally aligned with the TESC Strategic Plan Goals and Core Themes, as well as the RAD Mission & Values.

- :: Provide stronger physical cross-campus (Upper/Lower) connections
- :: Promote an environment of cooperation and respect for one another and for cultural differences through attractive and inviting residential environments
- :: Foster individual student engagement and accountability within the campus residential experience through interactive facilities and programming
- :: Reflect Evergreen's commitment to environmental stewardship and sustainable campus practices in facilities design, construction, operation and maintenance.
- :: Increase diversity of unit and housing types to support Evergreen's commitment to broaden opportunities for students to study at Evergreen and to serving under-represented, nontraditional, and first-generation students
- :: Enhance Evergreen residential legacy and recognition

RAD MISSION & VALUES

Residential and Dining Services works collaboratively together to be:

- :: A purposeful community where students, staff and faculty share a passion for learning and collaborate to enhance student growth
- :: A just community where the individual is honored, our interdependence is acknowledged, diversity is pursued, freedom of expression is protected and civility is affirmed
- :: A sustainable community that values, cultivates and maintains its human, natural and physical resources

TESC STRATEGIC PLAN

Goals in Brief

- :: Energize Evergreen's distinctive educational experience.
- :: Recruit, develop, and retain outstanding faculty and staff.
- :: Effectively employ technology, facilities, and the natural attributes of our campus to enhance teaching, learning, and community.
- :: Build and strengthen mutually beneficial partnerships with internal and external stakeholders.
- :: Ensure enrollments and revenues sufficient to achieve the College's vision.
- :: Enhance recognition of Evergreen as an extraordinary institution locally, regionally, nationally, and globally.

Core Themes

- :: Integrated, interdisciplinary learning
- :: Individuals engaged in community
- :: Environmental stewardship and social justice
- :: Diversity and equity

EXISTING CONDITIONS



CAMPUS HOUSING

The Evergreen State College’s student housing facilities are located on Lower campus, to the northeast of the main campus. Buildings are grouped in clusters by housing type, surrounded by forested areas and connected by a series of pedestrian paths.

RESIDENCE HALLS

Evergreen’s campus housing includes four residence halls (Buildings A, B, C and D) that are grouped together in one area and house a total of 451 students. Building A has 10 floors, and incorporates housing offices and other shared functions, such as laundry and a community kitchen, on floors one through three. Buildings B, C and D are each five levels, and include residential units on all levels.

Residence Hall units have both single and double rooms, configured in semi-suites with one to six bedrooms and a shared bathroom. Common lounges are typically located on every other floor of the residence halls.

APARTMENTS E-U

Apartment buildings E-U are clustered together and connected by walkways and shared outdoor spaces. They house a total of 416 students.

The fourteen three-story buildings all utilize a similar floor plan with some variations. The majority of the units include single bedrooms in four- or six-bedroom apartments with shared bathroom, kitchen and living room.

THE MODS

The “Mods” apartments include 19 single-story modular buildings, clustered around an adjacent parking area. These apartments provide housing for a total of 126 students.

The original configuration of the Mods included a pair of two double bedroom apartment units in each building. The Mods are currently being remodeled and decompressed.

PARKING

The Residence Halls and Apartments E-U primarily use the “F” Lot, which is to the north, for parking (not shown on map at right). The Mods have their own parking within the Mods area.

FACILITY ASSESSMENT

ASSESSMENT SCOPE

Full building assessments were not included in the scope of the RAD Master Plan, however, brief walking tours were conducted to gain a general understanding of conditions in the residence halls and apartments. Additionally, the project team reviewed the Property Condition Assessments for each facility, completed in December 2005 by Marx / Okubo, and available building floor plans.

TESC asked the planning team to review the existing conditions of the residence halls and apartments with specific attention focused on programmatic deficiencies. RAD facilities were evaluated for their ability to physically accommodate programmatic modifications.

ASSESSMENT FINDINGS

The chart at right reflects building assessment findings, based on the previously defined scope. Building conditions for each housing facility were evaluated in five categories:

- :: Primary Structure
- :: Secondary Structure
- :: Service Systems
- :: Safety & Accessibility
- :: Program Accommodation

The four Residence Halls (A-D) were all built in 1971 and are all in similar condition. Although they are structurally sound, there are significant issues with the doors, windows, plumbing, exterior walls and ADA accessibility. The Residence Halls do not accommodate the current needs of a first year residential program and cannot be modified to do so in a cost effective manner due to the location of structural elements in the buildings. Therefore, the plan recommends that the Residence Halls be replaced.

Apartment buildings E-U were built in 1987 and are in relatively good condition. They need new roofs and improved ADA accessibility. The plan recommends that these facilities be maintained and renovated as part of an ongoing deferred maintenance program. The Housing Community Center (HCC) is in similar physical condition to Apartments E-U, but has limited flexibility to accommodate the wide variety of programmatic spaces desired as residential community and support functions.

The “Mods” apartments have significant issues with exterior walls and roofs, as well as ADA accessibility. These structures are not high quality, permanent construction and do not fully meet programmatic needs. The plan recommends that the “Mods” be demolished.

EVALUATION SUMMARY

Area	Residence Hall A	Residence Hall B	Residence Hall C	Residence Hall D	Apartments E-U	HCC	The "Mods"
Primary Structure							
Foundation System	●	●	●	●	●	●	●
Column & Curtain Wall System	●	●	●	●	●	●	●
Floor System	●	●	●	●	●	●	●
Roof System	●	●	●	●	●	●	●
Secondary Systems							
Interior Walls & Partitions	●	●	●	●	●	●	●
Floor & Ceiling Systems	●	●	●	●	●	●	●
Window Systems	●	●	●	●	●	●	●
Door Systems	●	●	●	●	●	●	●
Casework	●	●	●	●	●	●	●
Service Systems							
Ventilation & Cooling	●	●	●	●	—	—	—
Heating System	●	●	●	●	●	●	●
Plumbing System	●	●	●	●	●	●	●
Electrical System	●	●	●	●	●	●	●
Safety & Accessibility							
Safety Standards	●	●	●	●	●	●	●
ADA Accessibility	●	●	●	●	●	●	●
Program Accommodation							
Functionality	●	●	●	●	●	●	●

KEY

- Fair to Good Condition
- Needs Modification
- Significant Deficiencies



Common area in Residence Hall A



Resident room in Residence Hall A (top), Apartment kitchen (lower)



Hallway in Residence Hall A



Common area in Residence Hall D

RESIDENCE HALLS:
FACILITY DESCRIPTION

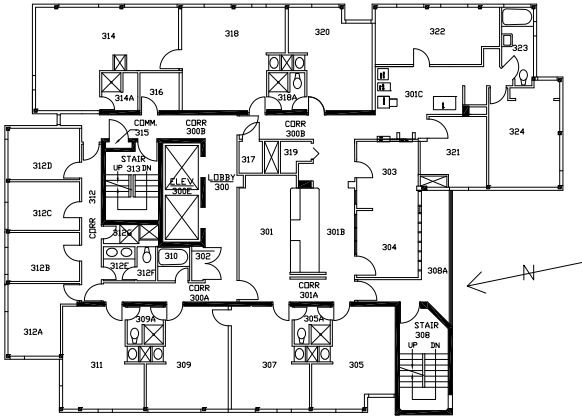
- Primary Structure
- :: Foundation: spread footings with 4” concrete slab-on-grade
 - :: Floor and roof: concrete slab
- Secondary Structure
- :: Exterior walls: concrete and metal stud framing faced with aggregate concrete panel system
 - :: Windows: single-glazed in anodized aluminum frames (fixed and casement)
- Interior Walls & Partitions
- :: Partitions: metal studs and gypsum board
 - :: Doors: solid core wood in metal frames
 - :: Flooring: carpet, resilient tile and sheet flooring, concrete
 - :: Wall and ceiling finishes: paint
- Service Systems
- :: HVAC: campus steam system for heat with baseboard radiation; ventilation air supplied by one air handling unit with preheat coil; no cooling
 - :: Plumbing: steam to hot water heat exchanger serving all residence halls; galvanized steel water piping; hot water loop with circulating pump
 - :: Electrical: one unit substation served by campus high voltage system with feed to all residence halls; panels on each floor
 - :: Lighting: fluorescent lighting throughout
 - :: Elevators: two Otis geared overhead traction elevators with 2,000 pound capacity
 - :: IT: All rooms were equipped in 1997-98 with technology upgrades consisting of data connections, cable TV, and phone service provided by the college. A new round of updates is required to meet current standards for functionality.
- Safety Standards
- :: Fire alarm: auto-call addressable panel monitors and smoke detectors in corridors and air distribution
- Building Accessibility
- :: Bathrooms are not accessible
 - :: Door width and hardware is not accessible
- Programmatic Functionality
- :: Hallways are very narrow
 - :: Difficult to change unit configurations
 - :: Limited common space on residential floors

RESIDENCE HALL A

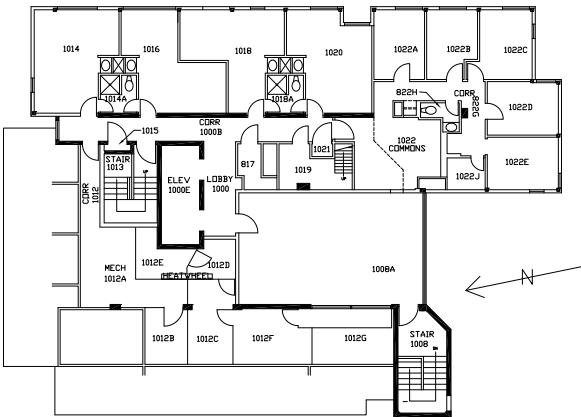


FACILITY INFORMATION

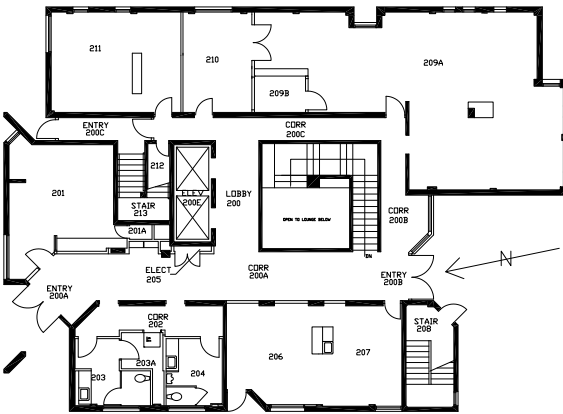
- :: Address: 4315 Indian Pipe Loop NW
- :: Year of Construction: 1971-1972
- :: Building Area: 47,510 GSF
- :: Floors: Ten
- :: Current Capacity: 169 beds (65 single / 104 double)
- :: Resident Type: First year and other new under 21



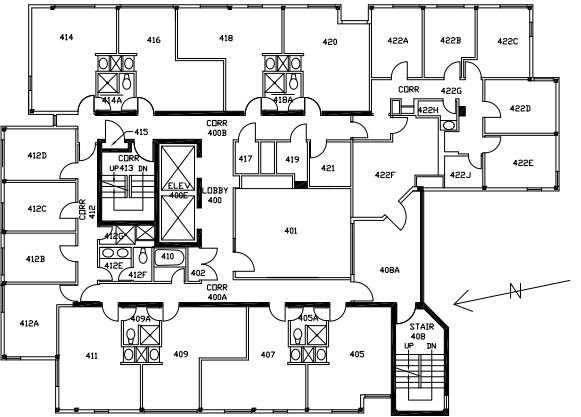
RESIDENCE HALL A: 3RD FLOOR PLAN
Not to Scale



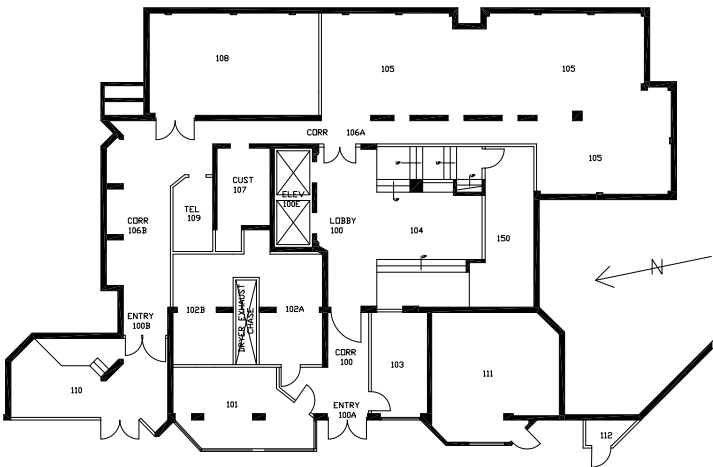
RESIDENCE HALL A: 10TH FLOOR
Not to Scale



RESIDENCE HALL A: 2ND FLOOR PLAN
Not to Scale



RESIDENCE HALL A: TYPICAL FLOOR PLAN (4TH - 9TH)
Not to Scale



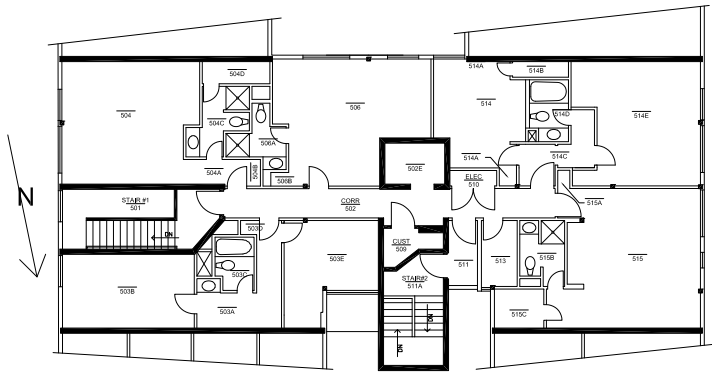
RESIDENCE HALL A: 1ST FLOOR PLAN
Not to Scale

RESIDENCE HALL B

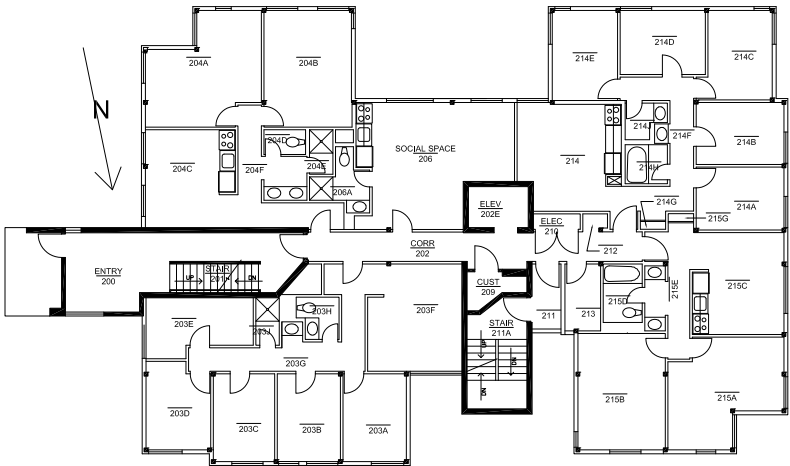


FACILITY INFORMATION

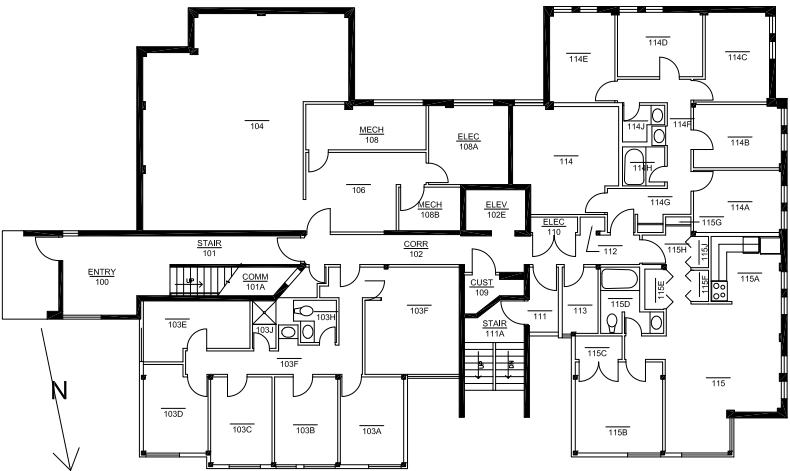
- :: Address: 4319 Indian Pipe Loop NW
- :: Year of Construction: 1971-1972
- :: Building Area: 20,332 GSF
- :: Floors: Five
- :: Current Capacity: 93 beds (57 single / 36 double)
- :: Resident Type: First year and other new under 21 / Clean Air Housing



RESIDENCE HALL B: 5TH FLOOR
Not to Scale



RESIDENCE HALL B: TYPICAL FLOOR PLAN (2ND-4TH)
Not to Scale



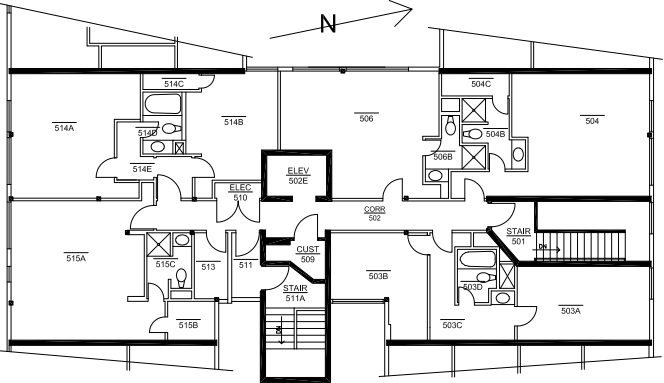
RESIDENCE HALL B: 1ST FLOOR PLAN
Not to Scale

RESIDENCE HALL C

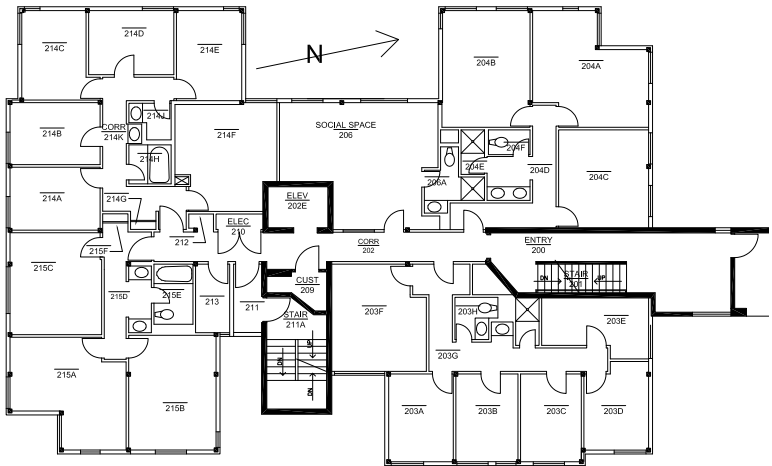


FACILITY INFORMATION

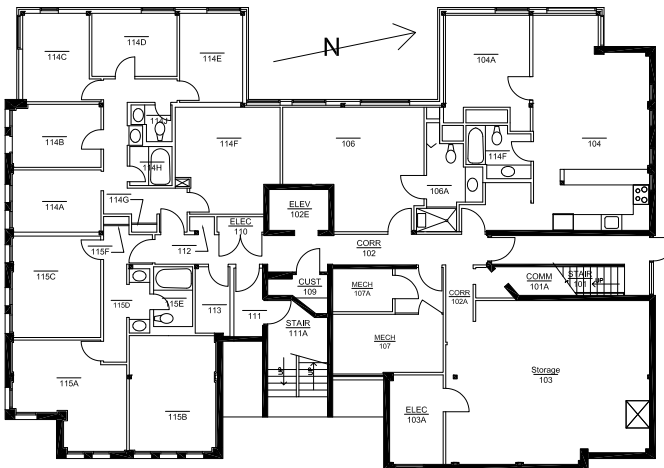
- :: Address: 4323 Indian Pipe Loop NW
- :: Year of Construction: 1971-1972
- :: Building Area: 20,332 GSF
- :: Floors: Five
- :: Current Capacity: 94 beds (52 single / 42 double)
- :: Resident Type: First year and other new under 21



RESIDENCE HALL C: 5TH FLOOR PLAN
Not to Scale



RESIDENCE HALL C: TYPICAL FLOOR PLAN (2ND-4TH)
Not to Scale

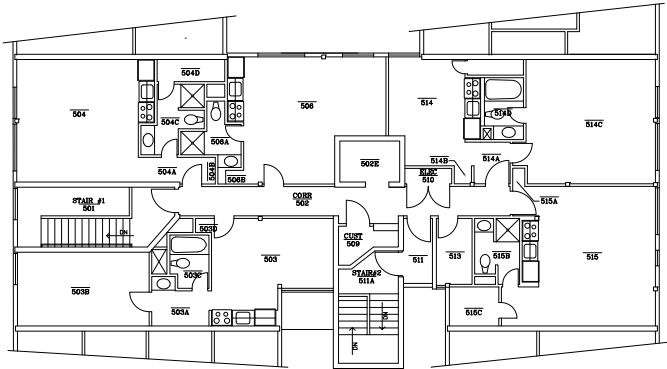


RESIDENCE HALL C: 1ST FLOOR PLAN
Not to Scale

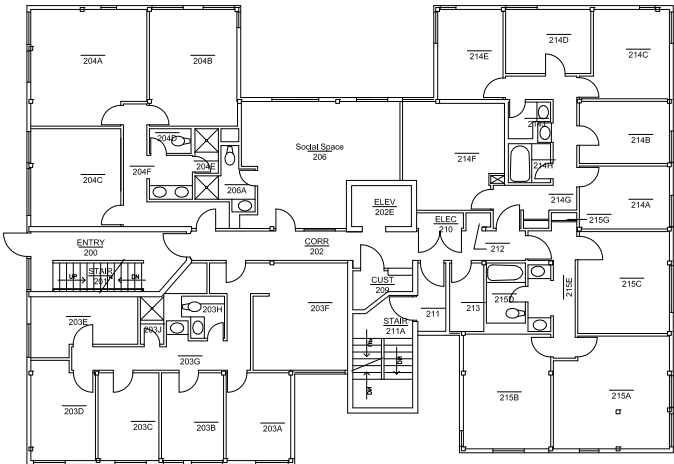
RESIDENCE HALL D



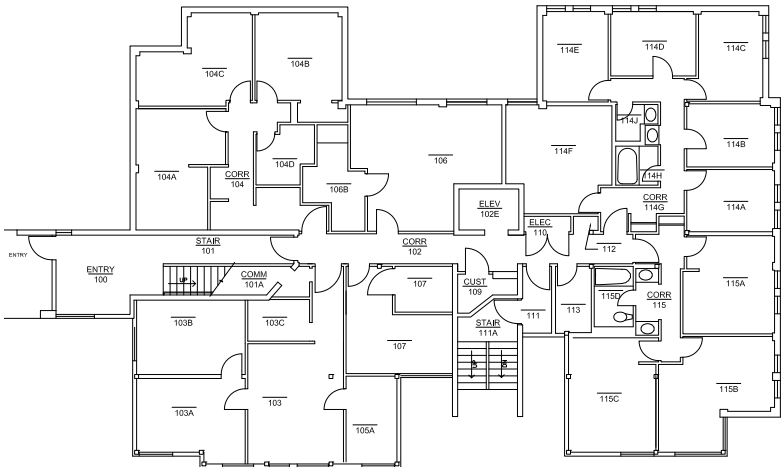
- FACILITY INFORMATION**
- :: Address: 4327 Indian Pipe Loop NW
 - :: Year of Construction: 1971-1972
 - :: Building Area: 20,332 GSF
 - :: Floors: Five
 - :: Current Capacity: 95 beds (55 single / 40 double)
 - :: Resident Type: First year and other new under 21 / Quiet



RESIDENCE HALL D: 5TH FLOOR PLAN
Not to Scale



RESIDENCE HALL D: TYPICAL UPPER FLOOR PLAN (2ND-4TH)
Not to Scale



RESIDENCE HALL D: 1ST FLOOR PLAN
Not to Scale



Common area in Residence Halls



Typical bedroom in Residence Halls

APARTMENTS E - U:
FACILITY DESCRIPTION

Primary Structure

- :: Foundation: spread footings with 4" concrete slab-on-grade
- :: Floor: wood 2x10 joists
- :: Roof: plywood sheathing over engineered wood trusses at 24" on center

Secondary Structure

- :: Exterior walls: 2x4 wood framing with beveled cedar siding
- :: Windows: bronze anodized aluminum frames with insulated glass (sliding)

Interior Walls & Partitions

- :: Partitions: wood studs and gypsum board
- :: Doors: plastic laminate over wood door in wood frame
- :: Flooring: carpet, vinyl tile, sheet vinyl
- :: Wall and ceiling finishes: paint

Service Systems

- :: HVAC: hot water supplied from two steam to hot water heat exchangers in community building; one pump serves each hot water system; no ventilation and cooling
- :: Plumbing: provided by two steam to hot water heat exchangers in community building; copper water piping; hot water loop with circulating pump
- :: Electrical: fed from main campus; panels at exterior entry at each floor
- :: Lighting: fluorescent lighting throughout
- :: Elevator: none

- :: IT: All rooms were equipped in 1997-98 with technology upgrades consisting of data connections, cable TV, and phone service provided by the college. A new round of updates is required to meet current standards for functionality.

Safety Standards

- :: Fire alarm: auto-call addressable panels monitor smoke/heat detectors in corridors and kitchens; manual pull stations at exits; smoke/heat detectors in bedrooms provide trouble signal first

Program Accommodation

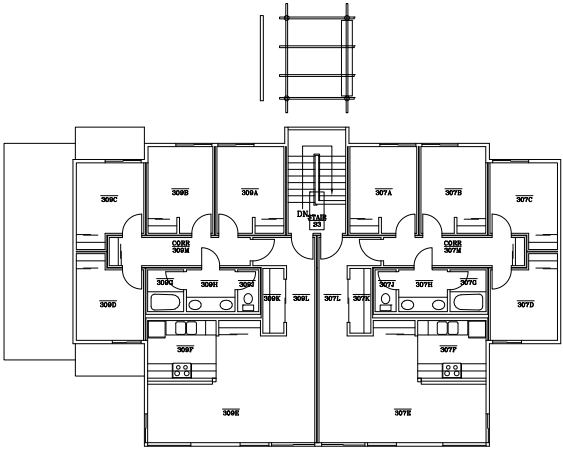
- :: These apartments are comprised of 4- and 6-bedroom apartments with kitchen facilities.
- :: Units are spacious and have proved adaptable for different configurations. Visiting guest apartments, for example, have been created within these buildings.

APARTMENTS E, G, J & K

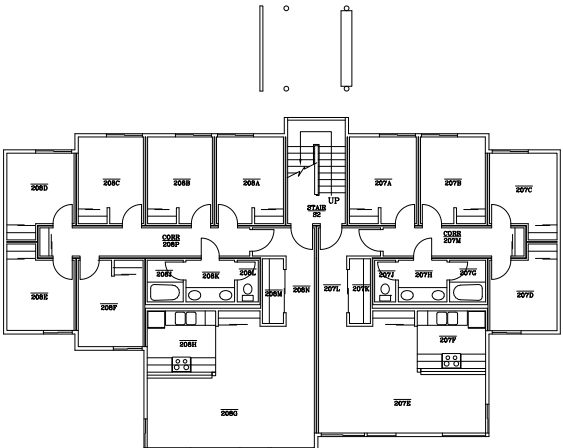


FACILITY INFORMATION: APARTMENTS E, G, J & K

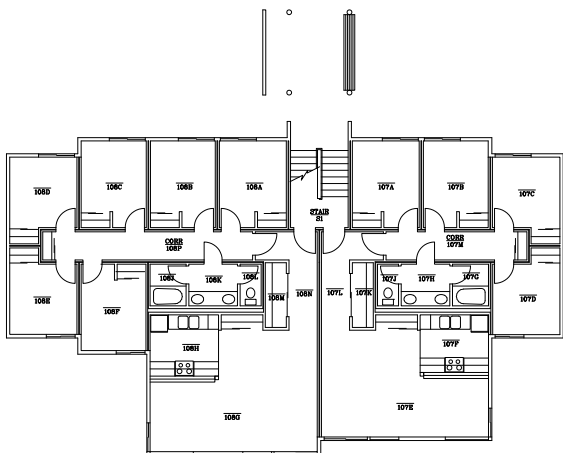
- :: Address: 4201 / 4205 / 4229 / 4227 Indian Pipe Loop NW
- :: Year of Construction: 1987
- :: Building Area: 8,305 GSF (each building)
- :: Floors: Three
- :: Current Capacity: 28 beds each (28 single)(each building)
- :: Resident Type: 2nd year and other 21+



APARTMENTS E, G, J, K: 3RD FLOOR
Not to Scale



APARTMENTS E, G, J, K: 2ND FLOOR
Not to Scale



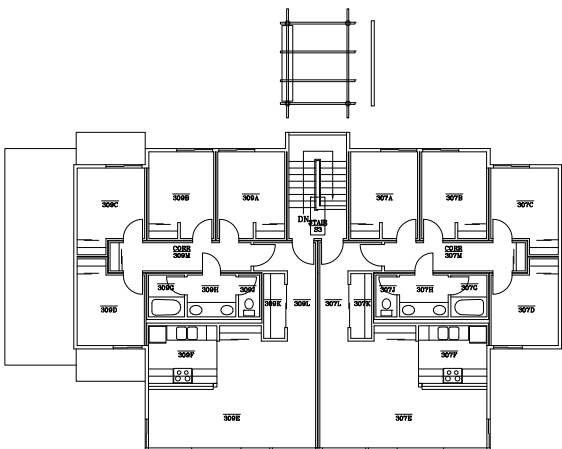
APARTMENTS E, G, J, K: 1ST FLOOR
Not to Scale

APARTMENT I

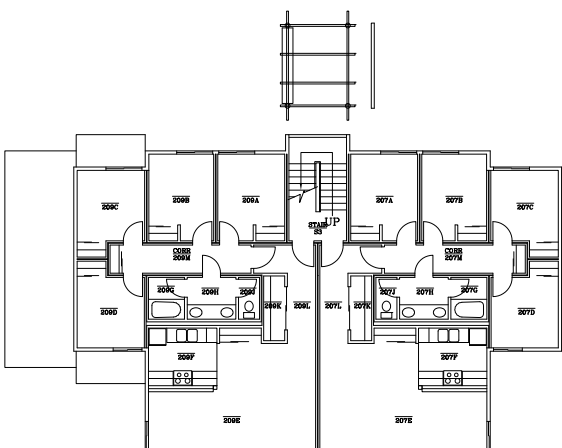


FACILITY INFORMATION: APARTMENT I

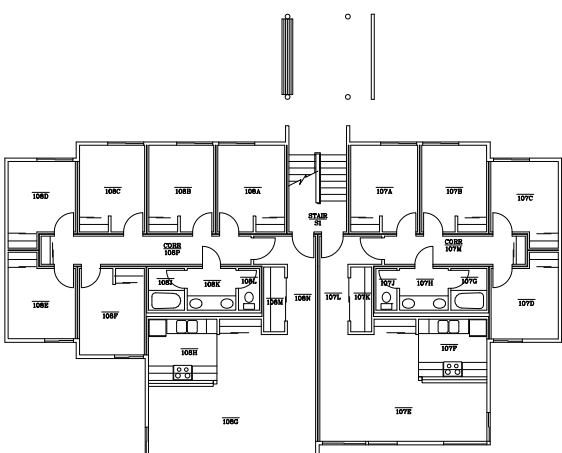
- :: Address: 4231 Indian Pipe Loop NW
- :: Year of Construction: 1987
- :: Building Area: 7,969 GSF
- :: Floors: Three
- :: Current Capacity: 26 beds (26 single)
- :: Resident Type: 2nd year and other 21+



APARTMENT I: 3RD FLOOR
Not to Scale



APARTMENT I: 2ND FLOOR
Not to Scale

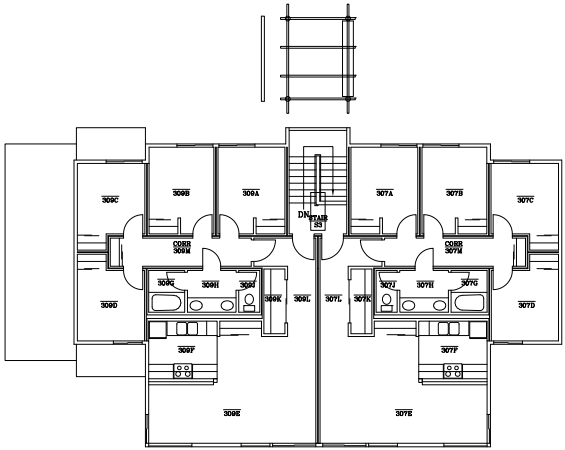


APARTMENT I: 1ST FLOOR
Not to Scale

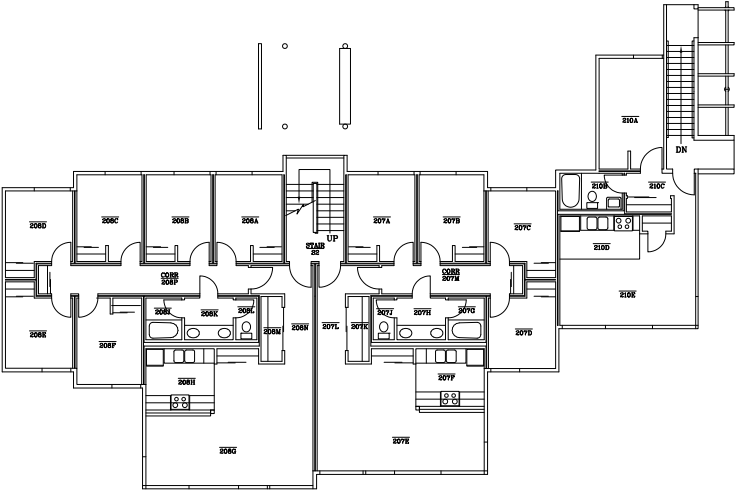
APARTMENTS F & H



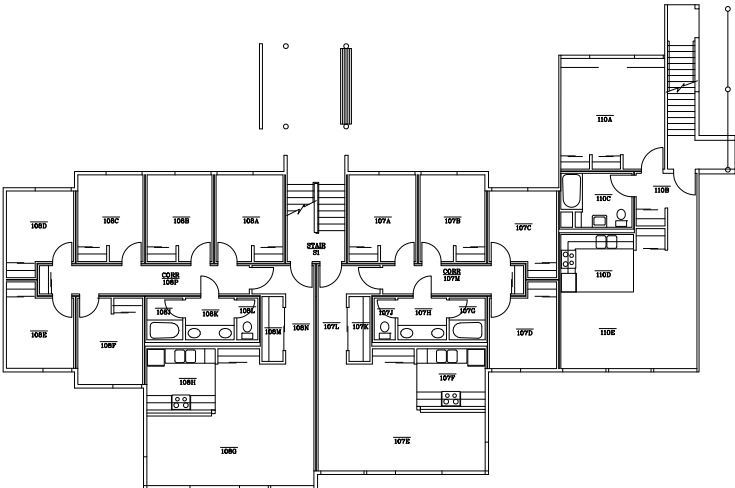
- FACILITY INFORMATION**
- :: Address: 4203 / 4207 Indian Pipe Loop NW
 - :: Year of Construction: 1987
 - :: Building Area: 9,803 GSF (each building)
 - :: Floors: Three
 - :: Current Capacity: 31 beds (29 single / 2 double) (each building)
 - :: Resident Type: 2nd year and other 21+



APARTMENTS F & H: 3RD FLOOR
Not to Scale



APARTMENTS F & H: 2ND FLOOR
Not to Scale

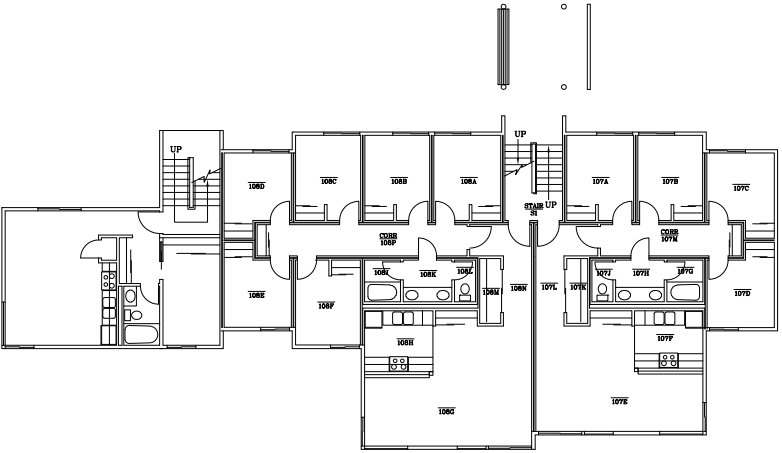


APARTMENTS F & H: 1ST FLOOR
Not to Scale

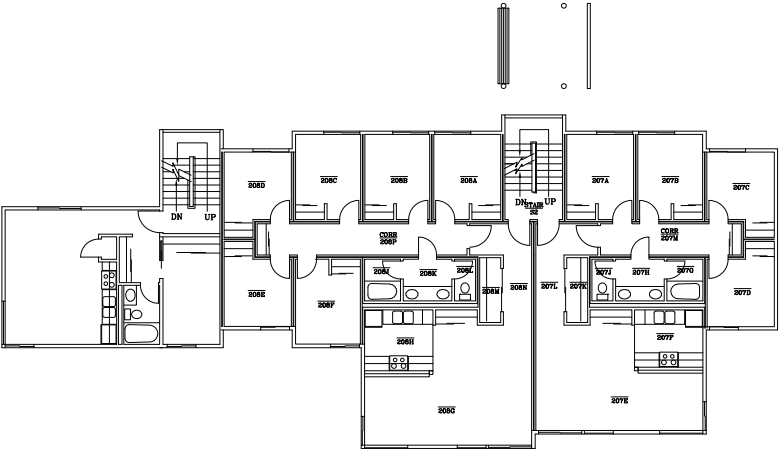
APARTMENT R



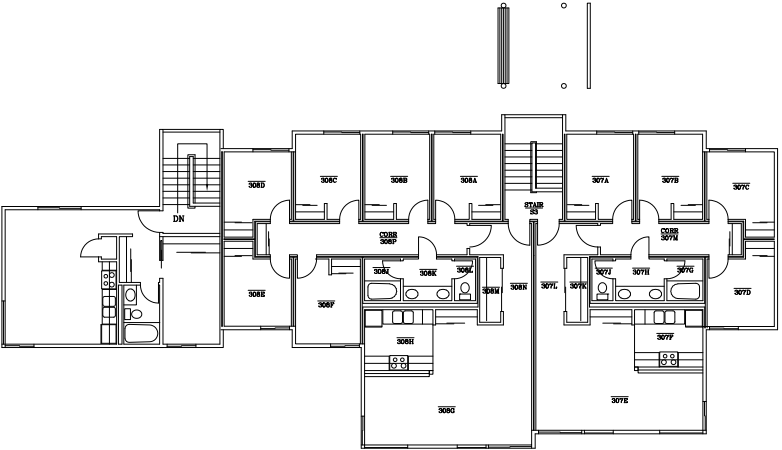
- FACILITY INFORMATION: APARTMENT R**
- :: Address: 4217 Indian Pipe Loop NW
 - :: Year of Construction: 1987
 - :: Building Area: 10,682 GSF
 - :: Floors: Three
 - :: Current Capacity: 36 beds (30 single / 6 double)
 - :: Resident Type: 2nd year and other 21+



APARTMENT R: 3RD FLOOR
Not to Scale



APARTMENT R: 2ND FLOOR
Not to Scale

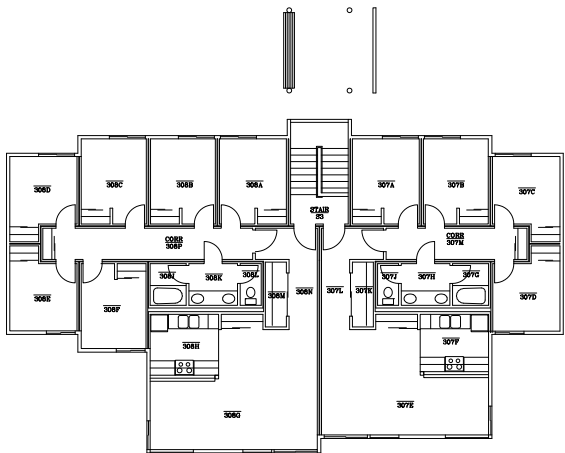


APARTMENT R: 3RD FLOOR
Not to Scale

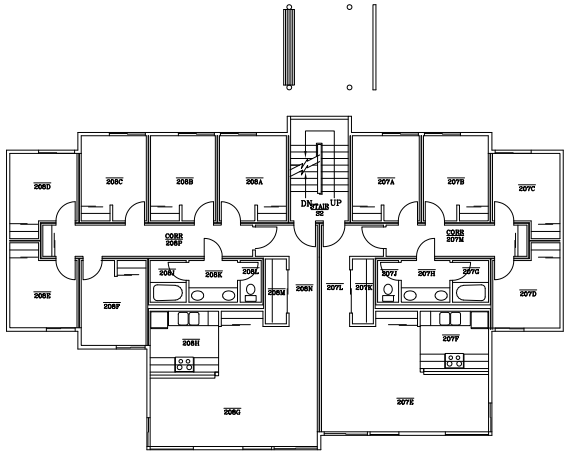
APARTMENTS N, P, Q, S, T & U



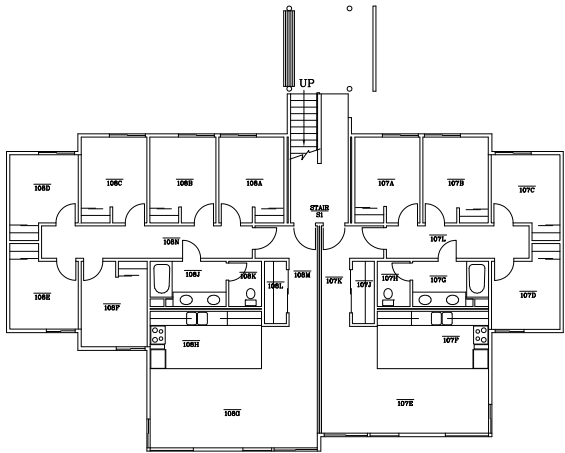
FACILITY INFORMATION: APTS. N, P, Q, S, T & U
:: Address: 4223 / 4221 / 4219 / 4215 / 4211 / 4209
Indian Pipe Loop NW
:: Year of Construction: 1987
:: Building Area: 8,617 GSF (each building)
:: Floors: Three
:: Current Capacity: 30 beds (30 single) (each building)
:: Resident Type: 2nd year and other 21+ / Quiet (P & Q) / Substance Free (S) / Transfer (T)



APARTMENTS N, P, Q, S, T, U: 3RD FLOOR
Not to Scale



APARTMENTS N, P, Q, S, T, U: 2ND FLOOR
Not to Scale



APARTMENTS N, P, Q, S, T, U: 1ST FLOOR
Not to Scale

HOUSING COMMUNITY CENTER (HCC):
FACILITY DESCRIPTION

- Primary Structure
- :: Foundation: spread footings with cast concrete foundation wall below grade
 - :: Floor: reinforced concrete slab-on-grade
 - :: Roof: tongue and groove wood decking spanning timber frame beams
- Secondary Structure
- :: Exterior walls: 2x4 wood framing with painted ship-lap wood siding
 - :: Windows: bronze anodized aluminum frames with insulated glazing

- Interior Walls & Partitions
- :: Partitions: wood studs and gypsum board
 - :: Doors: solid core wood doors set in metal frames
 - :: Flooring: ceramic tile, VCT, sheet vinyl, carpet tile and sealed concrete
 - :: Wall and ceiling finishes: ceramic tile and painted gypsum board walls; exposed wood plan, painted gypsum board and lay-in acoustic tile ceilings

- Service Systems
- :: HVAC: hot water supplied from one steam to hot water heat exchanger, with baseboard radiation; one pump serves each hot water system; no cooling
 - :: Plumbing: provided by one steam to hot water heat exchanger; copper water piping; hot water loop with circulating pump
 - :: Electrical: fed from main campus with one exterior pad-mounted transformer; panels in electrical room
 - :: Lighting: fluorescent lighting throughout
 - :: Elevator: none

- :: IT: Building was equipped in 1997-98 with technology upgrades consisting of data connections, cable TV, and phone service provided by the college. A new round of updates is required to meet current standards for functionality.

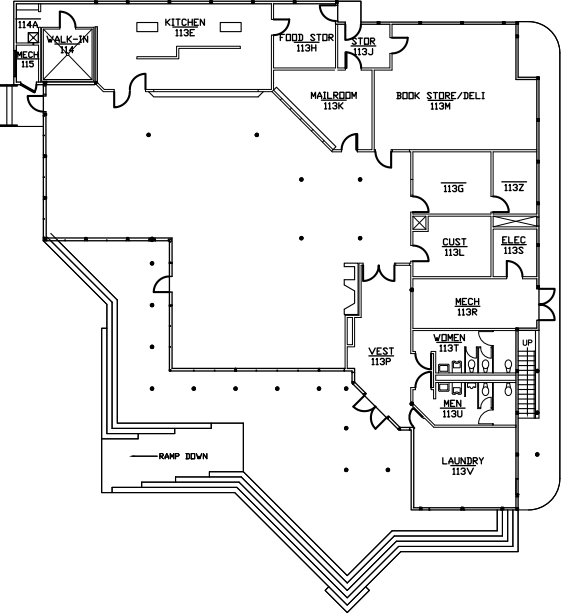
- Safety Standards
- :: Fire alarm: auto-call addressable panels monitor smoke/heat detectors in corridors; manual pull stations at exits

- Building Accessibility
- :: Restrooms are not fully accessible
- Program Accommodation
- :: Main area is too open to function well for events due to circulation through and around space.
 - :: Building organization is not well suited to provide the variety of space sizes and types desirable.

HOUSING COMMUNITY CENTER (HCC)



FACILITY INFORMATION: HCC
:: Address: 4225 Driftwood Rd NW
:: Year of Construction: 1987
:: Building Area: 7,218 GSF
:: Floors: One
:: Function: community gathering space, mail room, laundry and small bookstore/deli



HOUSING COMMUNITY CENTER (HCC): MAIN FLOOR
Not to Scale



THE “MODS” APARTMENTS:
FACILITY DESCRIPTION

- Primary Structure
- :: Foundation: continuous concrete strip footings with perimeter stem walls and interior spot footings
 - :: Floor: plywood on 2x wood joists
 - :: Roof: plywood on 2x wood joists
- Secondary Structure
- :: Exterior walls: 2x4 wood framing with batt insulation and vertical painted plywood siding
 - :: Windows: dark anodized aluminum frames with insulated glass (horizontal sliding)
- Interior Walls & Partitions
- :: Partitions: wood studs and gypsum board
 - :: Doors: plastic laminate over wood door in wood frame
 - :: Flooring: carpet and sheet vinyl (original), laminate plastic wood floor covering (remodeled units)
 - :: Wall and ceiling finishes: paint
- Service Systems
- :: HVAC: electric baseboard heat in each room
 - :: Plumbing: electric water heater in each unit; galvanized steel water piping
 - :: Electrical: fed from main campus; one exterior transformer and main distribution board in laundry building; panels in each section of each building
 - :: Lighting: fluorescent lighting throughout
 - :: Elevator: none
- Safety Standards
- :: Fire alarm: auto-call addressable panels monitor smoke/heat detectors in corridors and kitchens; manual pull stations at exits; smoke/heat detectors in bedrooms provide trouble signal first
- Program Accommodation
- :: The Mods were originally designed as temporary structures, are not suitable for continued use as permanent campus facilities

THE “MODS” APARTMENTS



- FACILITY INFORMATION**
- :: Address: 3040 Wild Currant Loop NW
 - :: Year of Construction: 1971
 - :: Building Area: 1,424 GSF (each building)
 - :: Floors: One
 - :: Current Capacity: 6-8 beds (single), depending on if remodeled (each building)
 - :: Resident Type: 2nd year and other 21+ / Over 30 (302) / Sustainability (303) / Clean Air Housing (305) / Long-Term Education First (EF) rental (312-319)



“THE MODS”APARTMENTS:
TYPICAL (REMODELED) UNIT LAYOUT
Not to Scale



SITE ANALYSIS

EXISTING CAMPUS ZONES

The Evergreen State campus is divided into three primary zones: academic, residential and field area. Other than the parking areas (not shown), the majority of the rest of the campus is wooded area.

Academic and student life facilities comprise what is known as “Upper campus” while the residential facilities and athletic fields are considered to be part of “Lower campus.” There is visual separation, significant grade change and distinct architectural and landscape characters between these two campus areas. The academic zone consists of large scale buildings, wide pathways and plazas. It is inwardly focused around a central plaza (Red Square) and has a collegiate and public feel. The residential zone is characterized by distinct groupings of residential-scaled buildings, clustered around internal circulation and gathering spaces, each nestled within heavily wooded areas. The Academic and Residential zones are separated by a deep ravine towards the North and an open field area to the south.

TOPOGRAPHY

The existing conditions topography diagram illustrates the existing conditions on the TESC campus. Topographical contour lines represent a five foot change in elevation. Darker areas represent lower elevations and lighter areas represent higher elevations.

A deep ravine separates Residence Halls A-D from the primary pathway from Red Square on the Upper campus. Grades continue to step down more gradually along the West to East progression through the Residential zone of campus.

Steep slopes to the north of campus make development in this area difficult and expensive, limiting opportunities for campus expansion on this part of the site.

ORGANIZATIONAL AXES AND PEDESTRIAN ACCESS

Academic facilities, well-defined exterior spaces and primary pedestrian routes on Upper campus are organized in a formal manner along major rectilinear organizing axes. Ground floor colonnades and tree allays reinforce these regulating lines, creating an occupiable intermediary layer between interior and exterior environments. Secondary pathways and less formal landscape elements provide more episodic experiences within the larger organizing structure.

With the exception of the quadrangle between the Residence Halls A-D, the residential zone primarily consists of buildings nestled into the wooded areas, giving this zone

a very different feel from the academic zone. Relatively narrow and winding pedestrian paths through wooded areas connect clusters of buildings. Athletic fields to the South create a distinct circulation edge while providing open vistas to the South and Southwest from the HCC. Site furnishings and landscape elements reinforce a more informal organizational structure in this part of campus.

UTILITIES

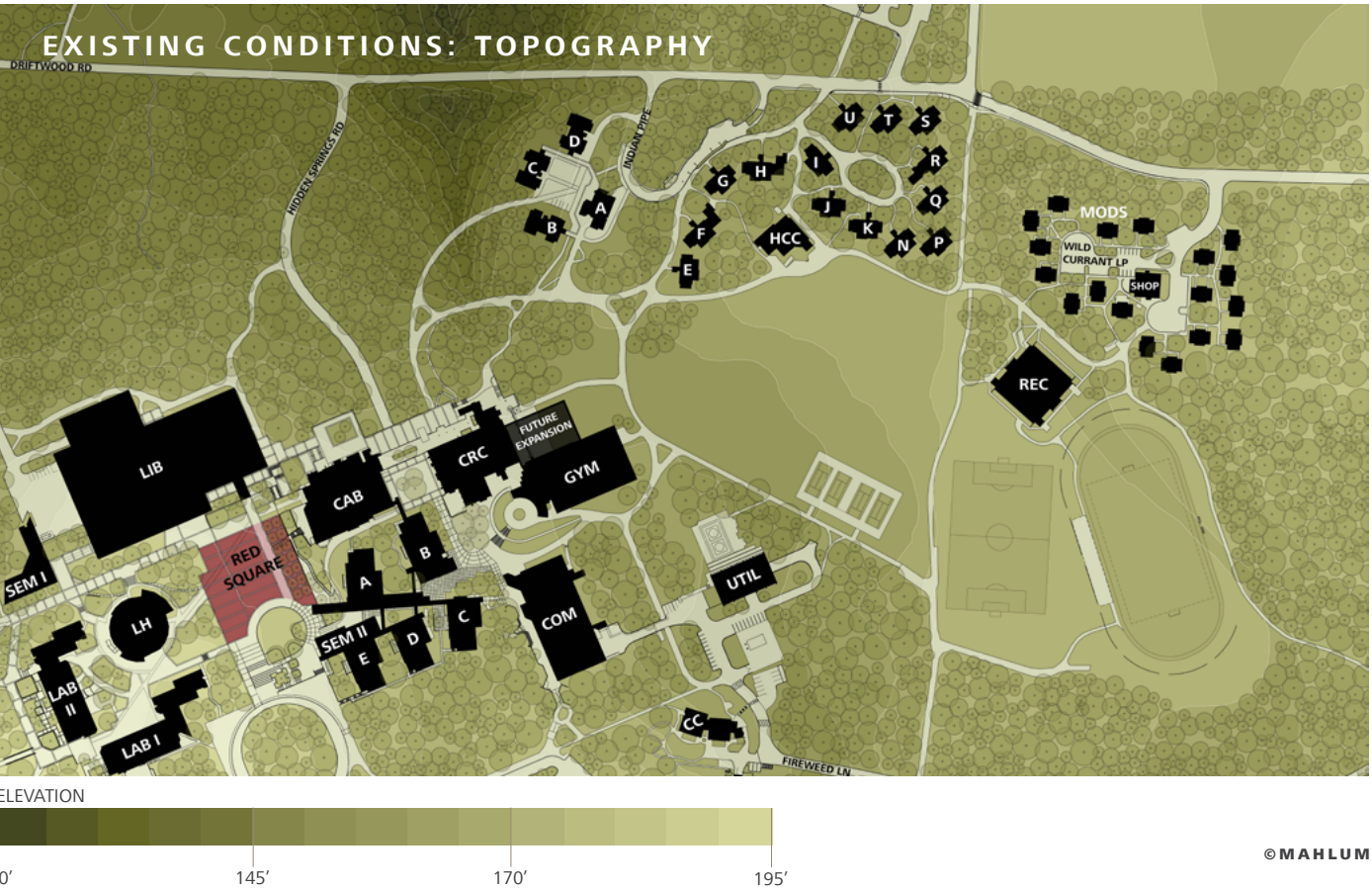
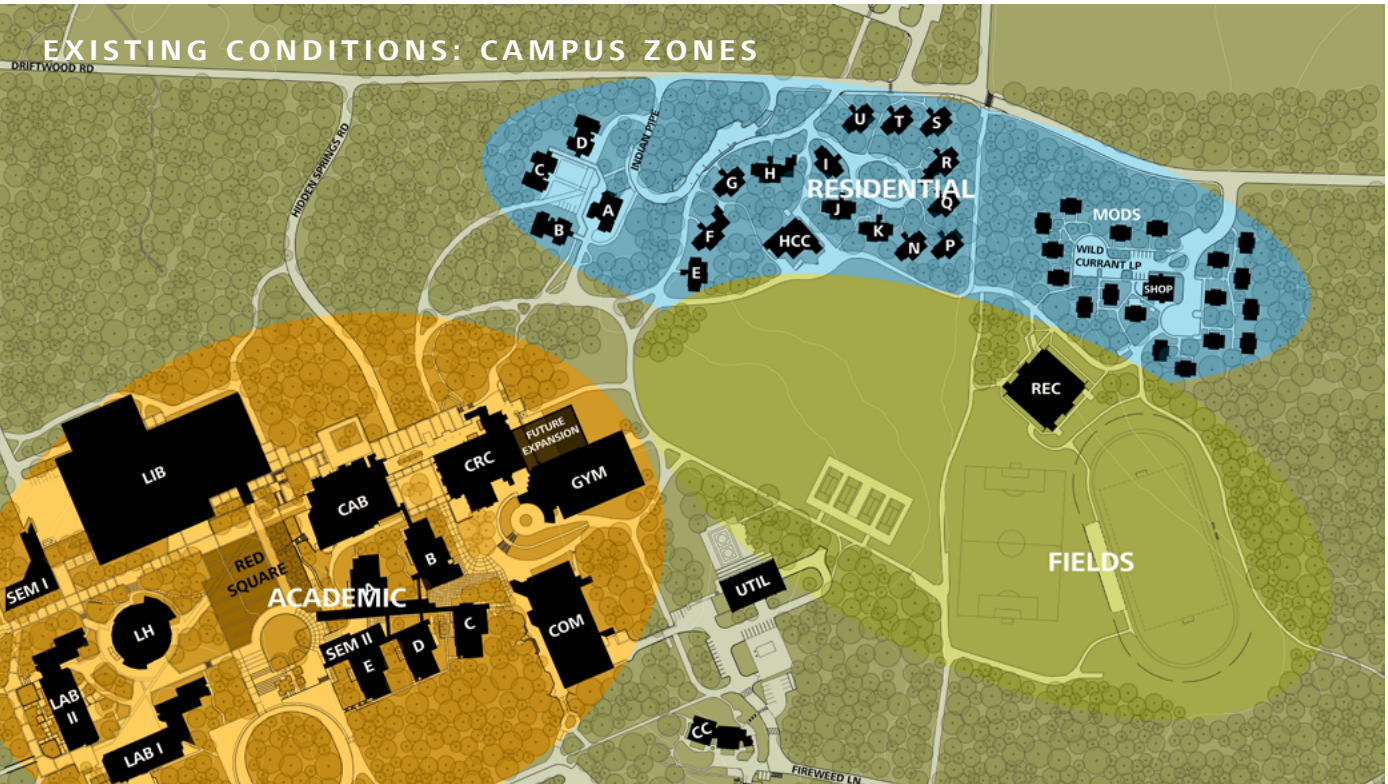
A Central Utility Plant provides steam and chilled water to the majority of campus facilities through an underground tunnel system. A crawlspace tunnel serves Residence Halls A-D while and a direct bury branch off the tunnel provides steam to Apartments E-U and the HCC. The modular buildings are heated by electric baseboard and disconnected from the central utility framework. More detail on campus utilities is provided in the 2008 Campus Master Plan.

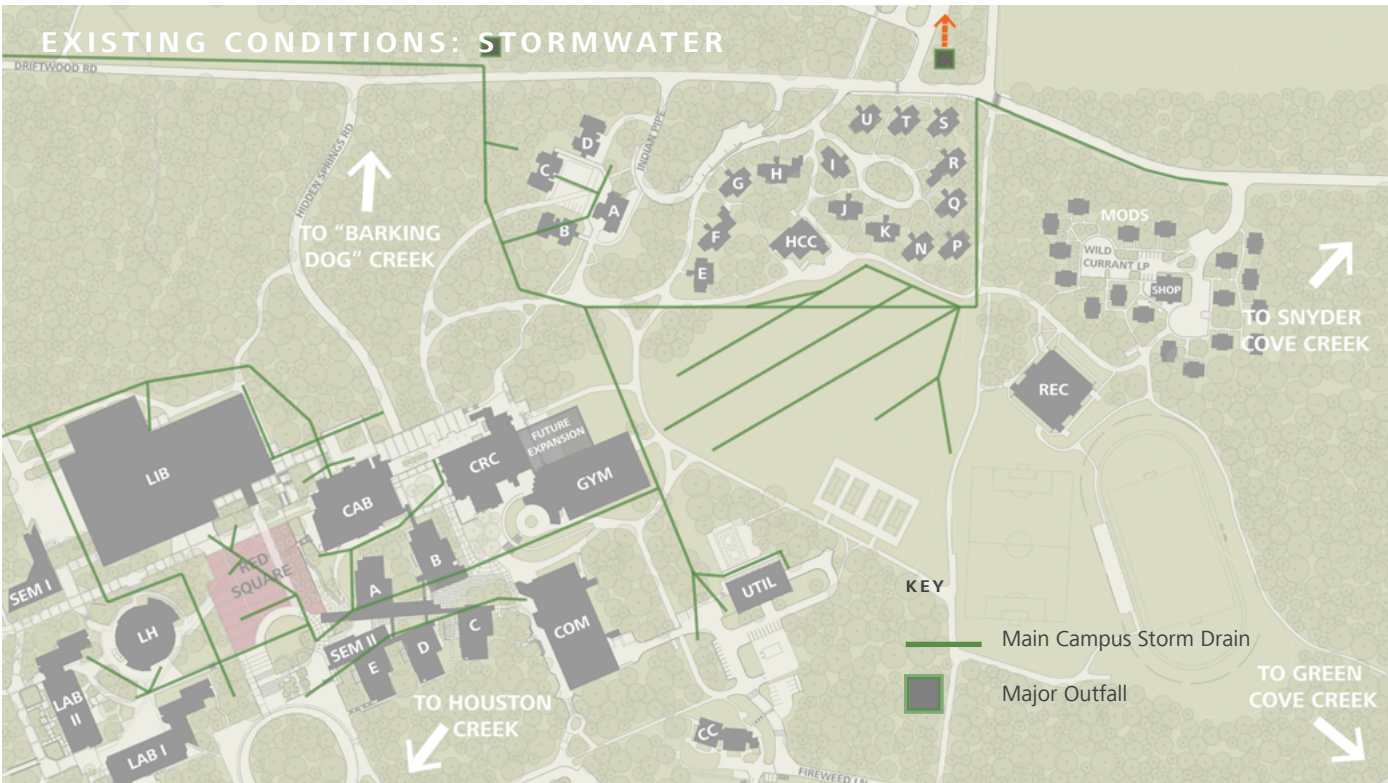
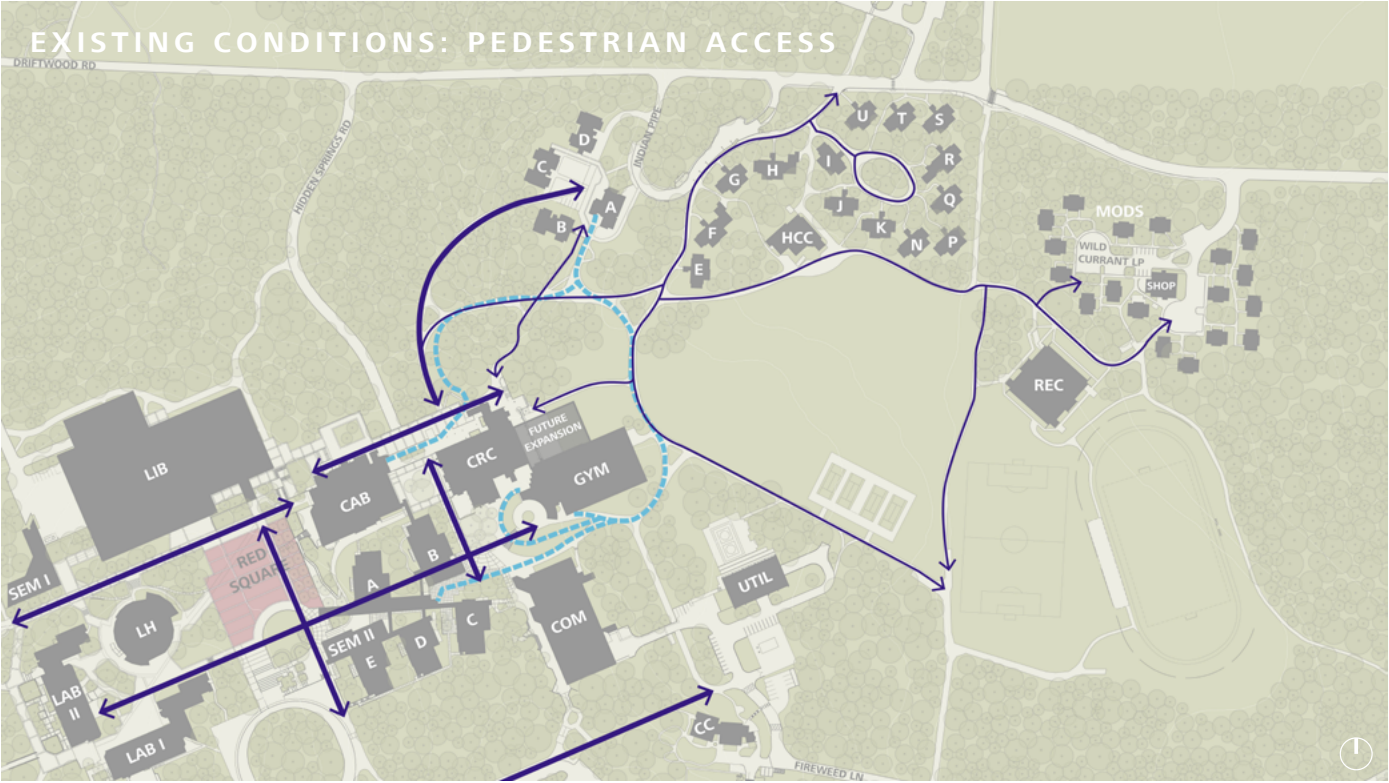
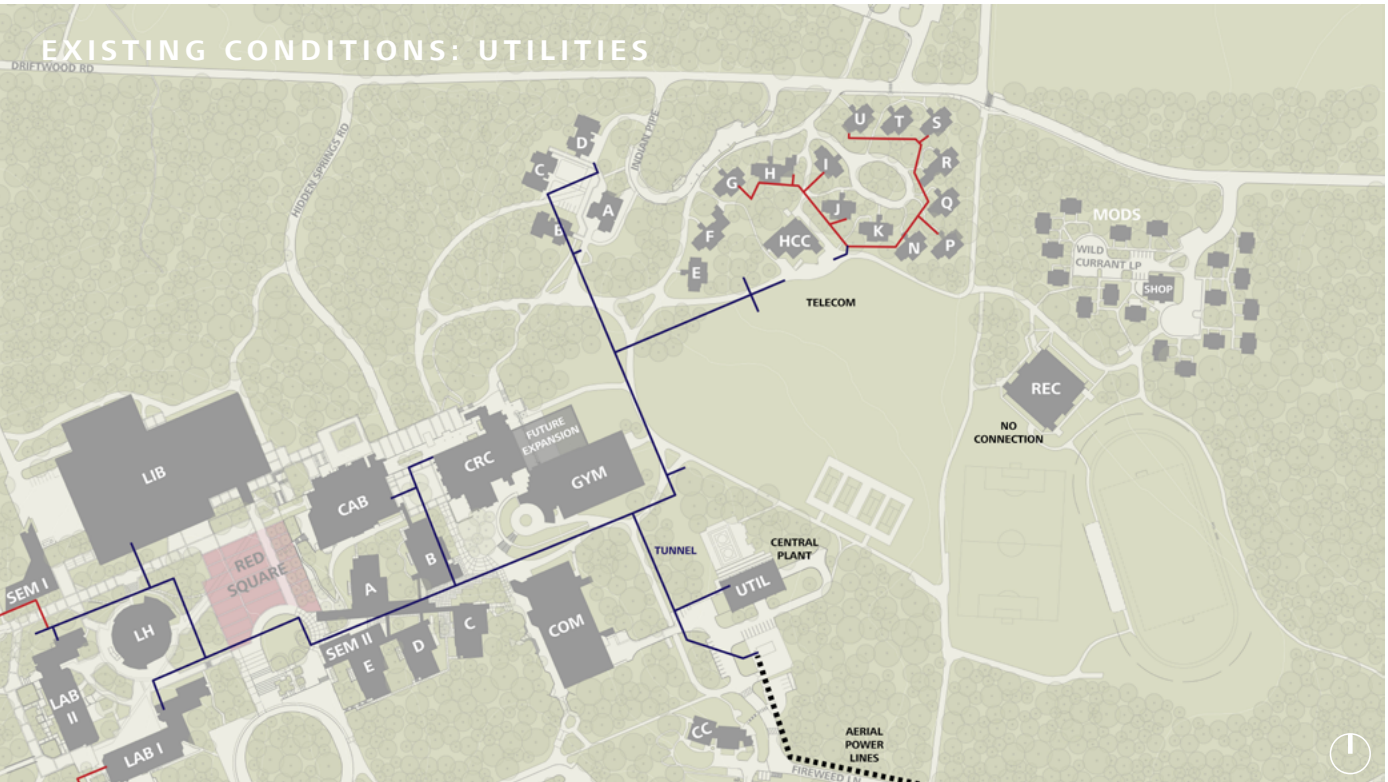
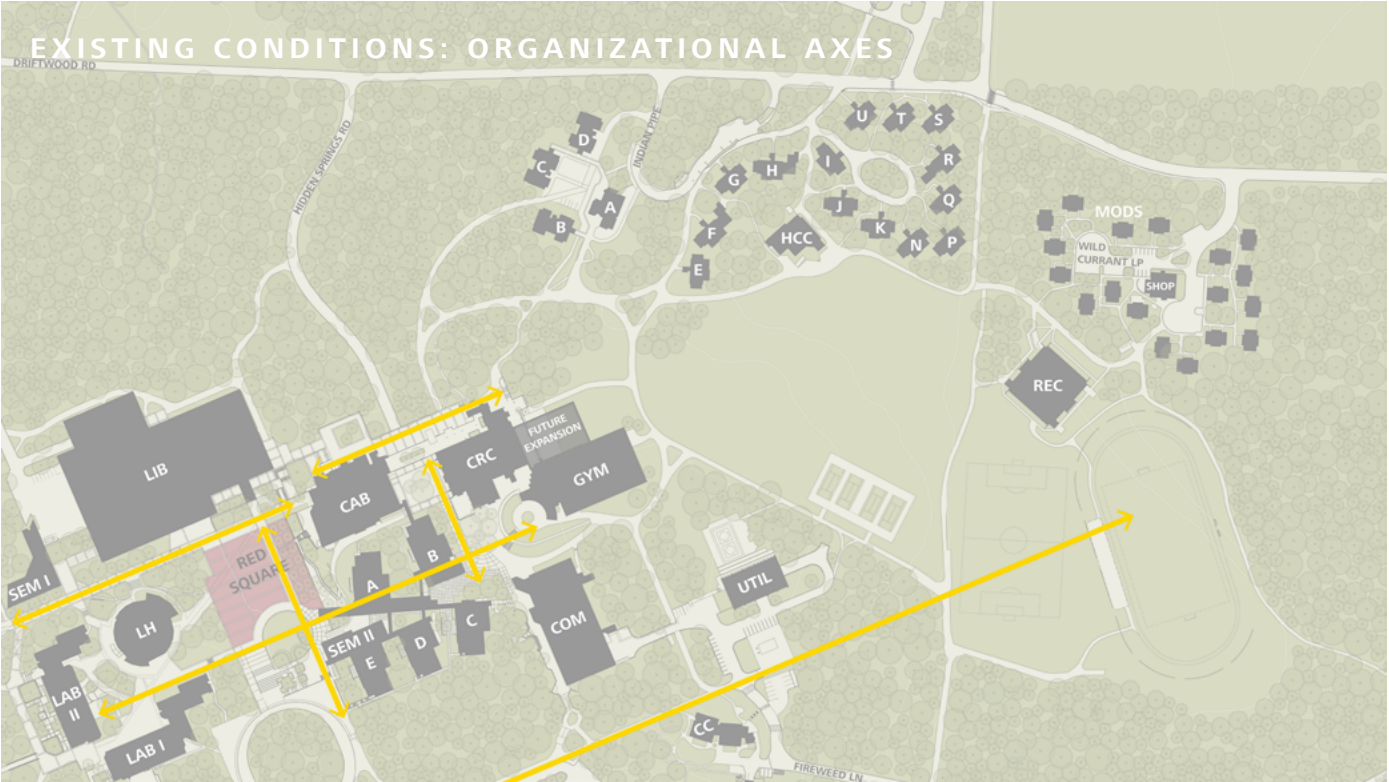
STORMWATER

The TESC campus is located on the Cooper Point Peninsula with extensive waterfront on the Eld Inlet. As such, proper detention and treatment of surface water is a priority for the College, which strives to minimize its environmental footprint and to foster opportunities for environmental education.

In addition to both structural and low-impact management practices employed throughout the campus, undeveloped portions of TESC property have been set aside as reserves, including the Ecoforest/Ecoagriculture area, the Old Forest Area, Geoduck Beach and the Grass Lake Wetland Area. These areas serve an important role in the health of the campus watershed and are valuable resources for education on sustainable ecologies.

Existing stormwater practices, as well as goals, targets and procedures for future development are identified in the [The Evergreen State College Stormwater Management Plan Phase II Permit for Western Washington](#), revised May 2016.





MARKET STUDY

As part of its market work, Anderson Strickler, LLC (ASL) conducted an off-campus market analysis consisting of visits to off-campus rental properties either near campus or the bus lines serving the campus to gather information on unit types, rents, amenities, and occupancy rates. The analysis also included a review of multifamily trends in the area, and the identification of projects in the pipeline.

There were 16 complexes in the ASL sample with a median distance of 3.8 miles from campus. The occupancies of these properties ranged from 95% to 100% with a median of 98% meaning at the time of the data gathering – November 2015 to January 2016 - - the market favored landlords as 95% is a market in balance between renter and landlords. Another sign of a tight market is almost the complete lack of landlords offering concessions.

Using medians, the students tend to look for and find housing that rents below the median, indicating the supply of Class B¹ and perhaps some Class C¹ housing that will impact demand as well as the “shadow” housing market which are houses and condominiums that draw renters away from apartment complexes. According to the student survey, 41% of renters rent houses instead of living in conventional apartments.

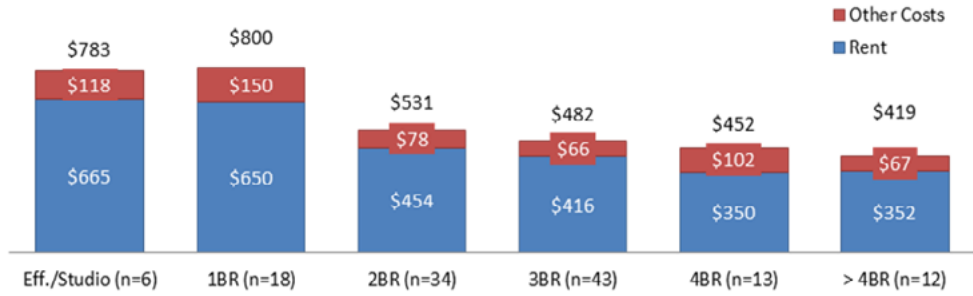
It is not just the Olympia market that does not favor renters. Data from UW’s Runstad Center for Real Estate Studies from 2015 for Washington State indicated that 11 counties out of 18 in the sample, including Thurston, had decreasing vacancy rates. All counties in the survey had vacancy rates below 4%; Thurston’s was 3.4%. Vacancies in Washington have been decreasing since the 3rd quarter of 2009. Rents have been increasing in a 19-county sample with one-bedrooms increasing by 9% between 2015 and 2014, and two-bedrooms by 7.2%.

Markets out of balance tend to work towards balancing themselves. Developers in the Puget Sound region developed more units in 2015 than in any year since 1990. Within a few miles of campus, in terms of multifamily housing, there is one new complex being built with more in the downtown area. Though vacancies are low now, they were as high as 7% in the region in 2009. Though the market has gotten tighter over recent time, the market will eventually adjust, making it an important metric to track.

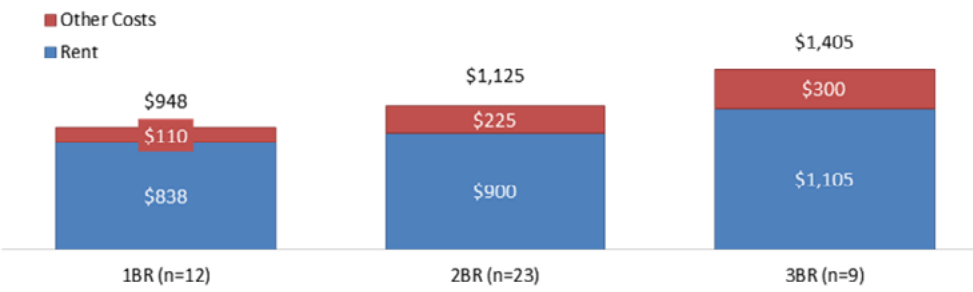
See Appendix A for information about the specific properties studied.

¹ Class A properties represent the highest quality buildings in their market and area. They are generally newer properties with top amenities and little or no deferred

Median Monthly Cost of Housing—Single Students

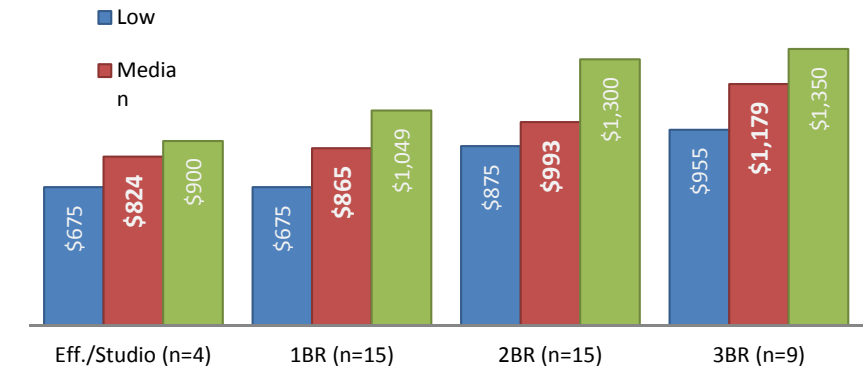


Median Monthly Cost of Housing—Families



maintenance issues. Class B properties are one step down from Class A, are generally older than Class A and have some deferred maintenance issues. Class C properties are typically more than 20 years old and located in less than desirable locations. The property is generally in need of renovation, including updating the building infrastructure to bring it up to date. (RealtyMogul.com)

Market Sample



State of the Off-Campus Market

Market	Fall 2015 Vacancy	Rent Increase 2014 to 2015
United States	4.2%	9%
Washington State	3.4%	8.5%
Puget Sound Region	3.5%	8.3%
Thurston County	3.4%	10.3%

Sources: Runstad Center for Real Estate Studies/UW, Fall 2015
Marcus & Millichap

Rent Comparison

Market	Studio	One BR	Two BR	Three BR
ASL Sample	\$824	\$865	\$993	\$1,179
Survey – Single Students	\$665	\$650	\$908	\$1,248
Survey – Family Students		\$838	\$900	\$1,105
Thurston County*		\$813	\$906	
Tested Rents	\$888	\$1317		

*Runstad Center for Real Estate Studies/UW

NEEDS ANALYSIS

“The mission of TESC should be reflected in housing: to build good citizens that actively participate in making our world a better place.”

“The intersection between academic and residential life is critical for student success and recruitment.”

“First year housing is a priority... it is where community culture is created”

“A safe and welcoming environment is the basis for equity and access.”

– Evergreen Faculty & Staff



STAKEHOLDER ENGAGEMENT:
FACULTY & STAFF

Focus group interviews were conducted with various groups on campus to gain a better understanding of the diverse perspectives and residential experiences on campus. Groups that were interviewed include the following:

- :: Equity & Access
- :: Campus Planning & Sustainability
- :: Residential & Dining Services Operations
- :: Student Life & Academic Support
- :: Recruitment & Retention

Highlighted comments from the interviews are included at right.

PLANNING GOALS

- :: Foster students’ ability to have community, engagement, sense of place and ownership
- :: First year housing is a priority; it is where community culture is created
- :: “Re-brand” the dorms
- :: Greater diversity of housing options (physical space and rates) to meet the need of a wide variety of students
- :: Modernized buildings and improved infrastructure
- :: Enhance community building
- :: Celebrate what it means to be an Evergreen student
- :: Leverage what is unique to Evergreen: 1,000 acres and the Puget Sound
- :: A safe and welcoming environment is the basis for equity and access
- :: Integrate Sustainability with students’ lifestyles
- :: Improve dining quality, options and proximity
- :: Produce responsible, accountable adults that can contribute to society
- :: Foster students’ ability to have community, engagement, sense of place and ownership

PROGRAM GOALS

- :: Provide more social spaces and opportunities; create visible communities with places to meet
- :: Increase academic and learning opportunities
- :: Provide parity of common spaces

- :: Provide a variety of unit types (reflect student demographics)
- :: Desired spaces:
 - Active and quiet study spaces
 - More social spaces along existing student routes
 - More community kitchens and lounges
 - Commuter support spaces (kitchens / lounges)
 - More and better outdoor areas
 - Mixed use / retail development
 - Conference center or other large gathering space(s)
 - Fitness, music practice, worship, café, pub

:: Desire to provide housing for:

- First year students
- Transfer and older students
- Veterans
- Families
- Temporary guests / visitors
- Trans and gender-variant students
- International students / EF program
- Faculty (live-in or visiting)

SUSTAINABILITY GOALS

- :: Evergreen has an institutional goal of zero waste by 2020
- :: Aramark has a goal of increasing the percentage of local, organic produce that it uses

- :: The mission of TESC should be reflected in housing: to build good citizens that actively participate in making our world a better place
- :: There is a hope that whatever Evergreen does has a strong sustainable awareness component (within economic limitations)
- :: Systems should be more transparent; buildings should show how much water, heat, etc. is being used and costs)
- :: Integrate Sustainability with students’ lifestyles; not a separate academic approach
- :: Increase the visibility of our projects and foster student engagement
- :: New housing should have an element that connects students to their food sources and an awareness of caretaking
- :: Show students how they are living, so they can be more accountability for their actions
- :: Showcase different models for Sustainability for each type of space

FACILITY GOALS

- :: Sustainability is a hallmark of the Evergreen program; preserve this in the housing master plan
- :: Address whether the first year experience and goals for housing be accommodated in the existing halls
- :: Address the layers of safety and security within the residential community

- :: Design facilities with infrastructure to support wifi and technology into the future; also have a help desk for students to get tech support
- :: Focus on energy efficiency and practical maintenance; TESC facilities are behind
- :: Provide for energy conservation and maintainability (long-term systems design)

DESIRED RELATIONSHIPS

- :: Stronger connection between upper and lower campuses
- :: Maintain / increase connection the surrounding natural environment
- :: RAD administration located with housing
- :: Improve visibility and access to RAD administration
- :: Improve proximity to dining, rec space and mental health services

“Provide a physical environment that supports Evergreen’s philosophical underpinnings: collaboration, exploration, and interaction.”

“TESC embodies a counter-culture identity with a focus on art, Sustainability and expression.”

“Community and diversity represents the TESC identity.”

– Evergreen Students



STAKEHOLDER ENGAGEMENT:
STUDENTS

The project team met with both on-campus and off-campus students to gain a better understanding of their perspectives on campus housing. Feedback was garnered through a variety of interactive activities, to accommodate students’ varied communication styles.

Activities included private responses (anonymous written responses to a series of housing questions), individual posts (pinning answers to display boards, similar to posting online comments) and small group discussion. The final activity was a collaborative follow-up discussion with the entire group, with the following guiding questions:

- :: What do we need to do to make this residential master plan a success?
- :: How can we best engage students in the residential master planning process?

GOALS

- :: Variety of unit configurations and housing options
- :: Increase cultural and social activities
- :: More locations for dining and cooking
- :: Ability to impact / change personal space
- :: Access to natural light and views / connection to outdoors
- :: Less institutional feel (more cozy, warm, homey)
- :: More gathering areas, study space, community kitchens, fitness areas, music practice, community library
- :: Match cost and quality of private housing market
- :: Community spaces should be more generous and inviting

TESC STUDENT IDENTITY

- :: TESC embodies a counter-culture identity with a focus on art, Sustainability and expression; forward-thinking Sustainability projects and student art should be everywhere
- :: Provide a physical environment that supports Evergreen’s philosophical underpinnings: collaboration, exploration, interaction, etc., with infrastructure that allows students to feel supported and heard
- :: Community and diversity represents the TESC identity
- :: Safe living environments for LGBTQ+ population
- :: Integration to the natural environment (windows, etc.)

FIRST YEAR EXPERIENCE

- :: Create a stronger community within the residence halls
- :: Provide central gathering areas that students want to hang out in, to increase camaraderie
- :: Provide more free community-oriented meals

- :: More ability to personalize space
- :: Larger rooms to allow allowed more creative furniture layouts and more space to invite friends over
- :: Continue to have community meetings and fun activities
- :: Make sure residents get enough sunlight (windows aren’t very big)
- :: Provide great food and modern living spaces
- :: Lighting and safety
- :: More events on campus, so students living on campus can have more time getting to know each other
- :: First-year students need a tour of the whole college, so that they know where everything is
- :: Less isolated living situation

STUDENT PERSPECTIVES

Why live on campus?

- :: Experience campus life with a roommate, get the gist of what it is like at Evergreen
- :: Easy to stay connected
- :: Ability to walk everywhere
- :: Be part of the community and have that experience
- :: Learned so much from the people I’ve met
- :: You have the College to help you when you live on campus

Why choose Evergreen?

- :: You can focus on what you want to do (field study, etc.)
- :: Flexibility
- :: Interdisciplinary style of teaching and learning
- :: Emphasis on how everything connects and applies
- :: Enjoy the surrounding environment; it feels like walking in the woods
- :: Campus resources, such as organic farm and 1,000 acres
- :: A culture of people with similar interests
- :: Eco-integration on campus – trees between buildings makes for a good learning environment

What helps improve community and reduce isolation?

- :: Covered outdoor non-smoking community spaces
- :: Freshman dorm communal spaces with visual connections to the outdoors
- :: In the dorms, interact with the whole building, but in the apartments only know your roommates

How is TESC housing different than other colleges?

- :: Lived in WSU dorms; it was more of a community because there were shared hallways
- :: The apartments here need more community space (HCC, is too far to walk); add a sunroom as a communal space

What spaces should be added to residential areas?

- :: Music rooms; many students love to play music
- :: Outdoor cooking areas and picnic areas; there is bonding



STAKEHOLDER ENGAGEMENT:
STUDENT SURVEY

In conjunction with the strategic planning effort, Anderson Strickler (ASL) conducted a survey of students living on and off-campus. A variety of questions were developed to gather information regarding student demographics, current housing status, housing satisfaction and preference for unit type and associated rental rates. This survey was conducted in the winter quarter of 2016. Of the 415 total responses, 282 were from off-campus residents and 133 were from on-campus residents.

Key findings are included here, and full survey results can be found in Appendix B.

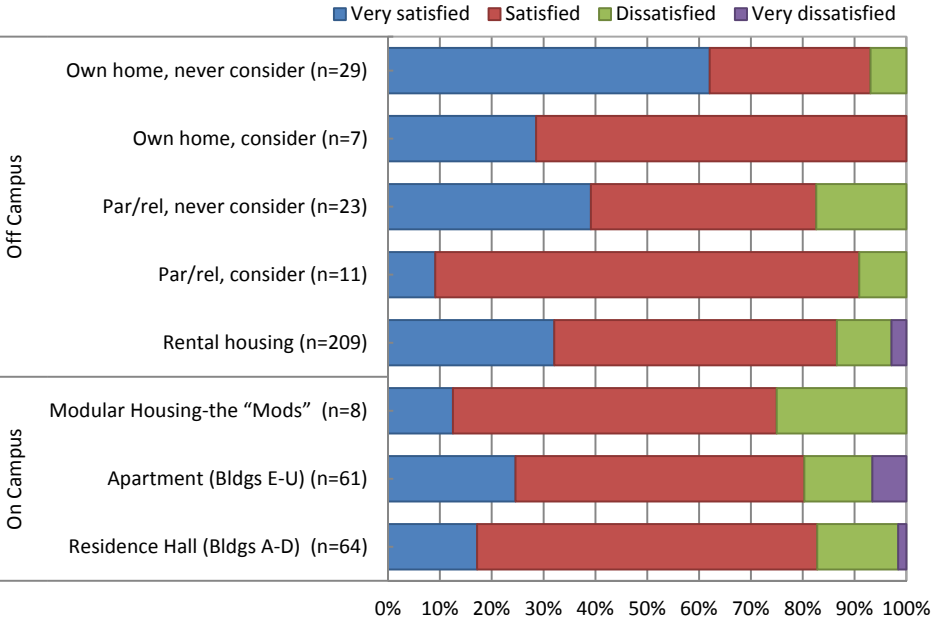
OFF-CAMPUS STUDENTS

Almost three-quarters of off-campus students rent their housing. Two-thirds of the remaining students would never consider living on campus.

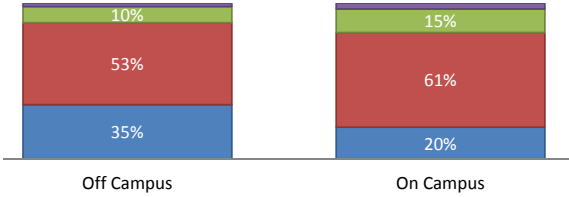
- :: **Type of Housing** – Most renters either live in an apartment or condominium building (44%) or rent an entire house (41%).
- :: **Persons per Unit** – Renters live in a variety of living situations from living alone to living with more than three others, with no one category dominating.
- :: **Sharing a Bedroom** – Only 5% of renters share a bedroom with a roommate.
- :: **Lease Term** – About one-third each of renters have either a 12-month or month lease.
- :: **Furniture** – 82% of off-campus renters rent an unfurnished unit.

HOUSING SATISFACTION

Off-campus respondents were more likely than on-campus respondents to indicate they were “very satisfied” with their current living situation, however, when the “satisfied” and “very satisfied” categories are combined, there is little difference (88% and 81%, respectively). This is a typical finding.



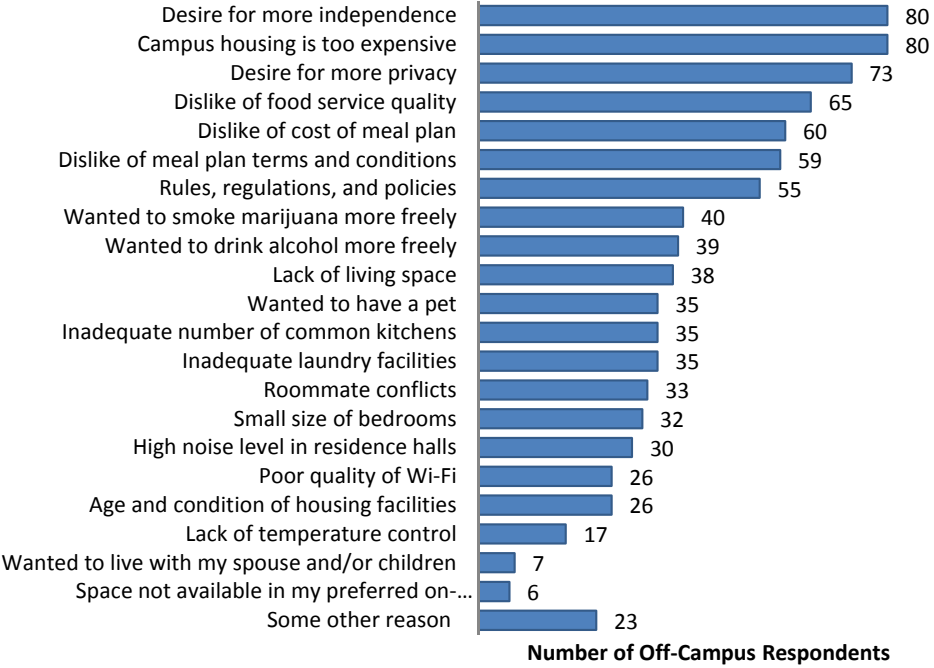
Satisfaction with Current Housing



REASONS FOR MOVING OFF-CAMPUS

Students who have lived on campus, but made the decision to move off campus, cited independence and cost as the top two reasons, followed by the desire for privacy and a dislike of food service quality.

Of the top ten reasons for moving off, three were related to food service, three to rules and regulations, two to abstract reasons (independence and privacy) with only one each being cost or facilities (lack of living space.)

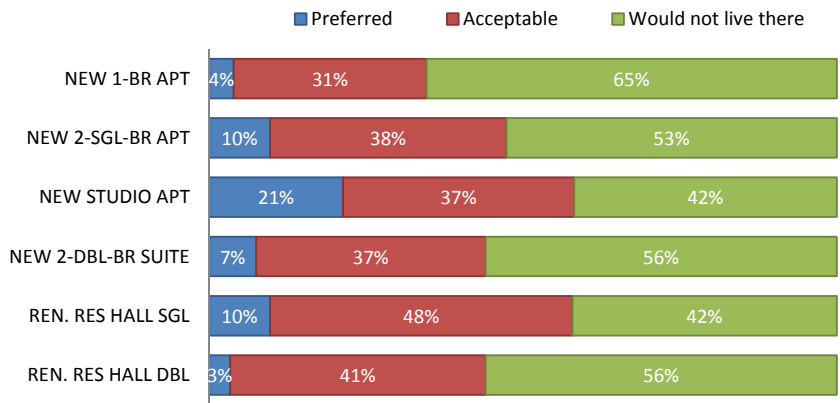


Reasons for Moving Off-Campus

FACTORS USED IN HOUSING DECISION

For students choosing to live on campus, the top decision-making factor is location relative to campus, followed by affordable rent and having their own bedroom. Lower ranking factors include satisfying parental wishes, having a kitchen in the unit and security.

For those choosing to live off campus, affordable rent tops the list of decision-making factors, by a significant margin. Other important factors for off-campus students include having an adequate amount of living space, location relative to campus, having their own bedroom and having a kitchen in the unit.



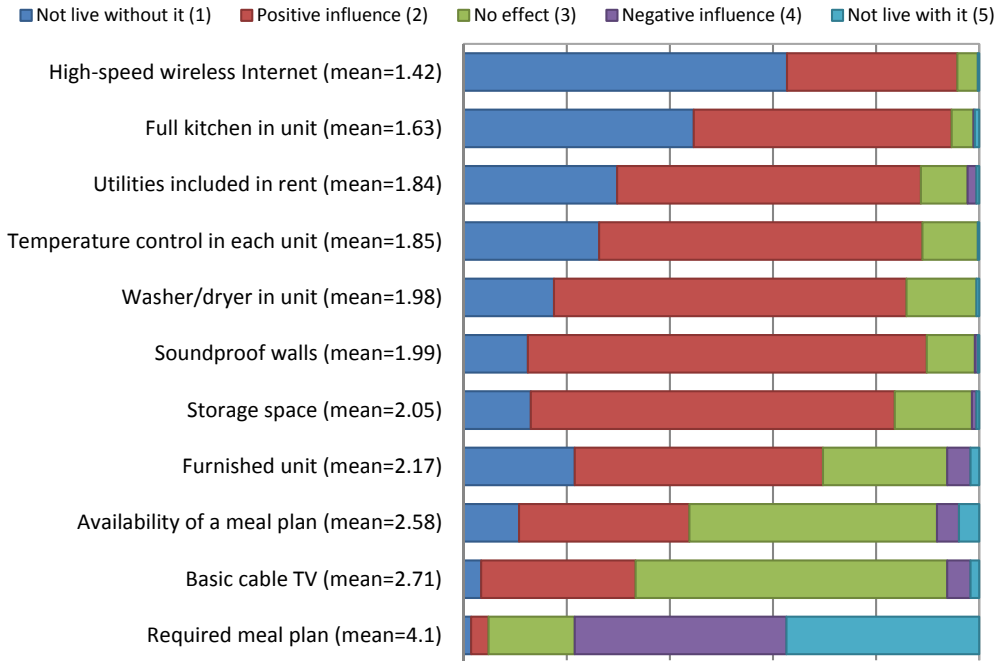
Unit Preference

UNIT TYPE PREFERENCE

Survey respondents were shown a variety of floor plans, including a renovated residence hall, new two-double-bedroom suite, new studio apartment, and one and two-bedroom apartments. Units had associated rents, which included furnishings, utilities, and Internet.

Students were asked to choose one “preferred” unit and/or mark all units as “acceptable” or “would not live there.” Looking at all survey responses, units with private bedrooms appear to be the most preferred; 42% or more would not live in at least one of the unit types. (See chart above.)

When results are sorted by on- and off-campus survey respondents, on-campus respondents are more likely to be interested in residence hall or suite-style beds than off-campus students. New studios were popular with both groups.



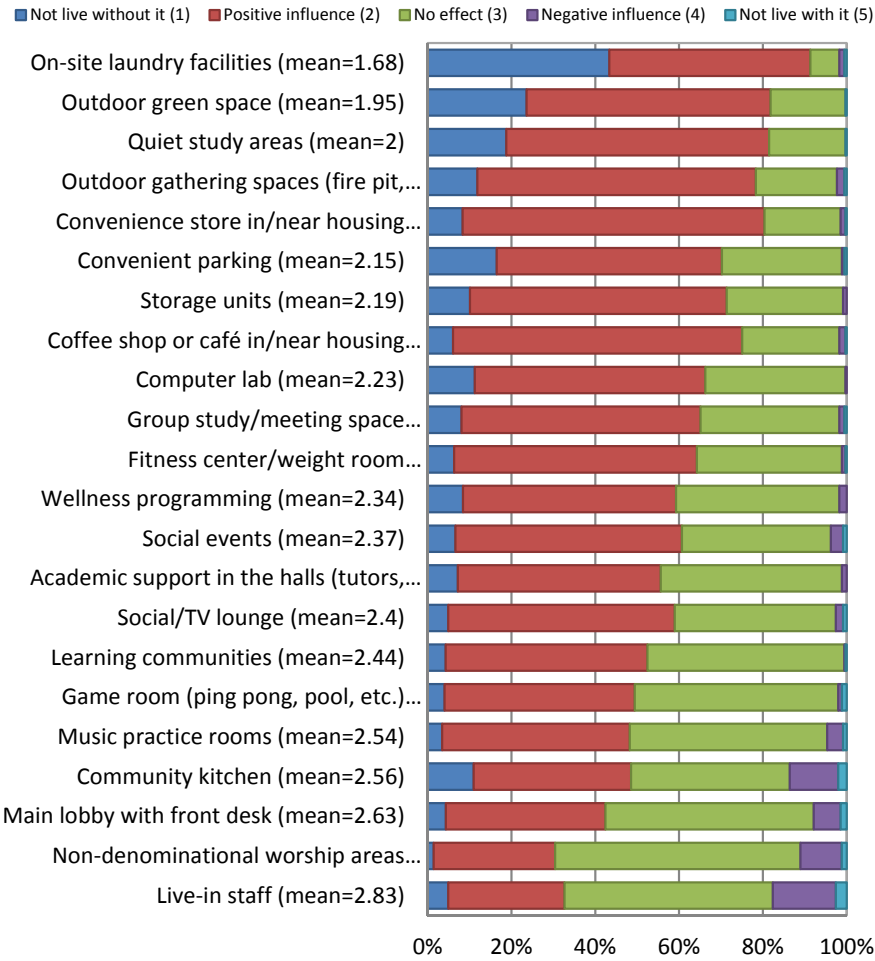
Preferred Unit Amenities for Campus Housing

PREFERRED UNIT AMENITIES

Students were asked to rank their choices for amenities in their unit, for campus housing. Rankings ranged from “could not live without it” to “could not live with it.”

As shown in the chart above, high-speed wireless Internet and a full kitchen in the unit are amenities that many students would not live without or would have a positive influence on their decision to live in campus housing.

A required meal plan ranked as the most significant factor that would discourage students from living on campus, with almost 40% of respondents saying they “could not live with it.”



Preferred Community Amenities for Campus Housing

ON-CAMPUS DEMAND

FALL 2015	FT On Campus Enrollment	Definitely Interested		Might Be Interested		Demand from On- Campus Residents
Class		Capture Rate	100% Closure	Capture Rate	50% Closure	
Freshman	373	53%	196	37%	69	265
Sophomore	203	38%	76	41%	41	117
Junior	158	26%	41	67%	53	94
Senior	71	20%	14	53%	19	33
Graduate stud	3	0%	0	100%	2	2
	808		328		183	511

INCREMENTAL DEMAND ANALYSIS

FALL 2015	FT Off- Campus Enrollment	Definitely Interested		Might Be Interested		Potential Incremental Demand
Class		Capture Rate	50% Closure	Capture Rate	25% Closure	
Freshman	390	18%	34	6%	6	40
Sophomore	518	16%	41	28%	36	78
Junior	1,021	7%	34	39%	100	135
Senior	822	11%	46	24%	50	96
Graduate student	293	0%	0	21%	15	15
	3,044		156		207	364

DEMAND ANALYSIS

Based on the results of the survey, ASL analyzed demand to estimate the number and type of units desired by students. Using the assumptions described below, ASL determined that there is incremental demand in fall 2015 for 364 beds of renovated or new housing.

ASL’s methodology centers on the full-time off-campus population as these students represent incremental demand for housing. The methodology for calculating demand uses the responses to a survey question asking where respondents “would have lived” when making their housing decision for the 2015–16 academic year if the tested options were available. The first step in calculating demand is to determine a capture rate using the following equation:

Capture Rate =

Number of Full-time Respondents
Definitely Interested in Housing

Number of Full-time Respondents

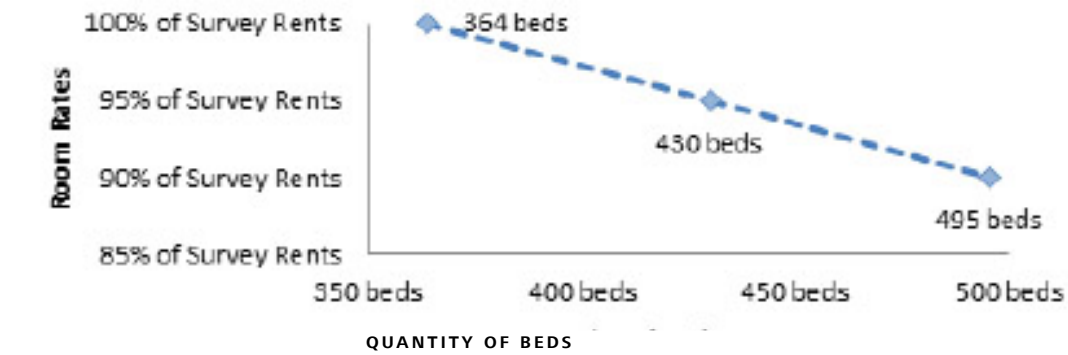
After calculating a capture rate, a “closure” rate is applied; this is necessary to reflect that not all students who express interest would sign a lease. ASL assumes a 50% closure rate for those who indicated that they “definitely would

have lived” in the housing and a 25% closure rate for those who indicated that they “might have lived” in the housing (or 50% of those with 50/50 interest). The full-time enrollment is multiplied by the capture rate; then the closure rate is applied to yield the demand as shown in the chart above.

ON-CAMPUS DEMAND

Running a demand exercise for on-campus residents similar to that for off-campus residents is above. The primary difference is higher capture rates as these students already live on campus, thus are more likely to make an on-campus commitment to the new housing. If all on- and off-campus students got their first choice housing, the size of the housing system would be 875; 511 on-campus residents would stay and 364 off-campus residents would have chosen to live on campus instead. If the approximately 300 current remaining residents were told that staying in existing housing was no longer an option, the 875 system number would likely increase.

PRICE SENSITIVITY



DISTRIBUTION OF DEMAND BY UNIT PREFERENCE

Unit Type	Academic Year Rent	Monthly Rent	Interested Full- Time Off- Campus Student Preference	Potential Incremental Demand	Interested	Potential	Total Demand
					On- Campus Student Preference	On- Campus Demand	
Renovated Residence Hall Double	\$5,300	\$589	14%	50	4%	18	68
Renovated Residence Hall Single	\$6,000	\$667	18%	65	20%	101	165
New Construction Two-Double-Bedroom Suite	\$6,800	\$756	11%	40	15%	79	119
New Construction Studio Apartment	\$10,650	\$888	44%	160	35%	176	336
New Construction Two-Single-Bedroom Apartment	\$12,100	\$1,008	10%	35	18%	93	128
New Construction One-Bedroom Apartment	\$15,800	\$1,317	4%	15	8%	43	58
Total			100%	364	100%	511	875

PRICE SENSITIVITY

Students who indicated that they were not interested in the proposed housing because the housing was too expensive were faced with an additional question asking for their level of interest at rates that were 5% below the initial rates. Respondents who still indicated less than definite interest faced a third question with rates 10% below the initial rates. The answers to these questions allow us to formulate a demand curve, extrapolating to gauge the impact of rents below the level of those initially shown on the survey. Incremental demand would rise to 430 beds if rents were 5% less than the original rents and to 495 units if rents were 10% less.

DISTRIBUTION OF DEMAND BY UNIT PREFERENCE

As noted earlier, student respondents were asked to choose only one “preferred” unit type and the rest either acceptable or not. The unit preference chart reflects respondents’ preferred choice. Given that each unit type had an “acceptable” rating of 31% to 48%, there is some flexibility in the unit mix ultimately selected.

PLAN DEVELOPMENT

PLANNING PARAMETERS

DECISION VARIABLES

A series of critical ‘decision variables’ were agreed-upon to provide a clear framework to evaluate planning options. The variables focused on the following themes:

1. Growth & Capacity: Enrollment projections, capture rate and occupancy rate
2. Financial: Escalation, rental rates, construction cost and financing model
3. Planning: Phasing, program and unit type, site selection and project type

The resulting Planning Parameters were established by the Steering Committee for current planning purposes. These variables should re-evaluated and Planning Parameters adjusted accordingly as implementation of the Master Plan progresses.

GROWTH & CAPACITY

Projected enrollment, capture rates and occupancy rates serve as the bases for determining a future student housing bedcount capacity aligned with realistic expectations of demand. As projected bedcounts increase, additional infrastructure support capacity for shared services, such as dining, parking and physical plant should also be evaluated.

ENROLLMENT

Current (2015/2016) enrollment at Evergreen’s main campus in Olympia is approximately 4000 students.

Based on evaluation of enrollment data over the last five years, static enrollment (no enrollment growth) was determined as the appropriate Planning Parameter for scenario development.

CAPTURE RATE

Capture rates reflect the percentage of total Evergreen students that live on campus. They are impacted by live-on requirements, meal plan requirements and the local rental market.

Current capture rates (averaged over the last five years) for on-campus housing are:

- :: 76.7% for freshmen
- :: 23.8% for sophomores
- :: 6.0% for juniors, seniors and others
- Three potential approaches to determine assumed capture

ENROLLMENT

% DECLINE	STATIC	% GROWTH
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CAPTURE RATE

STATUS QUO	DEMAND-BASED	PEER EQUIVALENCY
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OCCUPANCY RATE

STATUS QUO	% GROWTH	95% NEW / RENO
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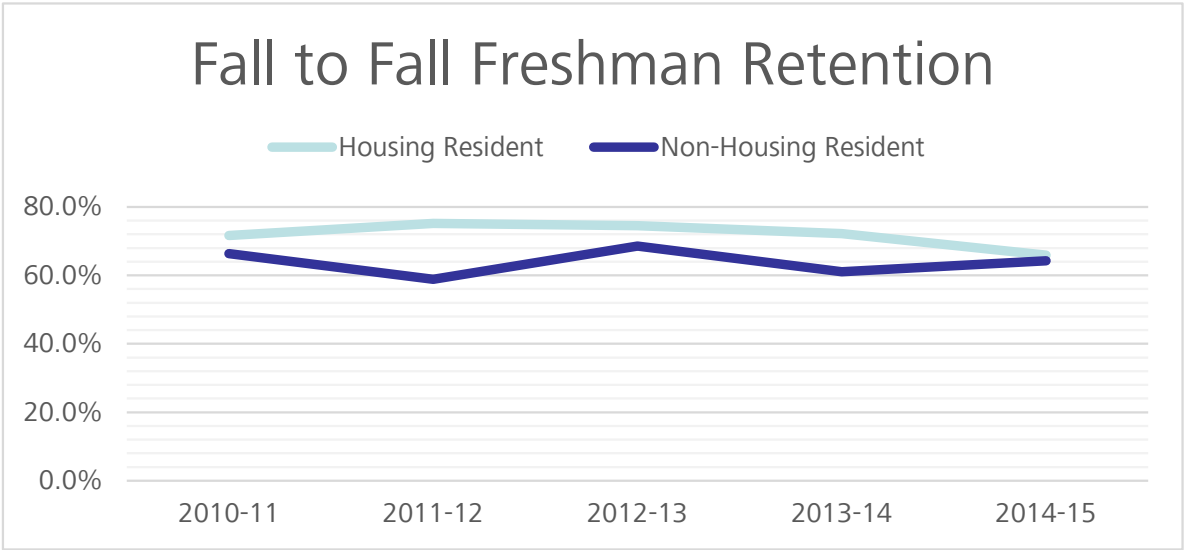
Decision Variables: Growth & Capacity

rates for planning were explored: Status Quo, Demand-Based and Peer Equivalency.

- :: The Status Quo approach maintains current capture rate levels as shown in the table to the right.
- :: The Demand-Based approach targets capture rates aligned with the demand analysis data generated form the student survey, which takes into account increased demand of new and/or remodeled facilities.
- :: The Peer Equivalency approach targets more aggressive capture rates that align with Evergreen’s peer institutions.

Anything other than a Status Quo approach requires careful attention to local rental market conditions. Targeting more aggressive capture rates would likely also require policy modifications, such as the adoption of a Residential requirement for incoming students and the possibility of a expanded Meal Plan requirement.

Demand-Based capture rates serve as the Planning Parameter for recommendations developed in the RAD Master Plan.



Fall to Fall Freshman Retention

Existing Demand	2011-2015 Enrollment*	Res Halls	Apts	Mods	Campus Housing TOTAL	% Housed
FT Freshmen	545	367	48	3	418	76.7%
FT Sophomores	1,072	32	198	25	255	23.8%
FT Junior	1,303	7	95	15	117	9.0%
FT Senior	1,066	1	38	6	45	4.2%
Other	437	1	2	2	5	1.1%
EF Program	4,423	-	-	60	60	1.4%
Total FT Undergraduates	8,846	408	381	111	790	8.9%
Existing Capacity		451	416	126	993	
Existing Occupancy		90%	92%	88%	80%	

* Fall Day 10 Five Year Average

Existing Conditions: Enrollment, Capacity & Occupancy

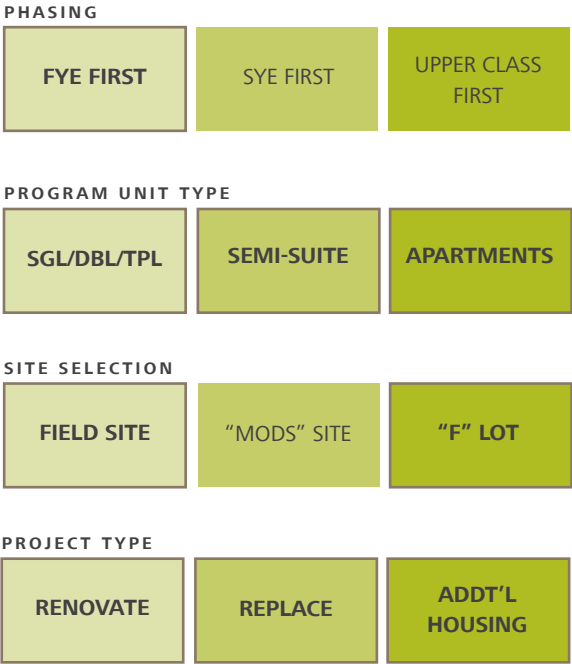
OCCUPANCY RATE

Occupancy rates reflect the percentage of total available campus housing beds that are rented/occupied. Three planning approaches to occupancy rate were evaluated:

- :: The Status Quo approach assumes that current occupancy rates for campus housing are maintained.
- :: The Percentage Growth approach assumes a fixed percentage of increase in capture rate as a planning target.
- :: A 95% occupancy rate for new and remodeled facilities is in alignment with new and remodeled campus housing facilities on other campuses.

Based on current occupancy rates and historical trends that include some dropoff of occupancy in the Winter Quarter, a Status Quo approach to occupancy rates was established as the appropriate planning parameter for existing housing facilities to remain. New or substantially renovated facilities are planned at 95% occupancy rate.

With the growing success of the residential program as facilities are upgraded and replaced, a more aggressive Percentage Growth approach may be adopted.



Decision Variables: Campus Planning



Site Selection: Field Site



Site Selection: "Mods" Site



Site Selection: "F" Lot

CAMPUS PLANNING

Physical planning decision variables were reviewed and evaluated with respect to the current Campus Planning context, the Campus Master Plan and the goals and priorities of the RAD Master Plan.

PHASING

Phasing of proposed projects was evaluated through the lens of alternate planning scenario options.

A “First-Year Experience (FYE) First” scheme prioritized replacement of existing Residence Halls A-D with two new residence hall style facilities purpose-built for First-Year Experience residential programming. Considerations for this approach include:

- :: Quickly addresses unacceptable facilities conditions of Residence Halls A-D and eliminates further deferred maintenance expenditures by replacing these buildings.
- :: Substantial first-cost investment of this capital project

A “Second-Year Experience (SYE) First” scheme prioritized construction of new Second -Year oriented residence halls with semi-suite style housing. Considerations for this approach include:

- :: Ability to provide expanded housing options for largest

portion of Evergreen student population.

- :: Diversified unit types and graduated student residential experience.
- :: lack of demand identified by demand survey suggests need to implement policy modifications, such as

A “Upper-Level Apartments First” scheme prioritized construction of new apartment style facilities targeted to upper level students. Considerations for this approach include:

- :: Potential for early impact / build momentum and enthusiasm around the on-campus residential experience
- :: Quickly addresses demand identified in student survey for studio apartments and other more individualized on-campus housing options.

A phasing approach that prioritizes replacement of residence Halls A-D with new First-year Experience Residence halls was established as an important Planning Parameter towards furthering RAD’s vision and goals.

SITE SELECTION

Multiple site options for new (or replacement) facilities were reviewed by the planning team. A summary of pros and cons for the sites considered follows:

Field Site

- :: enhanced connection to Academic campus zone
- :: limits future development footprint capacity of Academic campus facilities
- :: limited appeal for private development of mixed-use “village” concept
- :: impact on existing fields
- :: limited accessible drop-off and direct vehicular access

Mods Site

- :: maintains existing separation from Academic campus zone
- :: potential appeal for private development of mixed-use “village” concept due to
- :: potential for redevelopment as expanded future fields

F-Lot Site

- :: enhanced connection to Academic campus zone
- :: greatest appeal for private development of mixed-use “village” concept
- :: impact on existing parking capacity

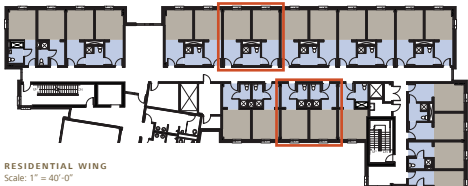
The Planning Parameters established reflect TESC’s preference for near-term development on the Field Site,

while maintaining the potential for additional future housing development at the F Lot site. Future development of the Mods site was identified as undesirable.

PROJECT TYPE

A variety of Project Types were reviewed and evaluated with respect to existing facilities conditions and identified programmatic need. The following planning parameters were established:

- :: (Minor) Renovation to Apartment buildings G-U
- :: Replace Existing FYE Residence Halls A-D and the HCC
- :: Replace Mods with dedicated Upper Level housing more aligned with demand
- :: Add dedicated SYE Residence Hall to supplement available variety of housing options

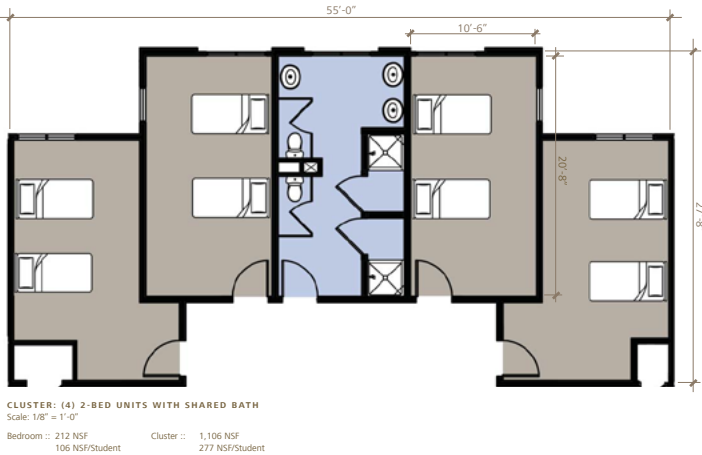


INTERNATIONAL LIVING-LEARNING CENTER, OREGON STATE UNIVERSITY

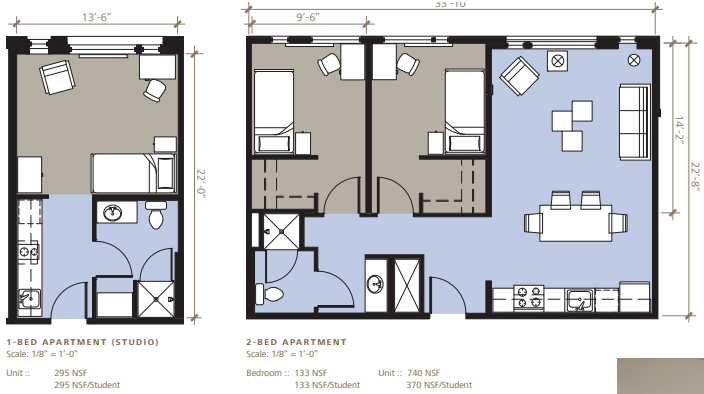
RESIDENTIAL PROGRAM / HOUSING UNIT TYPE
The RAD MP prioritizes diversifying available unit types and expanded available housing options.

A diverse set of options for unit types was taken into account, including single and double occupancy rooms with higher bed to bath ratios and options for suite style configurations with private bathrooms.

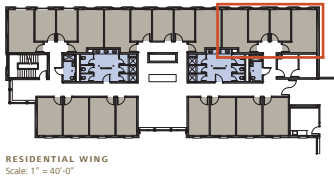
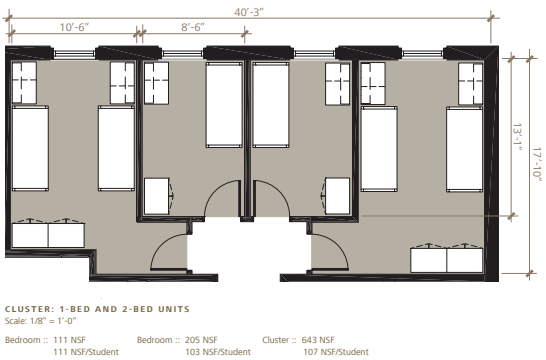
Within the proposed new facilities, more amenities and greater options for privacy are intended to attract and retain students, including upper division students currently opting to live off campus. In addition, new FYE and SE residence halls will allow for expanded Residential life programming.



SEGUNDO HOUSING - UNIVERSITY OF CALIFORNIA, DAVIS



CEDAR APARTMENTS, UNIVERSITY OF WASHINGTON



ACKERMAN HALL - WESTERN OREGON UNIVERSITY

ESCALATION		
3% ANNUAL	RENT> OPERATING	% INCREASE
RENTAL RATES		
SURVEY RATES	DIFFERENTIATED	MARKET RATE
CONSTRUCTION COST		
\$175/SF (P3)	\$225/SF	>\$225/SF
FINANCING MODEL		
PRIVATE (P3)	HYBRID	INSTITUTIONAL
DECISION VARIABLES: FINANCIAL		

FINANCIAL VARIABLES
Four major financial variables were reviewed, with topics for consideration topics noted below. A detailed description of financial assumptions can be found in Section 06 | Implementation - Student Housing Financial Plan.

OPTIONS DEVELOPMENT
The planning team utilized the information gathered during the Project Initiation and Needs Assessment phase to inform planning scenarios which could support the short- and long-term needs of TESC and RAD. Elements of the options development included development of Freshman (or First) Year Experience (FYE) housing and Sophomore Year Experience (SYE) housing models to meet the needs of the students identified in the student demand study, focus groups and the project vision and goals. Elements of the plan included establishing proposed unit types, size and scale of proposed new buildings and their siting / composition with the campus framework.

The planning team and TESC steering committee worked corroboratively in a series of informal workshops to develop options. The option that presented the best alignment of vision, goals and financial sustainability was the “Freshman First” scenario.

FRESHMAN FIRST
The Freshman (or First-Year) Experience First scenario focused development of immediate replacement of the cast-in-place concrete residence halls (A thru D) to make a dramatic impact of the freshman experience. Two (2) 220-bed residence halls would be offered to the freshman

student body to support a dynamic and community-based residential experience. These facilities would also become an important recruitment and retention tool for TESC supporting a higher level of satisfaction living on campus. In subsequent phases, a SYE facility would come on-line to support a graduated living experience for 2nd year students with enhanced privacy and independence in the unit types and amenities. Finally, two (2) new apartment buildings would come on-line to compliment the apartment offerings by providing a large number of studio and 2-bedroom apartments for upper-division students.

At the conclusion of the RAD MP implementation , the on-campus housing will strengthen community and provide students with age-appropriate living environments, customized to their residential and academic needs.

PROGRAM SUMMARY
The recommended plan provides a variety of residential options, expanding available unit types and programming opportunities.

The proposed plan calls for a 1:30 Resident Advisor to Student ratio and 1:250 Resident Director to Student ratio across all on-campus residential facilities. The student

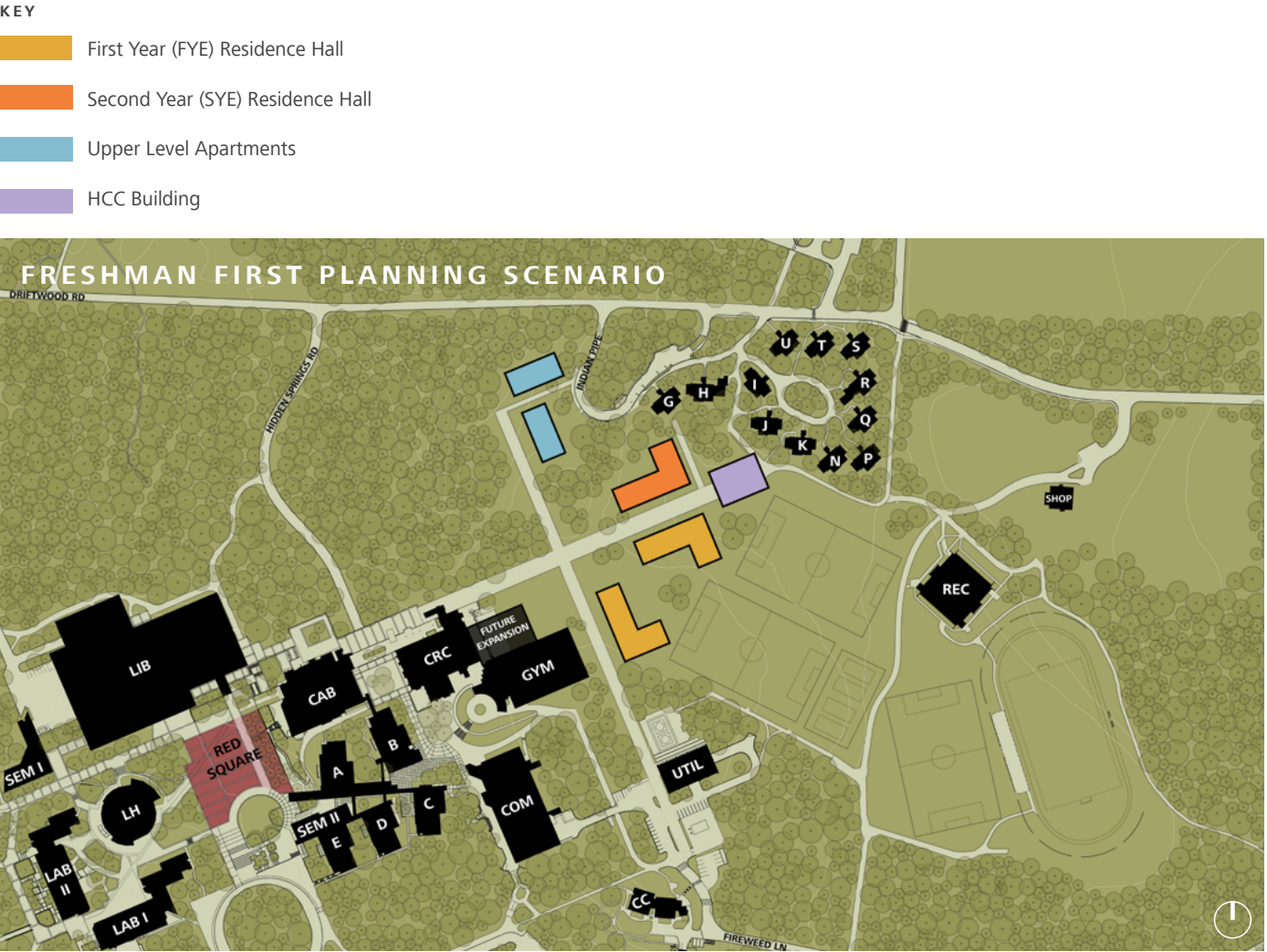
worker program is integral to RAD creativity and successful programming. This should be explored as part of detailed design efforts.

A summary of planning level programs identified for each of the new or replacement facility types follows. More detailed space programming should be conducted during the design phases for each capital project.

FIRST-YEAR EXPERIENCE (FYE) RESIDENCE HALLS
+ 480 Beds Total, Singles and Doubles
Two Residence Director Apartments
Residential Administrative Offices (+/- 840 ASF)
Residential Common Space (+/- 5100 ASF)
Community/Academic Area (+/- 1300 ASF)
New RAD Office Suite (+/- 5800 ASF)
Linen Storage (+/- 3000 ASF)

SECOND-YEAR EXPERIENCE (SYE) RESIDENCE HALLS
+ 240 Beds Total, Semi-Suite Singles and Doubles
One Residence Director Apartment
Residential Administrative Offices (+/- 420 ASF)
Residential Common Space (+/- 4000 ASF)
:: including one Community Kitchen per Res. Community

UPPER LEVEL APARTMENT BUILDINGS
+ 260 Beds Total, Studios and Apartments
Two Residence Director Apartments
Residential Administrative Offices (+/- 440 ASF)
Residential Common Space (+/- 4100 ASF)



NEW HOUSING COMMUNITY CENTER (HCC)
(Approximately 6600 GSF)

ADDITIONAL PROGRAM RECOMMENDATIONS (NOT INCLUDED IN STRATEGIC HOUSING PLAN):

Faculty and Visiting Scholar Housing
:: On-campus faculty and visiting scholar housing was proposed in the Campus Master Plan and remained of interest to TESC participants in the RAD master planning process.

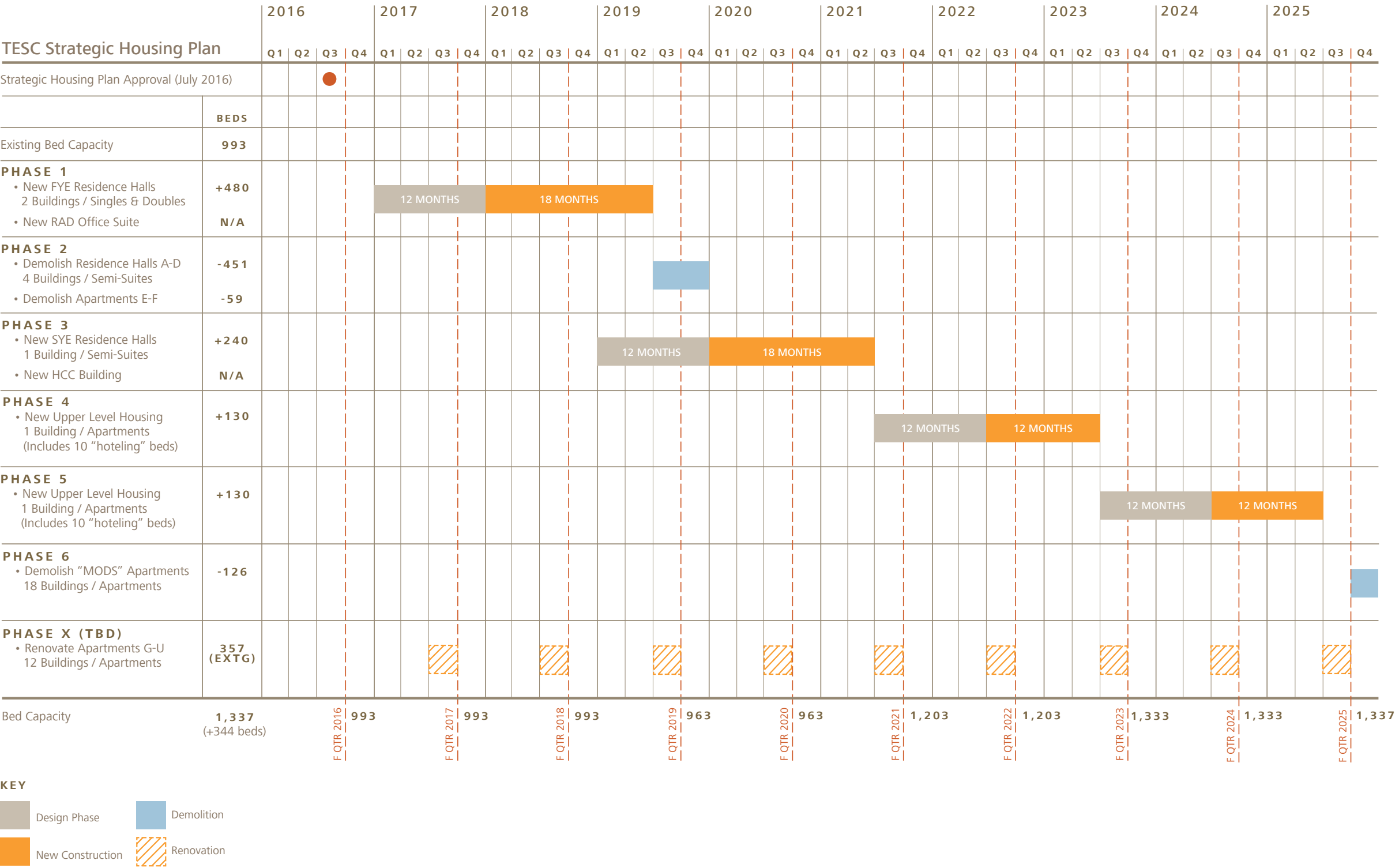
Residential Facilities Maintenance Building
(Approximately 9200 ASF)

STRATEGIC HOUSING PLAN

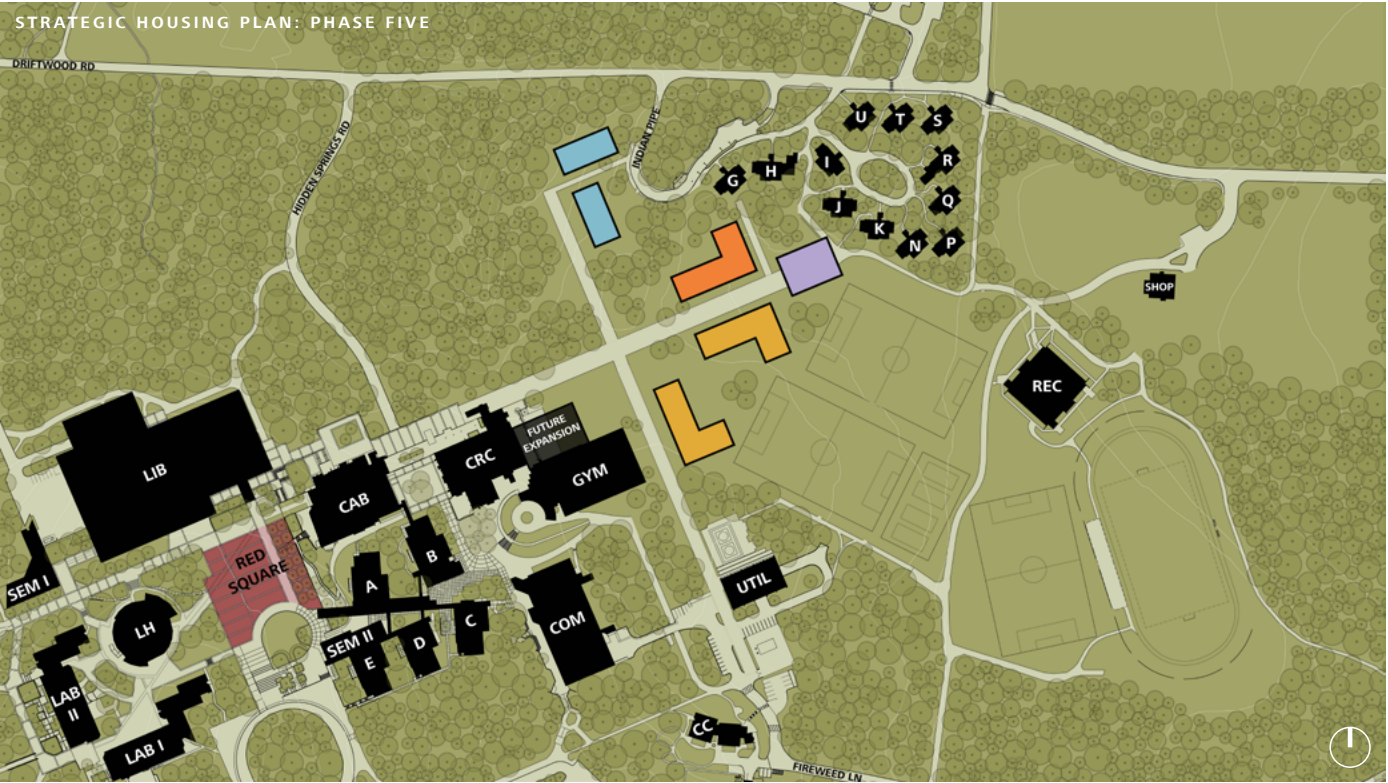
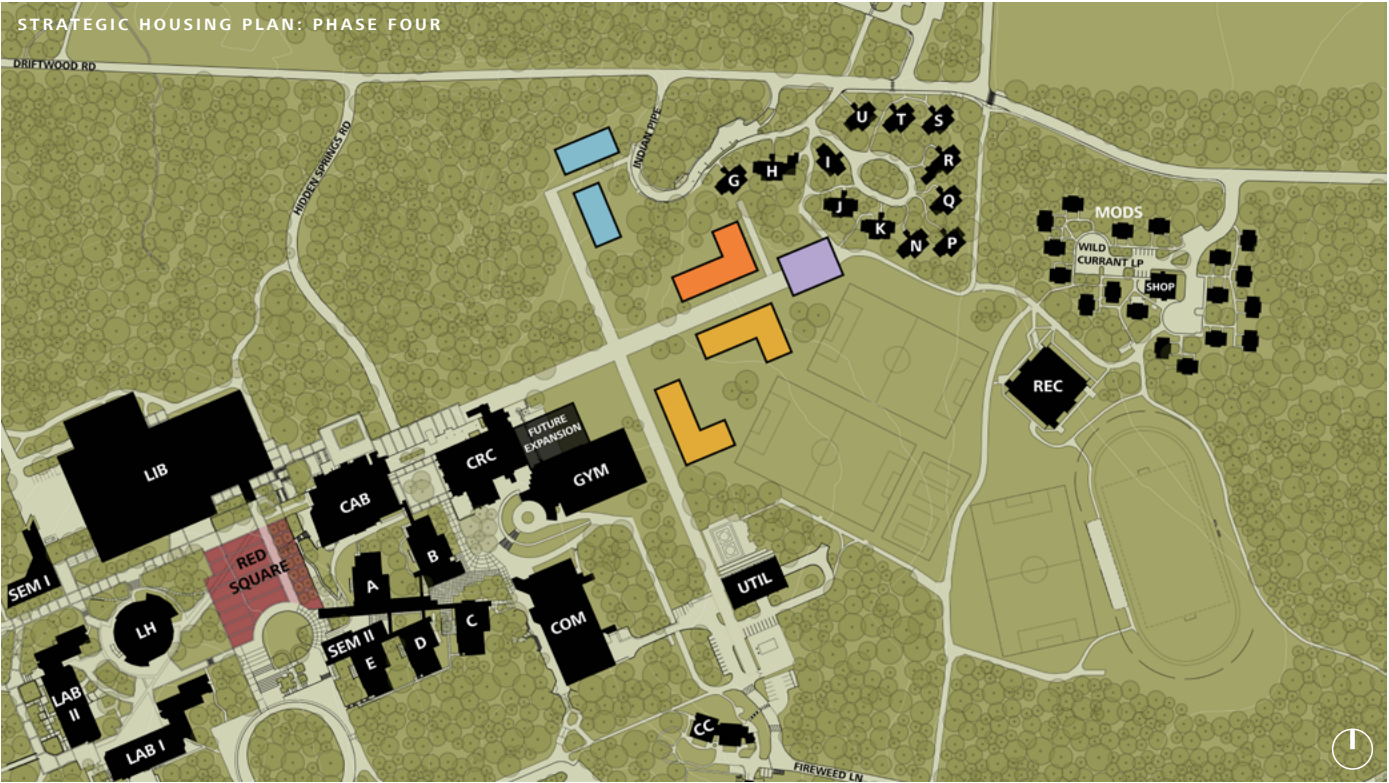
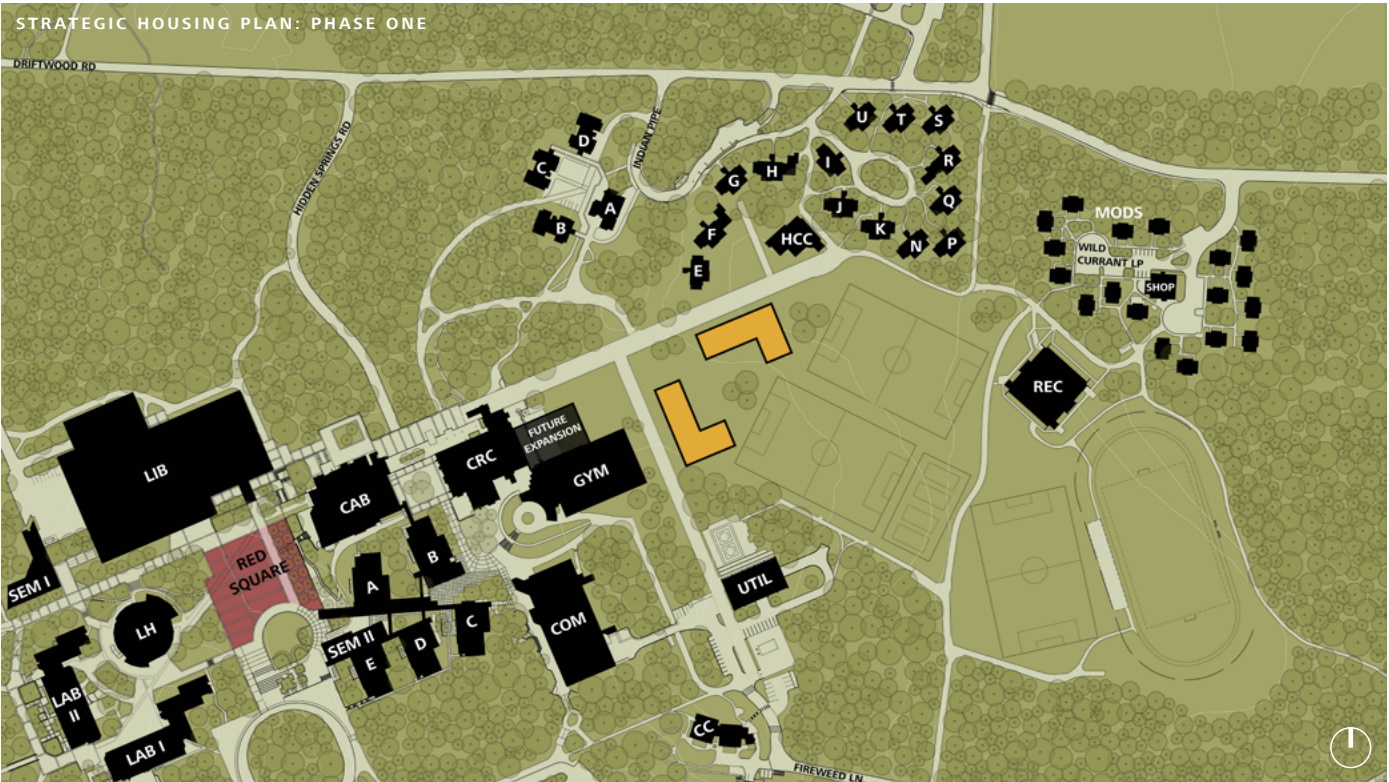
PHASING

The phasing plan lays out a framework for the renovation, replacement or addition of 1,337 total beds by 2025. A summary of the proposed Phase program components and timing for implementation projects is depicted in the schedule and planning diagrams.

The recommended Phasing Strategy reflects the planning parameters and priorities as established during the RAD Master Plan process. Planning parameters and assumptions should be re-assessed at each stage of implementation to ensure that the incremental steps are viable, achievable, and remain aligned with the evolving vision and goals of both RAD and the College.



- KEY
- First Year (FYE) Residence Hall
 - Second Year (SYE) Residence Hall
 - Upper Level Apartments
 - HCC Building



SITE PLANNING APPROACH

CAMPUS ZONES

The proposed Strategic Housing Plan shifts the Residential zone closer to the Academic zone. Existing athletics fields remain at the southern and SW edge of the residential zone, providing open space and vistas at this area of campus. Expansion of the athletic fields or restored natural landscape is proposed at the site of the demolished Mods buildings.

SOLAR ACCESS

Unlike the existing internal-facing residential clusters nestled within heavily wooded areas, proposed new housing facilities will be located and organized to maximize opportunities for natural daylight and renewables.

ORGANIZATIONAL AXES AND PEDESTRIAN ACCESS

Proposed new housing development occurs along the primary organizational axes of the Academic campus facilities. This organizing framework is carried into the Residential zone with the extension of the pedestrian pathway from Red Square that travels along the north side of the CRC. Significant site improvements along this pathway to create a gradually sloping, activated ground level pedestrian-oriented transition to the Residential Zone may include the creating of a widened ramping pedestrian thoroughfare, ground floor glazing onto active interior program spaces, covered colonnades, enhanced site lighting and landscape improvements, This pedestrian pathway will terminate into the newly created HCC. Establishing a view corridor along this path from the HCC back to the clock tower is another proposed strategy for enhancing connectivity between campus zones.

A perpendicular (campus) N-S pathway will extend along the western edge of the new FYE Residence Halls connecting to the Central Utility Plan at the South and the new Upper Level Apartment Buildings at the North end. New secondary pathways provide access to the bus loop road and the existing Phase 2 Apartments pedestrian loop.

UTILITIES

Proposed new facilities will be tied into the existing steam and chilled water tunnel system served by the Central Utility Plant. Beyond providing at-building connectivity, this scope is not included in the planning cost models for the proposed capital projects. The existing Phase 2 Apartment buildings are expected to remain on the direct bury branch off the CUP tunnel for steam.

Air conditioning is not included in cost model assumptions for the proposed new facilities but was noted of possible

interest for future RAD facilities. This should be assessed on both a life-cycle and first cost basis during the design phases for new capital projects.

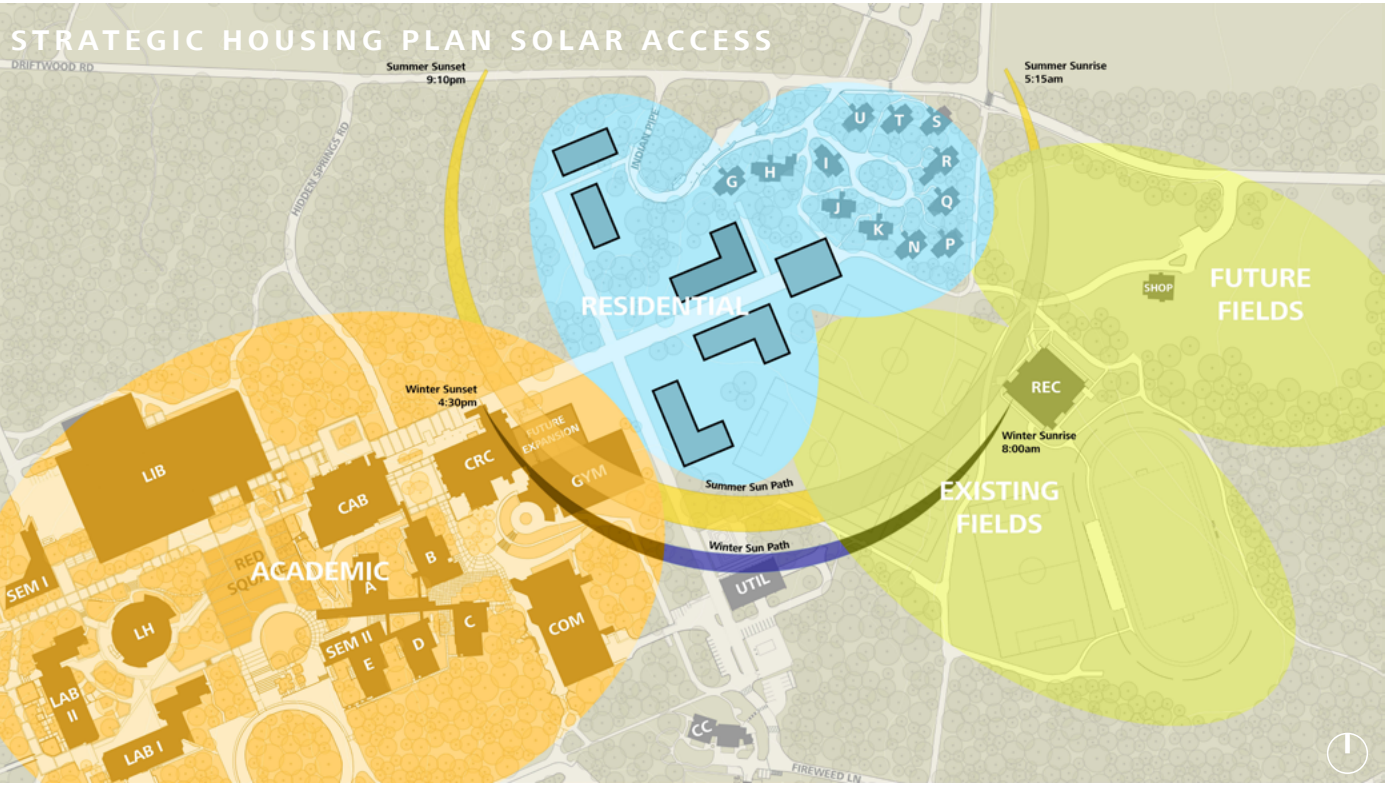
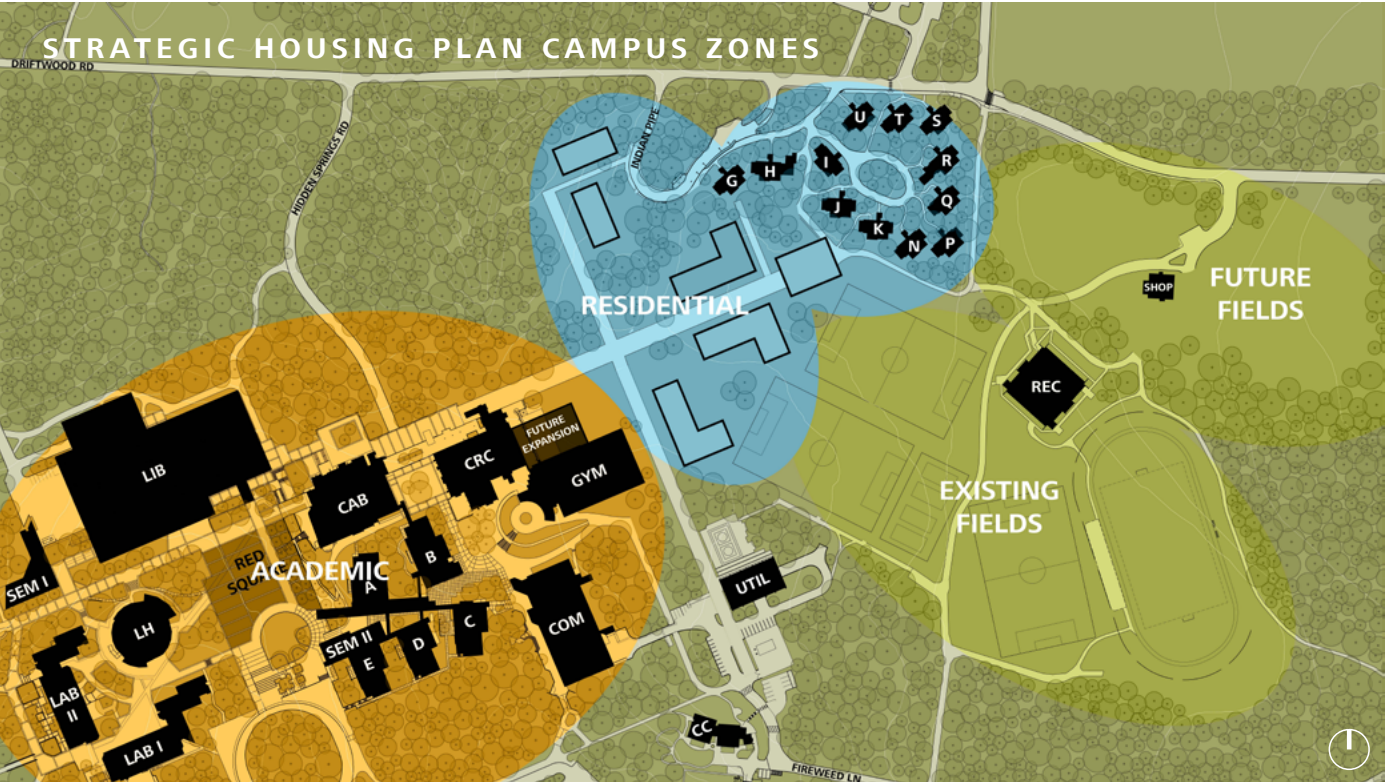
STORMWATER

The Residential zone lies within the Snyder Creek Drainage area. Proposed new facilities will likely be tied into the existing stormwater piping system. In addition, low-impact development practices are proposed in association with each of the residential facilities. In particular, the NW corner of the existing athletic fields has been identified as a location subject to frequent ponding and may be highlighted for an important stormwater management feature as part of the First-Year Experience Housing development.

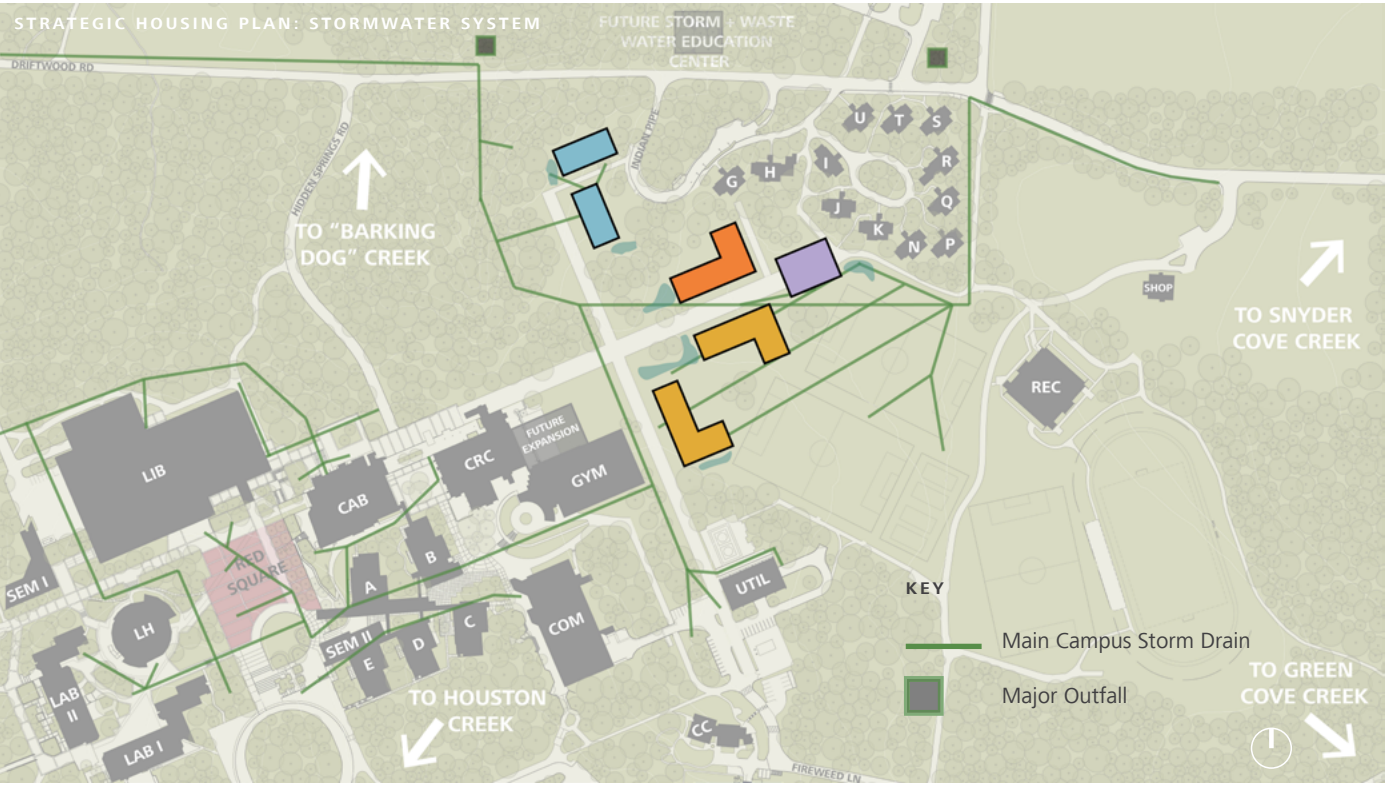
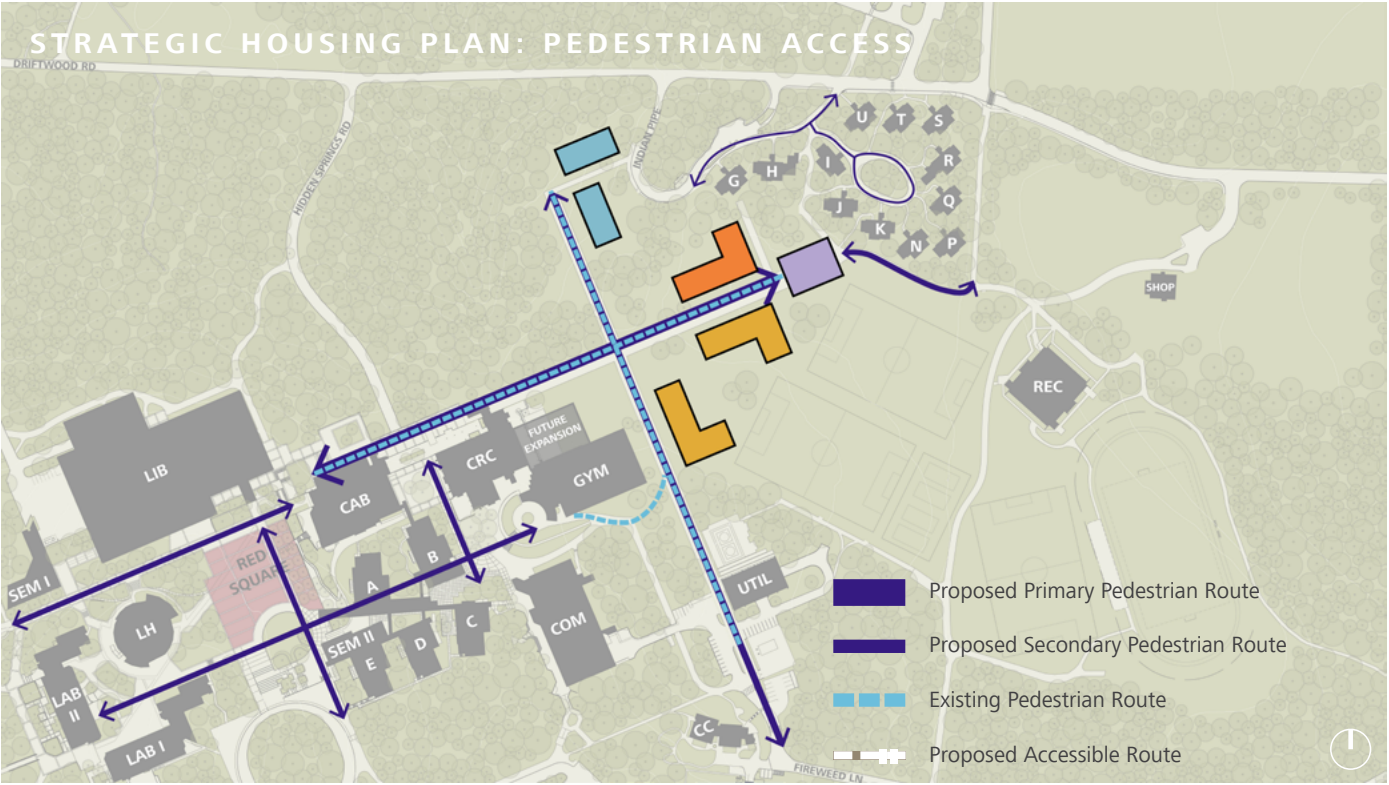
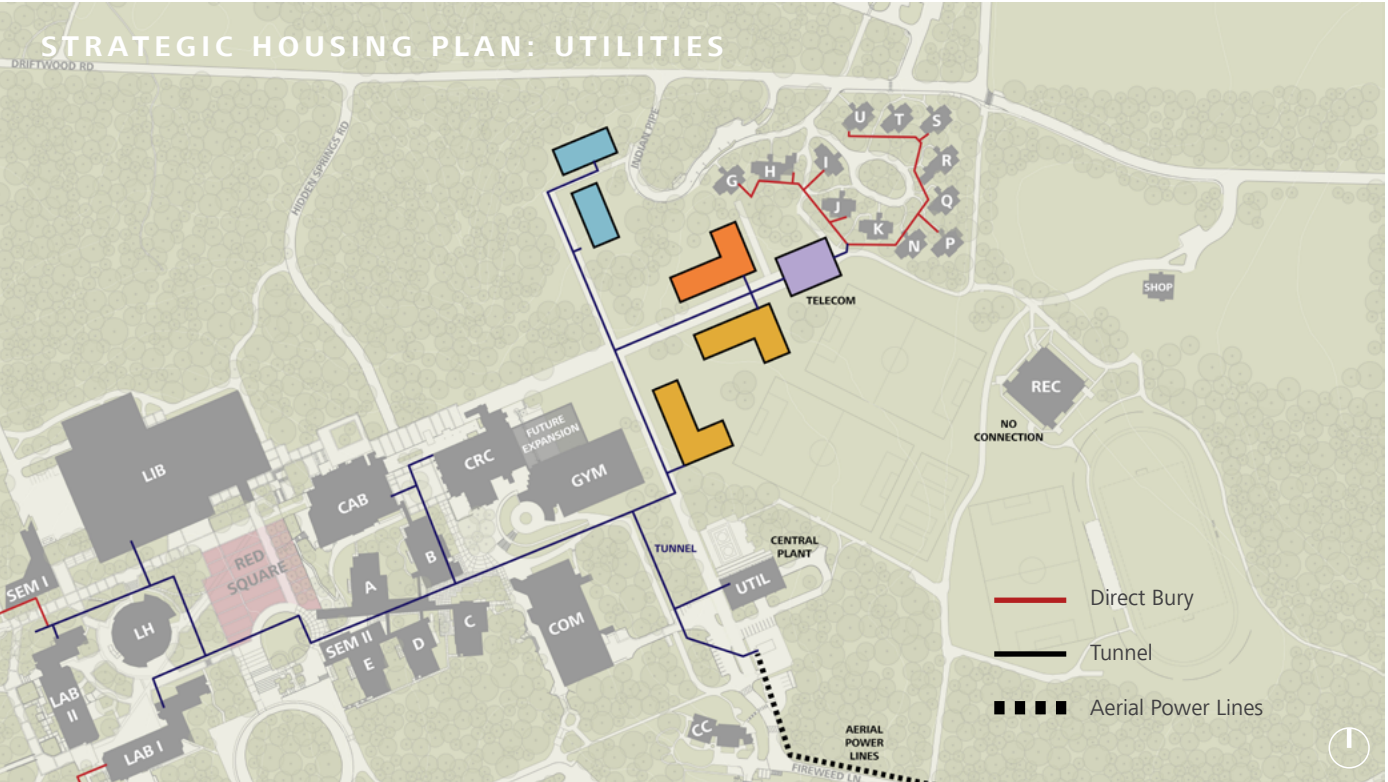
In the Campus Master Plan, a Future Stormwater Waste Education Center is proposed west of F-Lot to further supplement the educational role of this living campus with regards to Stormwater Management practices.

KEY

- First Year (FYE) Residence Hall
- Second Year (SYE) Residence Hall
- Upper Level Apartments
- HCC Building



- KEY
- First Year (FYE) Residence Hall
 - Second Year (SYE) Residence Hall
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STUDENT HOUSING FINANCIAL PLAN OVERVIEW

APPROACH

The recommended financial plan represents a framework for the funding of deferred maintenance, capital improvements and potential expansion of the student housing system to meet student preferences and increasing demand for on-campus housing. In general, the plan is composed of three programmatic phases as discussed above:

- 1. **Short Term (1-5 years):** Focus on the freshman/sophomore experience and shore up retention by renovating the residence halls and continuing the conversion of the apartments to maintain cash flow.
- 2. **Mid Term (6-10 years):** Build new apartments for juniors, seniors, and graduate students. Demolish the Mods housing building (but retain the Shop).
- 3. **Ongoing and Long Term (> 10 years):** Continue the conversion of 6-person apartments to 4-person apartments, and perform scheduled deferred maintenance projects.

The plan sets forth long-term assumptions regarding rents, expenses, development costs and escalation necessary to maintain a financially sustainable housing system. The financial assumptions are grounded in the current operation of the housing system and TESC’s standard approach to budgeting operations, maintenance and capital improvements. The budget for fiscal year 2016 serves as the baseline from which all projections are made.

The viability of this plan—both over the next ten years and beyond—will rest largely on several factors:

- :: As a strategic plan stretching over many years, the financial assumptions represent long-term averages. Likewise, the development program and phasing are based on the best information available at the time of the study. TESC should anticipate that the plan will require adjustment on a regular basis to accommodate actual conditions that are not in line with projections, changing student preferences, actual costs of construction and renovation, and other factors external to student housing. This is a living plan that must be maintained and updated to achieve its full potential.
- :: Rental rates are low compared to TESC’s peers and national norms. This has been accomplished by focusing the housing system on student apartments that command a very small premium over double-occupancy semi-suites.

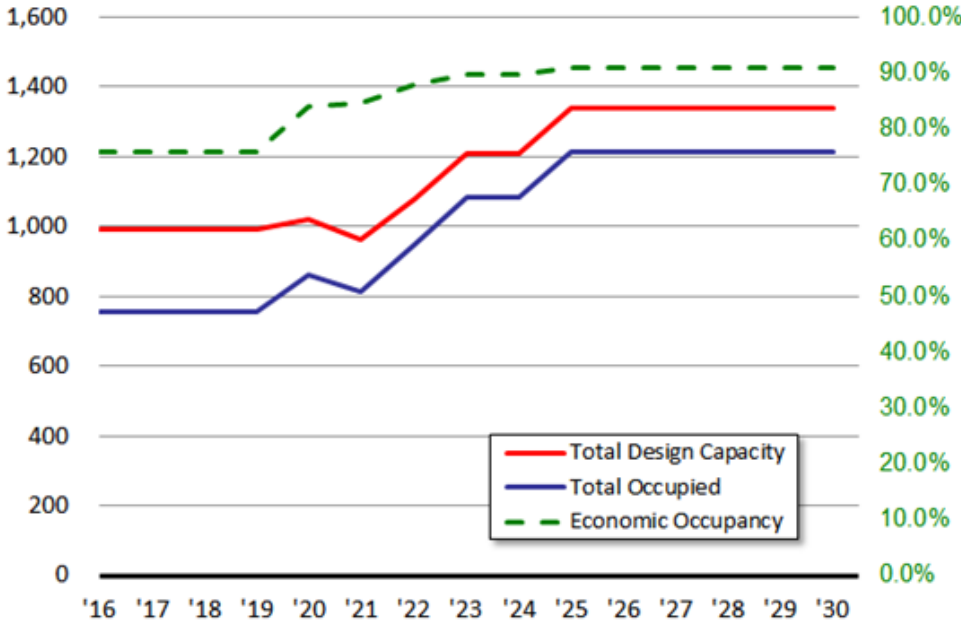
:: A key assumption of the plan is that revenues can be increased at the same rate as operating costs. If inflation drives costs too high to sustain this relationship between revenues and expenses, it may be necessary to suspend the project schedule for a period until rents and operating costs can be brought into alignment.

:: The plan’s rental rates for new housing have been estimated based on current on-campus housing rents and adjusted for upgrades in quality and unit type. However, off-campus rental rates and new developments will be a determining factor in weighing the students’ on-campus vs. off-campus housing decision, and so must be tracked on an ongoing basis.

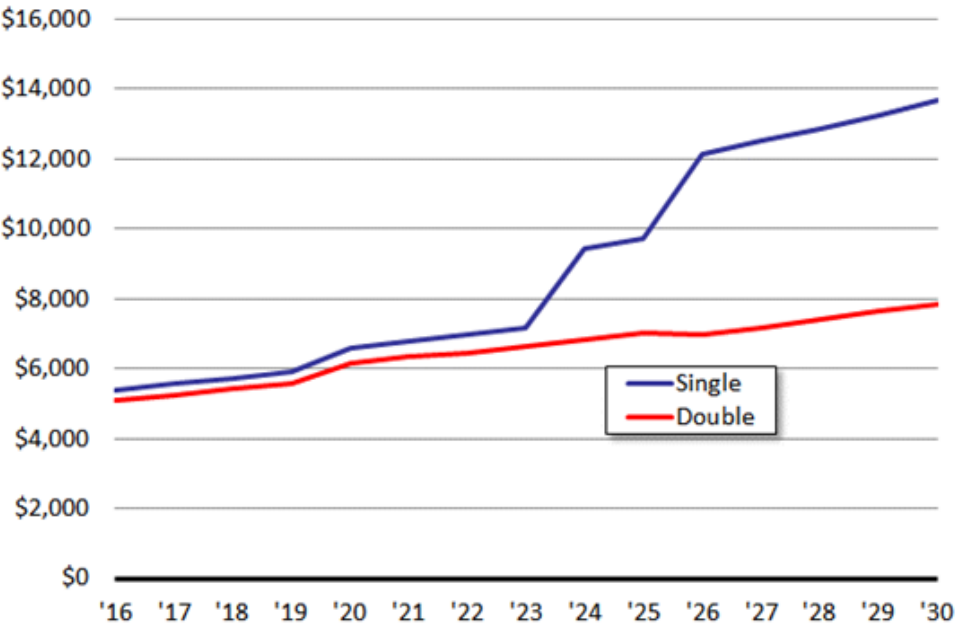
FINANCIAL MODEL

The financial model, which can be found in Attachment 6, is organized as follows:

- :: Overview: Table of contents summarizing design capacity, budget and scheduled completion; global assumptions; existing and planned bed distribution by unit type
- :: Project Summaries: Detail on existing and planned programs, development budgets, and phasing by residence hall
- :: Phasing Summaries: Calculated metrics of the housing system by residence hall by year including design capacity, capital requirements, net cash flow, rents and operating costs
- :: Performance Charts: Graphic representation of the data in the Phasing Summaries and Housing System Pro Forma
- :: Housing System Pro Forma: Summary of global assumptions, and revenue and expense projections over the next 15 years for the aggregated housing system
- :: Project Pro Forma: Individual pro forma for each residence hall, which when combined, yield the Housing System Pro Forma



Housing System Capacity and Economic Occupancy¹
¹ Economic occupancy is defined as the net rental income divided by the gross potential rental income at full design occupancy.



Average Annual Room Rates

GLOBAL PLAN ASSUMPTIONS

ESCALATION FACTORS

The financial plan builds on the fiscal year 2016, which mirrors the current TESC operating budget. Escalation of development costs and operating revenues and expenses are the most significant assumptions regarding the financial feasibility of the plan. The model assumes that the cost of construction will increase at 3% annually. Although this rate will fluctuate annually, it is an historical, long-term average escalation rate.

As previously stated, the annual increase in revenues in concert with operating costs is a key contributor to the development of system debt capacity. The TESC plan assumes that rents and operating costs will increase at an average rate of 3.0%. These rates will inevitably fluctuate over the course of the plan; however, it is important that TESC maintain this relationship. Moreover, if rents can be increased at a faster pace—particularly for the underpriced existing student apartments—a margin of safety can be created to dampen the impact of years of high operating costs.

REVENUES

Revenues consist primarily of room contracts. The current capacity of the existing housing system is 993 beds in residence halls apartments. Revenue from room contracts is calculated based on the design bed capacity and a current economic occupancy rate of just 75.8%¹. Other revenues in additional room contracts (e.g., conferences) average 20% of room revenue.

The excess capacity within the residence halls provides an opportunity to increase revenues at virtually no additional cost. The vacancy does, however, provide some flexibility for scheduling deferred maintenance and conversion projects without loss of revenues. New residence halls and apartments are assumed to operate at 95% average annual occupancy at completion.

The cost of building new apartments coupled with the low rental rate for existing apartments requires that future apartment rates need to be increased substantially. Therefore, the spread between single and double rates will expand over the course of the plan.

OPERATING EXPENSES

On average, direct operating costs for the existing residence halls and apartments currently average \$11.13/ GSF and are assumed to escalate at 3.0% annually. The operating expense for new beds is assumed to start at a

10% reduction over existing expenses. This is justified by the fact that the new housing will be substantially more energy efficient and require less maintenance in the earlier years.

Non-operating expenses include debt service, and capital renewal. Current debt service is approximately \$400,000 through fiscal year 2026 at which time it will be retired. New debt service rises as projects are completed. Capital expenses are based on current TESC planning assumptions through 2023 and include the final conversion of 6-person apartments to 4-person apartments. Beginning in 2024, capital expenses are assumed to be 25% of the projected surplus for the year.

DEVELOPMENT BUDGETS AND FINANCING
Development budget assumptions for new construction include the hard cost of construction, design fees, furnishings, project management fees, contingency, financing fees, and escalation. The cost of construction at \$225/GSF is based on data from RS Means and is typical for low-rise, concrete and wood frame construction in the greater Seattle area.

Financing terms assume a 30-year amortization at a 5.0% interest rate for new construction. If any renovations are contemplated in the future, the term of the financing should not exceed the projected life span of the improvements.

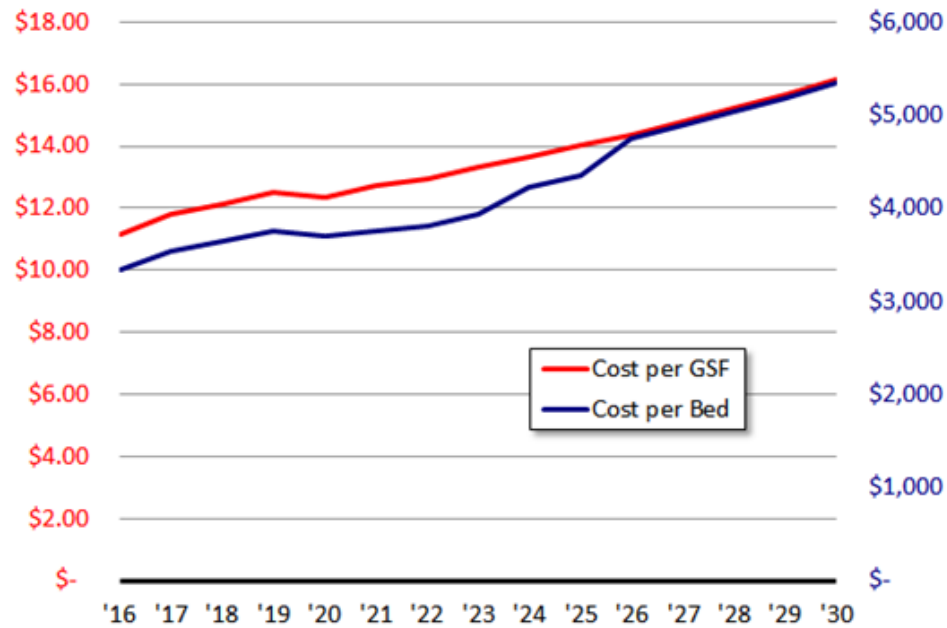
DEVELOPMENT PLAN

OPERATING PERFORMANCE
The operating performance of the housing system is can be measured by the Net Operating income (i.e., NOI = Net Revenues - Operating Expenses) of the housing system. Based on assumptions regarding escalation the rental rates of new beds, the NOI increases over time and is the source of debt capacity.

CAPITAL REQUIREMENTS
The total development budget and scheduled completion for all projects in the master plan is shown in the table. Development budgets are “all-in” and include furniture, fixtures, and equipment, design and development costs financing costs, and inflation.

Annual capital requirements for new construction are graphically depicted. The total development cost for the housing master plan is \$108 million through FY2024.

RESERVES AND DEBT SERVICE COVERAGE



Operating Expenses

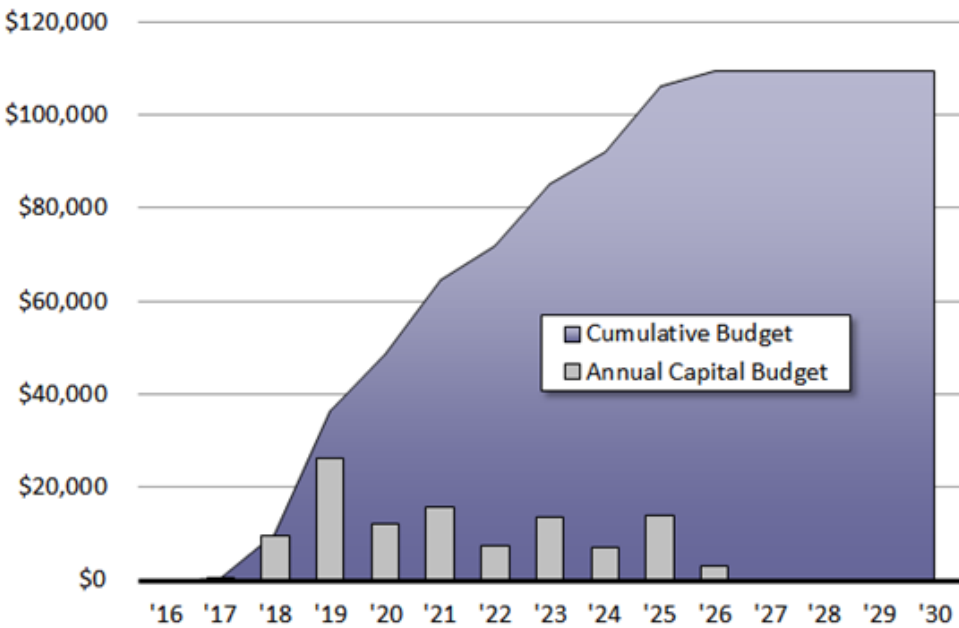
For the purpose of this analysis, the Reserve Fund serves as a source of funding for capital renewal of the existing apartments, cash flow deficits, and a supplement for a debt service coverage of 1.25x. Throughout the plan, operating surpluses/deficits flow into/from the reserve fund, and capital renewal expenses are deducted from the fund as

previously stated.

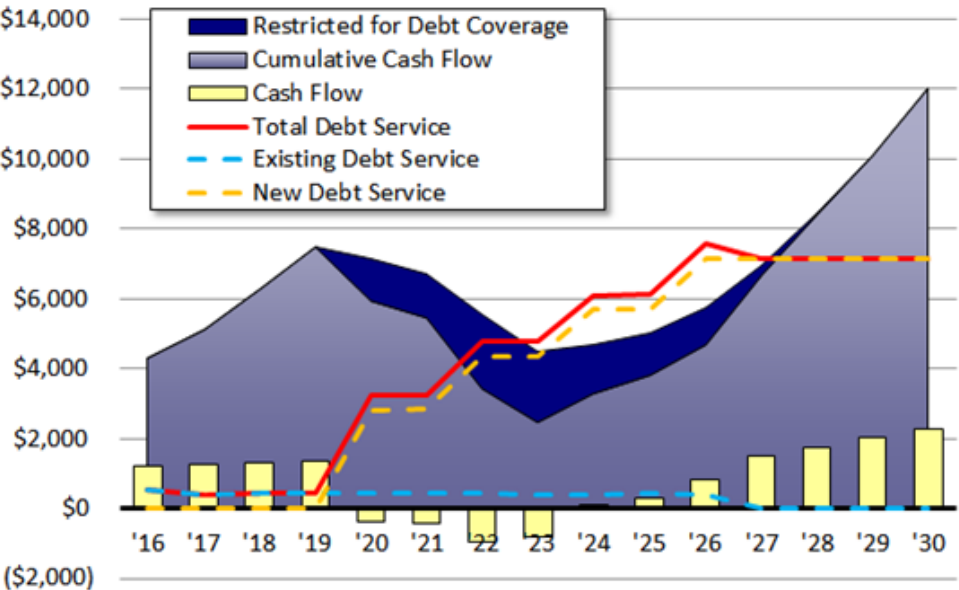
The balance in the reserve fund at the beginning of FY2016 was \$3.5 million. Projected positive cash flows to/from the fund—less capital renewal—maintain a positive balance for the duration of the plan.

Phase	Project	Project Type	Beds	Development Budget
1	New FYE Res Hall A	Evergreen New	240	21,835,000
	New FYE Res Hall B	Evergreen New	240	18,369,000
2	Residence Hall A	Demolish	0	885,000
	Residence Hall B	Demolish	0	524,000
	Residence Hall C	Demolish	0	520,000
	Residence Hall D	Demolish	0	530,000
X	Phase II Apartments E-U	Maintain/Reno	357	460,000
3	New SYE Res Hall A	Evergreen New	240	23,428,000
4	New UL Apartments A	Evergreen New	130	20,438,000
5	New UL Apartments B	Evergreen New	130	21,698,000
6	The Mods Apartments	Demolish	0	703,000
			1,337	\$ 109,390,000

Summary of Capital Projects



Cumulative Budget vs. Annual Capital Budget



Cashflow and Debt Service Coverage

