

# PLANNING A CAPITAL PROJECT: 10 Steps for Getting Renovation, Additions or Expansions on the Right Track

**HOLZMAN MOSS**  
ARCHITECTURE



 **BRAILSFORD & DUNLAVEY**



ACUI | New Orleans | 2008

# PLANNING A CAPITAL PROJECT: 10 Steps for Getting Renovation, Additions or Expansions on the Right Track

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# PLANNING A CAPITAL PROJECT:

## Goals for the Session

- 10 Goals from 3 Different Perspectives
- No Two Projects Alike
- Determine What Works For You
- A Menu of Choices

Free rice and noodles with every order \$1.99.00

## THE BELCHING DRAGON

CHINESE FOOD TO EAT IN OR TAKE OUT

40 lbs. white rice with every order

SOUPS	VEGETABLES	BEEF	CHEF'S SPECIALS
大蝦羹 • Dropped Egg Soup ..... 1.79	腐樹仁 • Soybean Cellulose Salad ..... 4.95	菜膽炒 • Stir-fried and Beef ..... 3.05	蟹肉羹 • Sesame Street Duck ..... 11.99
春卷仁 • One-Yan Soup ..... 1.75	柳天蝦 • Stewed Duck with ..... 3.25	蒜子蒸 • Double-Cooked Beef ..... 4.09	香酥鴨 • Duck with Sesame Sauce and ..... 11.99
雞樹仁 • Hot & Scalding Soup ..... 2.25	清炒仁 • Rice Fried ..... 3.25	牛柳蒸 • Beef with Shredded Beef ..... 3.19	椒鹽蝦 • Fried and served with ..... 4.95
蒜樹仁 • Ten-Ingredient Water ..... 3.25	肉片仁 • Beef with ..... 4.35	香滑蒸 • Steamed Chicken with ..... 3.05	豉汁蒸 • Steamed Chicken with ..... 3.05
雞樹仁 • Sweet and Sour Soup ..... 2.99	脆皮雞 • A Whole Chicken with ..... 7.25	豉汁蒸 • Steamed Chicken with ..... 3.05	豉汁蒸 • Steamed Chicken with ..... 3.05
會樹仁 • Chicken in Hot Soup ..... 2.25	蒸雞仁 • Egg, Noodle Soups ..... 4.95	豉汁蒸 • Steamed Chicken with ..... 3.05	豉汁蒸 • Steamed Chicken with ..... 3.05
雞樹仁 • Happy Family Soup ..... 2.25	脆皮雞 • With Black Beans and ..... 4.95	豉汁蒸 • Steamed Chicken with ..... 3.05	豉汁蒸 • Steamed Chicken with ..... 3.05
	脆皮雞 • With Green Beans and ..... 4.95	豉汁蒸 • Steamed Chicken with ..... 3.05	豉汁蒸 • Steamed Chicken with ..... 3.05
	脆皮雞 • With Green Beans and ..... 4.95	豉汁蒸 • Steamed Chicken with ..... 3.05	豉汁蒸 • Steamed Chicken with ..... 3.05
	脆皮雞 • With Green Beans and ..... 4.95	豉汁蒸 • Steamed Chicken with ..... 3.05	豉汁蒸 • Steamed Chicken with ..... 3.05

Walter will change shirt at your request.

A BAO-POSTER



# STUDENT CENTERS – *THEN & NOW*

- *The Union encourages self-directed activity, giving maximum opportunity for self-realization and for growth in individual social competency and group effectiveness.* Valdosta State University
- *The Student Union is the living room of the campus. We provide an environment for relaxation and social interaction, opportunities for education and exchange of thought, and services for Texas Tech students, staff, faculty and our community.*
- *Wisconsin Madison Union - VISION - To be the heart and soul of a great university*
- Student Funded - Facilities of Excellence
- Rooms for Students - Not Classrooms
- Places for Interaction - Social Centers
- A Place for the Academic Community to Celebrate Student Life
- Diversity of Spaces
- Outside and Inside - Celebrate Campus Traditions
- Student Organization Spaces - Wide Ranging
- Game Room
- Commuter Lounge
- Atrium
- Ballroom & Meeting Spaces
- Catering / Food / Dining
- Bookstore
- Auditorium

# STUDENT CENTERS – *THEN & NOW*



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# Today's College Students

## Endless Choices

**RESIDENCE HALLS**

- Boss House
- Doherty Apartments
- Donner House
- Hammerschlag House
- Hammerschlag House Laundry
- Henderson House
- Margaret Morrison Plaza #4
- McGill House
- Morewood Gardens A Tower
- Morewood Gardens D Tower
- Mudge House B Tower
- Mudge House C Tower
- New House
- Scobell House
- Shirley Apartments
- Veronica Apartments
- Welch House
- West Wing/Resnik
- WoodLawn Apartments

**HAMMERSCHLAG HOUSE LAUNDRY**

**Summary**  
5 out of 5 washers available.  
2 out of 6 dryers available.

To be notified when a machine becomes available or when your wash or dry cycles are complete: select the box next to the machine for which you want to be notified, enter your e-mail address, and click "Notify Me".

Email Address:

Washer #	Washer Type	Availability	Est. Min. Remaining
1	Washer	Available	
2	Washer	Available	
3	Washer	Available	
4	Washer	Available	
5	Washer	Available	

Dryer #	Dryer Type	Availability	Est. Min. Remaining
<input type="checkbox"/> 6	Stacked Dryer	In Use	25
<input type="checkbox"/> 7	Stacked Dryer	In Use	52
<input type="checkbox"/> 8	Stacked Dryer	In Use	51
<input type="checkbox"/> 9	Stacked Dryer	Available	
<input type="checkbox"/> 10	Stacked Dryer	Cycle Complete	
<input type="checkbox"/> 11	Stacked Dryer	Available	

**HAMMERSCHLAG (TOP VIEW)**

# A Changing Campus

## A Shifting Typology

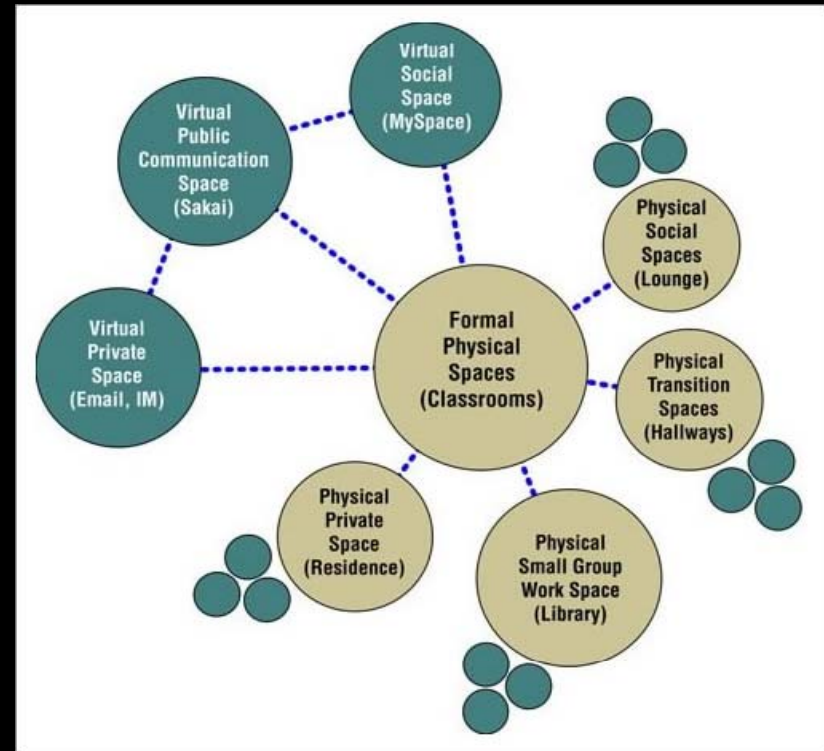
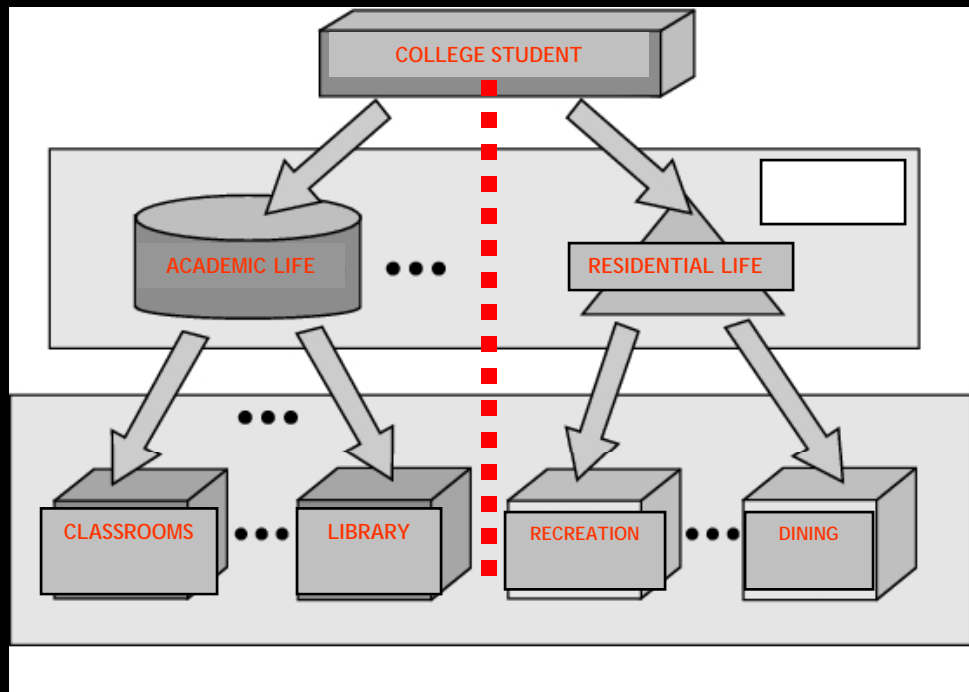
### Socially Distinct

Building with a Singular Purpose  
 Fixed Hours - Academic Hours  
 Zoned Distinctly Separate  
 A Generalized Experience  
 Fixed & Directed Seating

VS

### A Social Neighborhood

Building or Cluster of Buildings with Multiple Functions  
 24 Hour places or Extended Hours  
 Cluster Activities - Multiple Experiences  
 A Customized Experiences  
 Cluster / Flexible User Defined Seating



# Colleges and Universities in the 21<sup>st</sup> Century

**INTEGRATED CLASSROOMS**



**TECHNOLOGY**



**24 HOUR SPACES**



**OUTDOOR SPACES**



**DISTANCE LEARNING**



**DINING SPACES**



**SMALL & LARGE GROUP STUDY**



**GATHERING SPACES**



**INFO COMMONS**



**DIVERSE SEATING TYPES**



**PERSONALIZED LEARNING**



**SUSTAINABILITY**





# 10 STEPS FROM THE . . .

# UNION DIRECTOR'S VIEWPOINT

Mitch Kilcrease

Director OSU Student Union  
Oklahoma State University  
Stillwater, Oklahoma

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# UNION DIRECTOR'S VIEWPOINT

## #1 - Define the Need

- Assess the physical need of your facility and your ability to support the expectation of the campus
- Meet with key campus and community leaders to assess their perceptions about your organization



# UNION DIRECTOR'S VIEWPOINT

## #2 - Build & Educate A Cohesive Stakeholder Team

- Identify and engage key stake holders
- Make your organization as transparent as possible
- Educate your team about your organization
  - What are your values
  - How are you funded
  - What does the funding support
  - How does your organization support the educational mission of the University.

# UNION DIRECTOR'S VIEWPOINT

## #3 - Create an Inclusive Process

- Use the process to gather information as well as to educate groups about the need
- No one should be surprised about the end product

# UNION DIRECTOR'S VIEWPOINT

## #4 - Understand the Political Climate of Your Campus & Community

- Do an environmental scan of those issues that are impacting the administration, students, faculty, alumni, community and state leaders
- Don't Hand Your Campus Leadership a Project That They Can Not Support
- Identify key campus decision makers
- Involve them early on in the process and keep them well informed during all phases of the process

# UNION DIRECTOR'S VIEWPOINT

## #5 - *Actively Involve Your Students*

- Put them in key leadership roles
- Give them tools and resources to educate others
- Trust them
- Don't underestimate their power to grasp complex issues



# UNION DIRECTOR'S VIEWPOINT

## #6 - Build Relationships With Unlikely Advocates

- Involve your critics...get them on the inside of the initiative
- Allow concerns and criticisms to be aired
- Engage the under represented and add voice to their needs

# UNION DIRECTOR'S VIEWPOINT

## #7 - Hire Consultants Who Understand the Complexity of our World





# UNION DIRECTOR'S VIEWPOINT

## #8-Prepare Those Around You For What They Are Getting Into

- Your staff
- Your supervisor
- Your family and friends



# UNION DIRECTOR'S VIEWPOINT

## #9 - Assume Nothing and Prepare for Everything

- Assume no one knows anything about your organization and what your needs are
- No matter how well you prepare, something will come along and force you off your game plan



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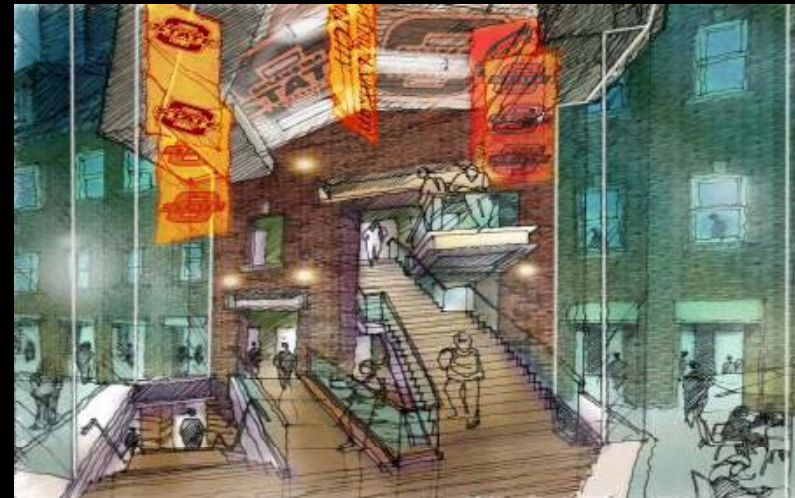


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# UNION DIRECTOR'S VIEWPOINT

## #10 – Celebrate Your Success

- Take advantage to bask in brief moments of success
- Provide plenty of recognition to all that have helped you succeed to this point and will be needed to succeed during next phase
- Prepare to start a whole new process that will challenge your well honed skills & demand skills you never knew you had...
  - Fund Raising
  - Patience & Agility



# 10 STEPS FROM THE . . .

## Facility Planner's Viewpoint

**Bart A. Hall**



*Catalysts for  
Community*

**Project Manager**

**Brailsford & Dunlavey**

1140 Connecticut Avenue, NW – Ste 400

Washington DC, 20036

[www.facilityplanners.com](http://www.facilityplanners.com) 202.289.4455

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# Capital Planning as an Educational Process

## Needs Assessment

- 1) Strategic Value Determination
- 2) Existing Conditions Assessment
- 3) Benchmarking / Comparative Assessment

## Demand Assessment

- 4) Focus Groups & Interviews
- 5) Campus Community Survey
- 6) Market Capacity (on & off campus)

## Demand-based Programming (7)

## Financial Modeling

- 8) Project Cost Implications
- 9) Operating Cost Implications
- 10) Resource Assessment & Reconciliation

## Learning Focus

- 1) **Consultants**
- 2) **“Institution”**
- 3) **Students**
- 4) **Staff**

- 1) **“Institution”**
- 2) **Staff**
- 3) **Students**
- 4) **Consultants**

**ALL**

**ALL**

# 1) Strategic Drivers

- Leadership Development
- Student Employment
- Leisure Activities / Stress Mitigation
- Out-of-Classroom Experience
- Academic Activities

Educational Outcomes

- Recruitment / Retention

Enrollment Management

- Central Gathering Place
- Faculty / Staff / Student Interaction
- Campus Life Program Model

Campus Community

- Campus Master Plan Integration
- Community Relations
- One Stop Shopping/Student Services

Functionality

- Revenue Management
- Expense Management
- Alumni / Donor Involvement
- Balance Sheet Utilization

Financial Performance

# Needs Assessment

## 2) Existing Conditions Analysis

Facilities – Both “Style” & Infrastructure

Enrollment & Demographics

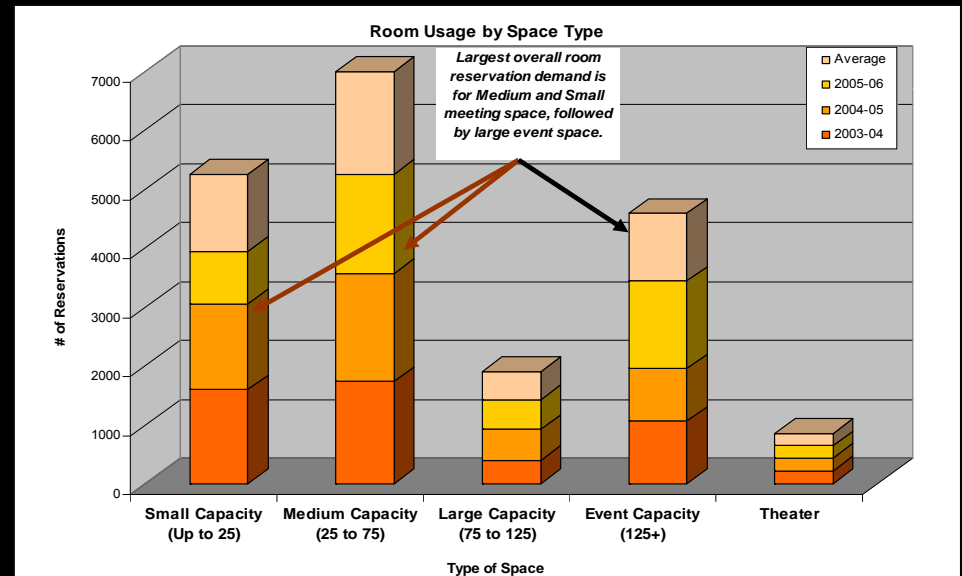
Services & Amenities

## 3) Benchmarking / Competitive Context

Peer vs. Aspirational Comparisons

General Metrics

- Traffic Volume
- Meeting / Event Scheduling
- Square Feet per Student



# Program Benchmarking

Functional Areas	All Unions (n=75) Ave Enrollment = 17,855			Select Unions (n=14) Ave Enrollment = 26,524			OSU Student Union Enrollment = 21,402			Select Unions to OSU Variance	
	ASF	Average	ASF/Stdnt	ASF	Average	ASF/Stdnt	ASF	Average	ASF/Stdnt	ASF/Stdnt	Grp ASF
Group 1: Food Service	26,965	24.2%	1.5	33,523	21.3%	1.9	27,872	10.8%	1.6	(0.3)	(5,651)
Group 2: Ballroom Facilities	10,703	9.6%	0.6	15,161	9.6%	0.8	9,790	3.8%	0.5	(0.3)	(5,371)
Group 3: Conference/Meeting Rooms	10,523	9.4%	0.6	14,673	9.3%	0.8	18,305	7.1%	1.0	0.2	3,632
Group 4: Bookstore	12,134	10.9%	0.7	17,814	11.3%	1.0	24,360	9.4%	1.4	0.4	6,546
Group 5: Additional Retail Services	5,535	5.0%	0.3	8,115	5.1%	0.5	6,766	2.6%	0.4	(0.1)	(1,349)
Group 6: Theater/Auditorium	5,370	4.8%	0.3	7,745	4.9%	0.4	7,130	2.8%	0.4	(0.0)	(615)
Group 7: Recreation/Entertainment	6,608	5.9%	0.4	8,361	5.3%	0.5	3,407	1.3%	0.2	(0.3)	(4,954)
Group 8: Lounge Space	6,747	6.1%	0.4	8,305	5.3%	0.5	13,509	5.2%	0.8	0.3	5,204
Group 9: Academic Related	2,069	1.9%	0.1	2,698	1.7%	0.2	2,659	1.0%	0.1	(0.0)	(39)
Group 10: Student Organizations	8,888	8.0%	0.5	12,364	7.8%	0.7	14,500	5.6%	0.8	0.1	2,136
Group 11: Administrative Offices	9,485	8.5%	0.5	11,734	7.4%	0.7	92,691	35.8%	5.2	4.5	80,957
Group 12: Multicultural Centers	2,010	1.8%	0.1	2,285	1.4%	0.1	1,942	0.7%	0.1	(0.0)	(343)
Group 13: Special/Misc. Components	5,806	5.2%	0.3	14,841	9.4%	0.8	36,222	14.0%	2.0	1.2	21,381
Total Assignable Sq. Footage	111,427			149,654			259,153				109,499
Total Gross Sq. Footage	174,946			233,876			498,371				264,495
Gross/Net Ratio (Grossing Factor)	1.53			1.50			1.48				(0.02)
Efficiency Factor (% ASF/GSF)	65%			67%			52%				-15.30%

\* "Select" data from 14 institutions in B&D / WTW database with comparable mission / enrollment



# Demand Assessment

## 4) Focus Groups & Interviews

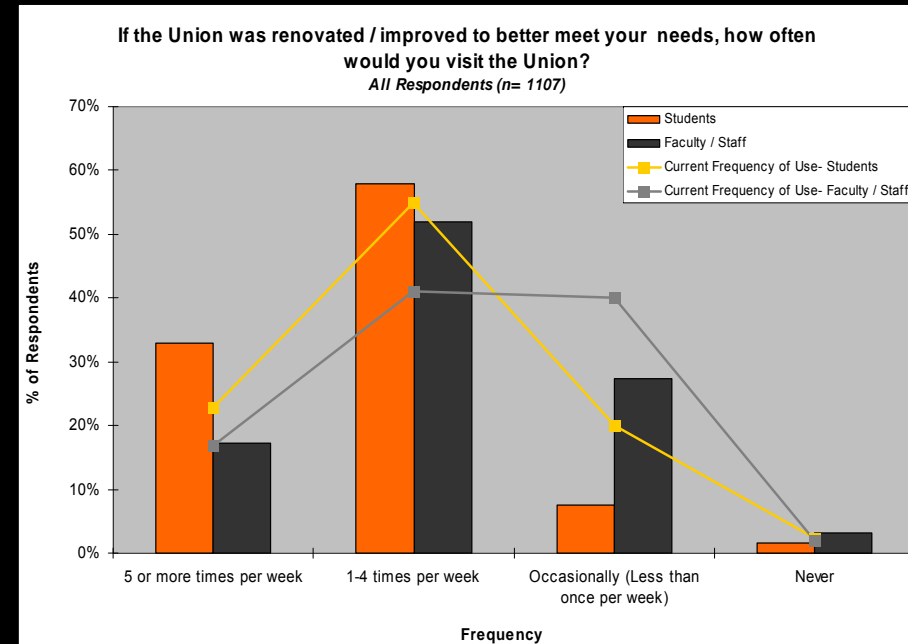
- Perceptions of Facility / Services
- Impact of Programming
- Identity of Campus Comrades & Competitors
- Fee Sensitivity
- Opportunity to share reality



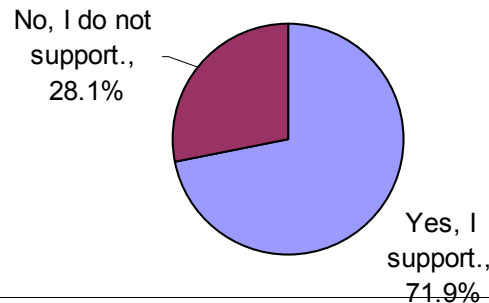
# Demand Assessment

## 5) Campus Community Survey

- Facility Usage
- Facility Demand
- Amenity & Svc Demand
- Fee Tolerance



**Would you support an additional fee for sustainability?**



Do you support an additional fee for sustainability?	TOTAL	Support original \$115 Fee	
		Yes	No
Yes, I support.	<b>71.9%</b>	92%	37%
No, I do not support.	<b>28.1%</b>	8%	63%

# Demand Assessment

## 6) *Market Capacity*

- Off-Campus
  - Food Service
  - Bookstores
- On-Campus
  - Coffee Shops in Libraries
  - Large Event Venues

# 7) Demand-based Programming

- Unique Process Driven By Quantitative Data

OKLAHOMA STATE UNIVERSITY

27-Dec-06

Student Union Strategic Consulting Services

ACTIVITY PRIORITY ANALYSIS - BY DEPTH AND BREADTH OF DEMAND

## All Responses

	Activity	Depth	Breadth	Priority	Depth + Breadth	% of Change (Depth + Breadth)
1	Food court - lunch	36.7%	82.3%	first	119.0%	
2	Coffee house / entertainment venue	22.5%	67.8%	first	90.3%	28.6%
3	Convenience market / store (some produce, dairy case, cereal, canned goods, etc.)	17.4%	65.0%	first	82.5%	7.9%
4	Food court - breakfast	14.7%	54.4%	first	69.1%	13.4%
5	Quiet / study lounge	13.1%	35.6%	second	48.7%	20.4%
6	Email stations (stations provided throughout the building)	12.7%	35.0%	second	47.7%	1.0%
7	Food court - dinner	12.4%	46.3%	second	58.7%	-11.0%
8	Informal / social lounge	9.2%	38.7%	second	47.9%	10.8%
9	Evening / nightlife entertainment venue (dance club, live entertainment, and / or multimedia zone)	8.8%	51.9%	second	60.7%	-12.8%
10	Game room (pool tables, ping pong, video games)	5.8%	28.1%	third	33.9%	26.8%
11	Small group study rooms (4-6 people)	5.1%	32.5%	third	37.7%	-3.8%
12	Formal lounge	5.0%	30.1%	third	35.0%	2.6%

Note:

A balanced approach to activity prioritization considers the implications of both depth and breadth of demand. In this analysis, breadth of demand can be used to reorder activities within their priority categories based on depth.

# Demand-based Programming

- Unique Process Based on Survey
- Produce University's "Ideal" Union Program
- Used to **Guide** Facility Recommendations, along with qualitative & other quantitative data

Activity		Priority Category	Peak Accommodation	Space Type	Peak Demand	Space Allocation Based on Prioritization of Demand	
1	Food court - Lunch	first	75% to 85%	Sq. Ft.	34,870	26,200	to 29,600
2	Coffee House / entertainment venue	first	75% to 85%	Sq. Ft.	3,511	2,600	to 3,000
3	Convenience Market / store (some produce, dairy case, cereal, canned goods, etc.)	first	75% to 85%	Sq. Ft.	2,400	1,800	to 2,000
4	Food court - Breakfast	first	75% to 85%	Sq. Ft.	9,770	7,300	to 8,300
5	Quiet / study lounge	second	55% to 65%	Sq. Ft.	4,340	2,400	to 2,800
6	Email Stations (stations provided throughout the building)	second	55% to 65%	Stations	80	44	to 52
7	Food court - Dinner	second	55% to 65%	Sq. Ft.	8,600	4,700	to 5,600
8	Informal / social lounge	second	55% to 65%	Sq. Ft.	2,330	1,300	to 1,500
9	Evening / nightlife entertainment venue (dance club, live entertainment, and / or multi)	second	55% to 65%	Sq. Ft.	9,330	5,100	to 6,100
10	Game Room (pool tables, ping pong, video games)	third	40% to 50%	Sq. Ft.	3,030	1,200	to 1,500
11	Small group study rooms (4-6 people)	third	40% to 50%	Sq. Ft.	2,760	1,100	to 1,400
12	Formal lounge	third	40% to 50%	Sq. Ft.	2,020	800	to 1,000
1	COMBINED 1: Coffeehouse / Evening - Nightlife Entertainment Venue				12,841	7,700	9,100
2	COMBINED 2: Lounge Space - Informal / Quiet / Formal				8,690	5,900	5,300

# Financial Modeling & Feasibility

## 8) Project Cost Implications

### DEBT ASSUMPTIONS

Amount of Issued Debt = \$62 Million  
Annual Debt Service Payment = \$4.13 Million  
Debt Capacity Based on Stabilized 1st Year  
Debt Coverage Ratio = 1.25  
Interest Rate = 5.25%  
Term = 30 Years

### REVENUE ASSUMPTIONS

Existing SU Student Fee = \$ 1.80 per SCH  
New SU Student Fee per Term = \$ 9.20 per SCH  
New Total SU Portion of Std. Fac. Fee = \$ 11.00 per SCH  
Total Student Fee Per Year (15 hrs UG) @ Opening = \$ 180  
Building Opening in FY 2012

### FACILITY ASSUMPTIONS

Total Gross Sq. Ft. = 296880 G.S.F.  
Expansion Gross Sq. Ft. = 252380 G.S.F.  
Total Sq. Ft. Under SU Mgmt = 365312 G.S.F.  
Operating Costs Per SF = 16.50 Per G.S.F.

### EQUITY ASSUMPTIONS

SU Reserves for Capital Contribution	\$1,157,000
Early Fee Collection	\$7,521,000
Institutional Contribution	\$5,000,000
Fundraising Contribution	\$10,000,000
Total Equity	\$23,678,000

Year 1 Debt Capacity	=	\$63,060,000
Project Equity	=	\$23,678,000
Total Funding Capacity	=	\$86,738,000
Total Student Center Project Cost	=	\$85,422,000
Surplus (if -, then Fundraising Required)	=	\$1,316,000

# Financial Modeling & Feasibility

## *Financial Analysis – Phased Fee Impact*

	Existing Fee / semester @\$1.80 SCH	Existing Fee / Year	4th Year / 2011-12				
			New Fee / SCH	New Fee / semester	Total Fee / semester	% Δ Total Fee/ semester	Total Fee / Year
<b>Undergraduate Students</b>							
Full-time (15 hours)	\$27.00	\$54.00	\$9.20	\$63.00	\$90.00	21%	\$180.00
Part-time (6 hours)	\$10.80	\$21.60	\$9.20	\$25.20	\$36.00	21%	\$72.00
<b>Graduate Students</b>							
Full-time (9 hours)	\$16.20	\$32.40	\$9.20	\$37.80	\$54.00	21%	\$108.00
Part-time (3 hours)	\$5.40	\$10.80	\$9.20	\$12.60	\$18.00	21%	\$36.00

# Financial Modeling & Feasibility

## 9) Operating Cost

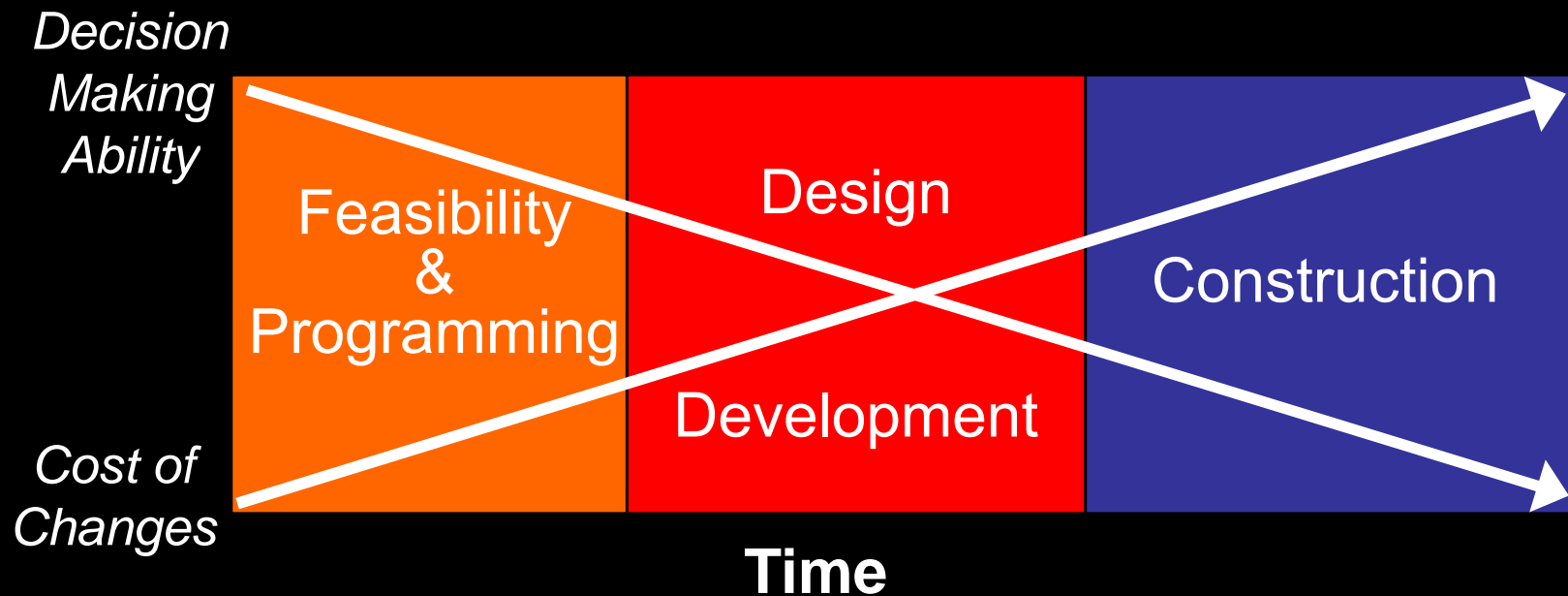
Source	Base Year	FY 2012										
		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
<b>INCOME</b>												
Existing Student Fee Income	\$1,054,000	\$1,048,200	\$1,048,200	\$1,048,200	\$1,048,200	\$1,048,200	\$1,048,200	\$1,048,200	\$1,048,200	\$1,048,200	\$1,048,200	\$1,048,200
New Student Fee Income	\$0	\$6,676,247	\$6,657,320	\$6,638,392	\$6,638,392	\$6,638,392	\$6,638,392	\$6,638,392	\$6,638,392	\$6,638,392	\$6,638,392	\$6,638,392
Other Revenue	\$4,855,470	\$5,286,400	\$5,495,400	\$5,728,800	\$5,871,300	\$6,016,800	\$6,165,200	\$6,325,800	\$6,482,400	\$6,643,500	\$6,814,000	
<b>INCOME SUBTOTAL</b>	<b>\$5,909,470</b>	<b>\$13,010,847</b>	<b>\$13,200,920</b>	<b>\$13,415,392</b>	<b>\$13,557,892</b>	<b>\$13,703,392</b>	<b>\$13,851,792</b>	<b>\$14,012,392</b>	<b>\$14,168,992</b>	<b>\$14,330,092</b>	<b>\$14,500,592</b>	
<b>TOTAL INCOME</b>	<b>\$5,909,470</b>	<b>\$13,010,847</b>	<b>\$13,200,920</b>	<b>\$13,415,392</b>	<b>\$13,557,892</b>	<b>\$13,703,392</b>	<b>\$13,851,792</b>	<b>\$14,012,392</b>	<b>\$14,168,992</b>	<b>\$14,330,092</b>	<b>\$14,500,592</b>	
<b>EXPENSES</b>												
Personnel Expenses	\$2,750,500	\$3,217,800	\$3,347,000	\$3,481,000	\$3,620,000	\$3,765,000	\$3,916,000	\$4,073,000	\$4,236,000	\$4,405,000	\$4,581,000	
Non-Personnel Expenses	\$2,676,920	\$3,080,000	\$3,203,000	\$3,331,000	\$3,464,000	\$3,603,000	\$3,747,000	\$3,897,000	\$4,053,000	\$4,033,000	\$4,194,000	
<b>EXPENSES SUBTOTAL</b>	<b>\$5,427,420</b>	<b>\$6,297,800</b>	<b>\$6,550,000</b>	<b>\$6,812,000</b>	<b>\$7,084,000</b>	<b>\$7,368,000</b>	<b>\$7,663,000</b>	<b>\$7,970,000</b>	<b>\$8,289,000</b>	<b>\$8,438,000</b>	<b>\$8,775,000</b>	
<b>TOTAL EXPENSES</b>	<b>\$5,427,420</b>	<b>\$6,297,800</b>	<b>\$6,550,000</b>	<b>\$6,812,000</b>	<b>\$7,084,000</b>	<b>\$7,368,000</b>	<b>\$7,663,000</b>	<b>\$7,970,000</b>	<b>\$8,289,000</b>	<b>\$8,438,000</b>	<b>\$8,775,000</b>	
<b>NET OPERATING INCOME</b>	<b>\$482,000</b>	<b>\$6,713,000</b>	<b>\$6,651,000</b>	<b>\$6,603,000</b>	<b>\$6,474,000</b>	<b>\$6,335,000</b>	<b>\$6,189,000</b>	<b>\$6,042,000</b>	<b>\$5,880,000</b>	<b>\$5,892,000</b>	<b>\$5,726,000</b>	
<b>NEW DEBT SERVICE</b>	<b>\$4,300,000</b>	<b>\$4,300,000</b>	<b>\$4,300,000</b>	<b>\$4,300,000</b>	<b>\$4,300,000</b>	<b>\$4,300,000</b>	<b>\$4,300,000</b>	<b>\$4,300,000</b>	<b>\$4,300,000</b>	<b>\$4,300,000</b>	<b>\$4,300,000</b>	
Debt Coverage Ratio		1.56	1.55	1.54	1.51	1.47	1.44	1.41	1.37	1.37	1.33	



# Financial Modeling & Feasibility

## 10) Decision - Implications & Reconciliation

- Time = \$...With escalations of 5% - 7% annually!
- Consider “Pre-Design Services” \$ in relation to total Project Cost



# 10 STEPS FROM THE . . . ARCHITECT'S VIEWPOINT

Brad Lukanic, AIA, LEED AP

Principal  
Holzman Moss Architecture  
New York, New York

**HOLZMAN MOSS**  
ARCHITECTURE



 BRAILSFORD & DUNLAVEY

# ARCHITECT'S VIEWPOINT

## #1 - DETERMINE THE OBJECTIVES AT THE ONSET

- Vision (Union / Institution)
- "THE BIG PICTURE"
- What are the 'GOALS'
- Define Institutional Growth
- It is ok to refine goals during the process.



# ARCHITECT'S VIEWPOINT

## #1 - DETERMINE THE OBJECTIVES AT THE ONSET

- Cramped Space  
*Using Spaces in Unique Ways*
- Poor Food Options
- Need More Seating for Dining
- Reduced Student Visitation  
*Students going elsewhere*
- Inadequate Facilities & Quality of Service
- Student Life Facilities are often compared to an office building



# OKLAHOMA STATE UNIVERSITY

## #1 - DETERMINE THE OBJECTIVES AT THE ONSET

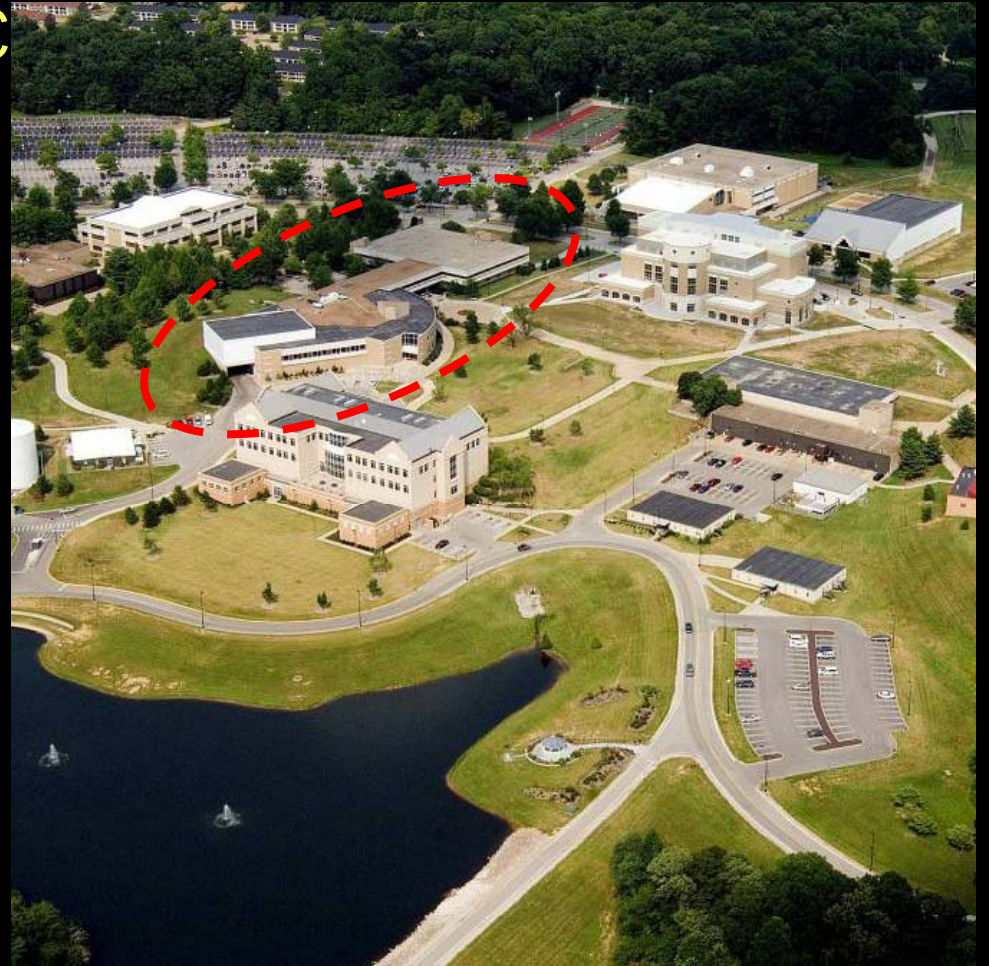
1. Improve student access to Campus Life facilities
2. Improve quality of Dining Services and operations
3. Enhance and improve functional and financial operations of Bookstore
4. Evaluate current Student Union Business model and develop strategies to sustain the economic engine in the future
5. Ensure the role of the Union on the campus embraces the tradition of the past and looks forward to the future as a valuable contributor to Campus Life.
6. Improve aging building and its mechanical systems



# UNIVERSITY OF SOUTHERN INDIANA

## #1 ONE BUILDING NOT TWO OR THREE DETERMINE THE OBJECT

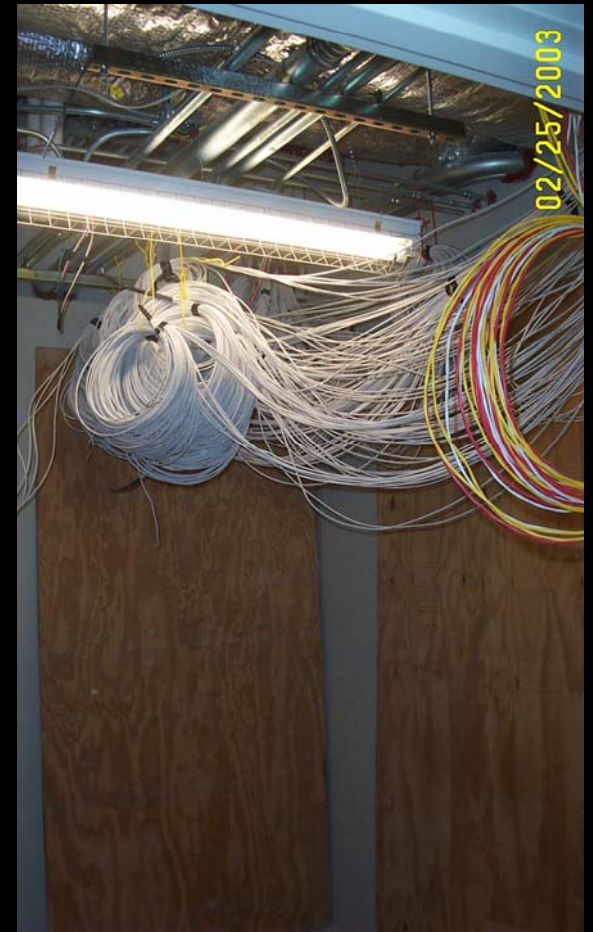
2. CLEAR POINTS OF ENTRY
3. SELF DIRECTED CIRCULATION
4. A SERIES OF SPECIAL SPACES
5. EMPLOY NATURAL LIGHT
6. TAKE ADVANTAGE OF CAMPUS LOCATION
7. HIGH INTERIOR VISIBILITY - LOW WORK STATIONS
8. SUSTAINABILITY



# ARCHITECT'S VIEWPOINT

## #2 EXAMINE THE EXISTING FACILITY & CONDITIONS

### AGING BUILDINGS



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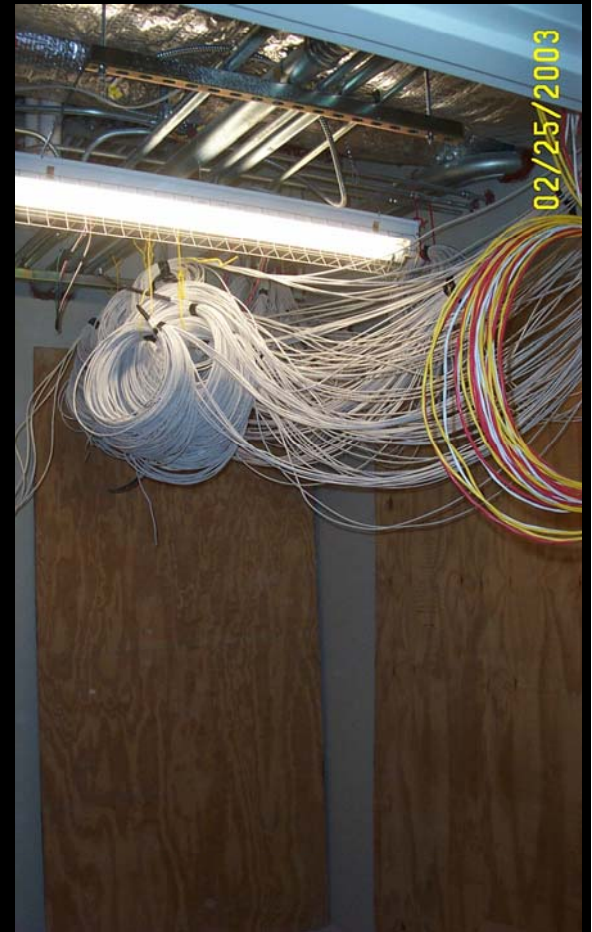


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# ARCHITECT'S VIEWPOINT

## #2 EXAMINE THE EXISTING FACILITY & CONDITIONS

### CRAMPED SPACE

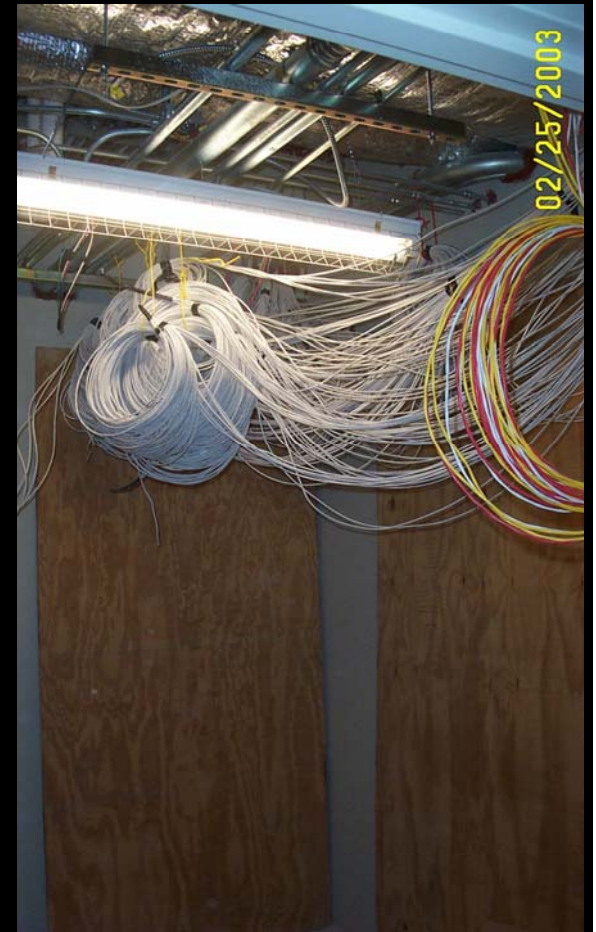




# ARCHITECT'S VIEWPOINT

## #2 EXAMINE THE EXISTING FACILITY & CONDITIONS

### NEW TECHNOLOGY



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# ARCHITECT'S VIEWPOINT

## #2 EXAMINE THE EXISTING FACILITY & CONDITIONS

- Existing Conditions Analysis  
Operational / Physical Environment
- Plan for the Future  
(The 10/15/20 Rule)
- Develop a Building Program
- What's Missing from your Union
- What have you always wanted to do.



# ARCHITECT'S VIEWPOINT

## #3 EXPLORE MULTIPLE OPTIONS AND STRATEGIES IN THE BEGINNING

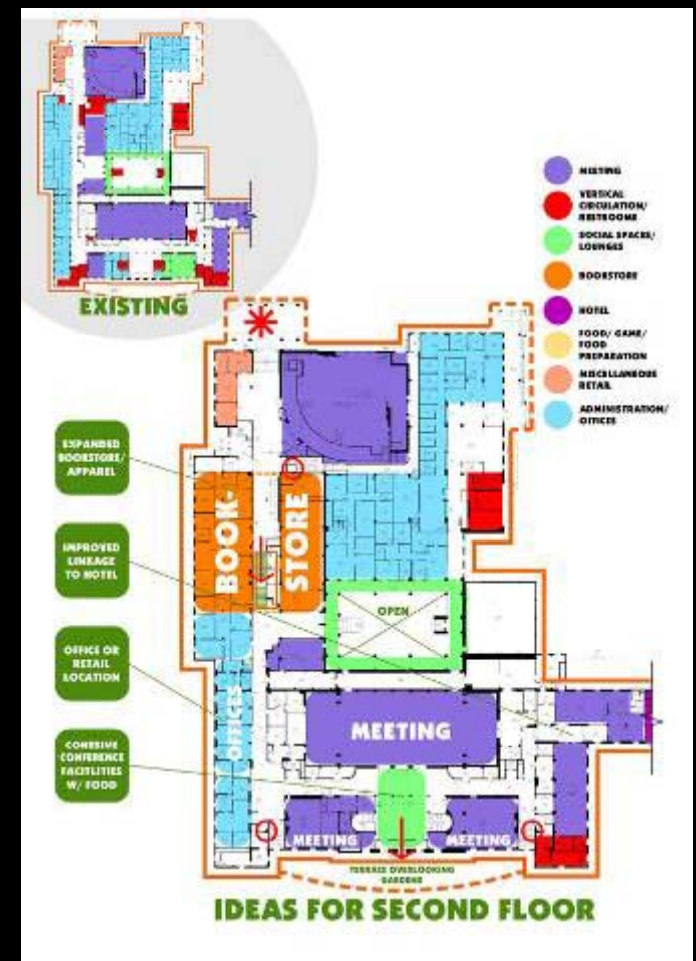
- "Measure Twice and Cut Once"
- Testing the Options
- Put Programming Needs First



# ARCHITECT'S VIEWPOINT

## #3 EXPLORE MULTIPLE OPTIONS AND STRATEGIES IN THE BEGINNING

- Buildings Evaluations and Context
- Establish Priorities for Building Improvements
- Establish Priorities for Site Development
- Establish Entrance Locations
- Address Parking/Pedestrian Traffic
- Determine Phasing Options
- Develop Project Cost Estimates



Existing Building Analysis

# ARCHITECT'S VIEWPOINT

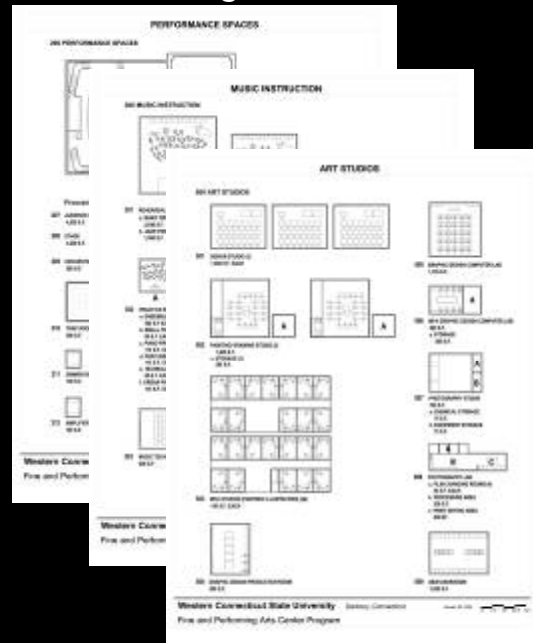
## #4 MEASURE YOUR NEEDS AGAINST ALL THE WANTS

- Keep it in Check
- Prioritize At The Beginning
- Organize, Organize, Organize

### Developing a Program



### Room Diagrams



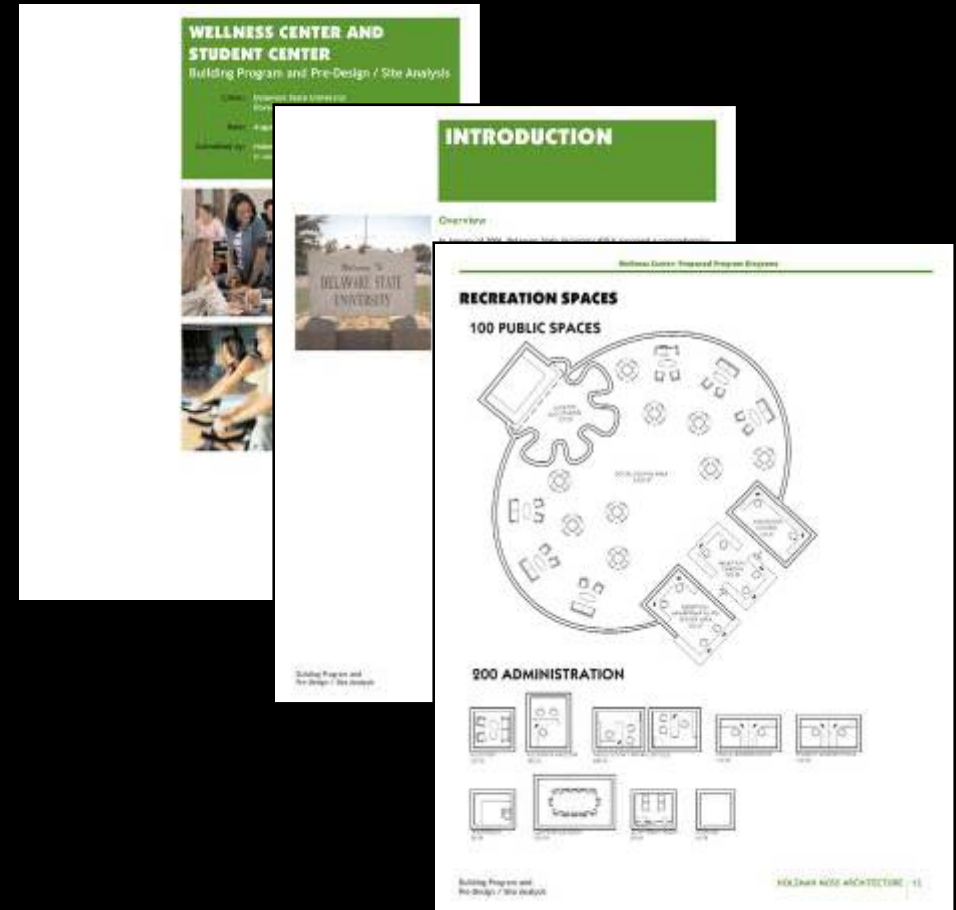
### Room Characteristics



# ARCHITECT'S VIEWPOINT

## #5 - IS IT UNDERSTANDABLE TO THOSE AROUND YOU?

- Is the Message Clear & Concise
- Executive Summary
- Data to Back it Up



# ARCHITECT'S VIEWPOINT

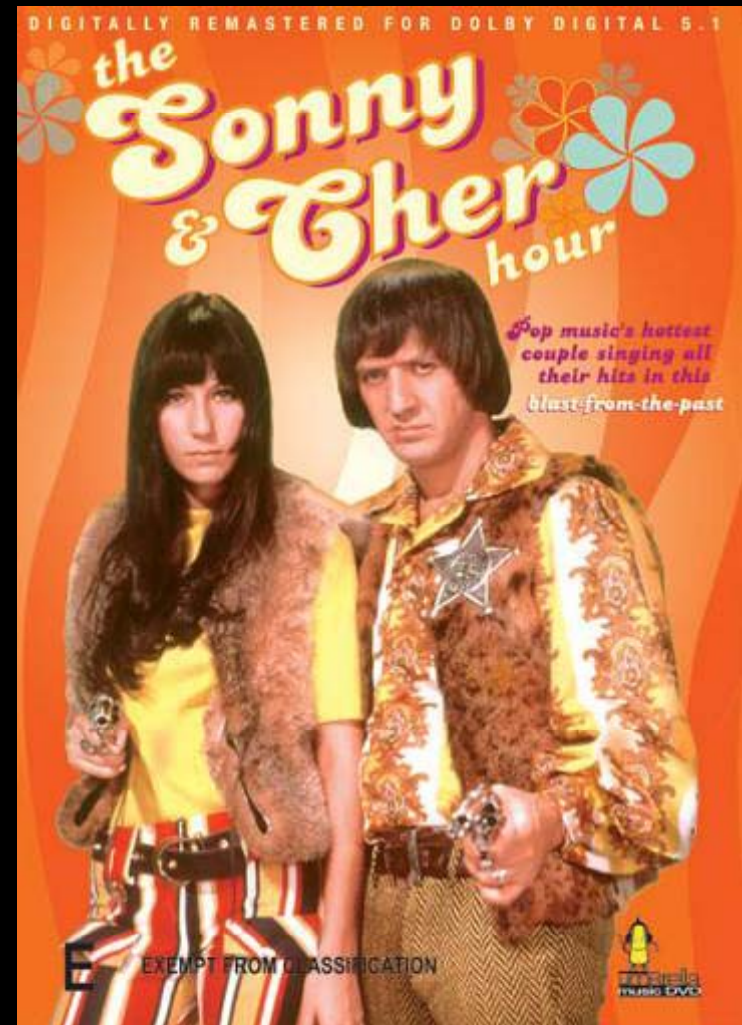
## #5 - IS IT UNDERSTANDABLE TO THOSE AROUND YOU?



# ARCHITECT'S VIEWPOINT

## #6 EXPLORE EXTRODINARY OPPORTUNITIES

- Campus Partners
- Other Upcoming Campus Projects
- Campus Neighbors
- University Initiatives  
(Diversity / Career Services)
- A Chance to Provide New Services





# ARCHITECT'S VIEWPOINT

## #6 EXPLORE EXTRAORDINARY OPPORTUNITIES - PARTNERS

### Physically Shared Architecture- Advantages

- Common space - beyond the scope of a single university program
- Common programs - enhanced content and activities
- Greater campus appeal
- Common operations and maintenance
- Greater access to funding
- Economy of Construction



# ARCHITECT'S VIEWPOINT

## #7 VISUALS, VISUALS, VISUALS



# ARCHITECT'S VIEWPOINT

## #7 VISUALS, VISUALS, VISUALS



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# ARCHITECT'S VIEWPOINT

## #7 VISUALS, VISUALS, VISUALS



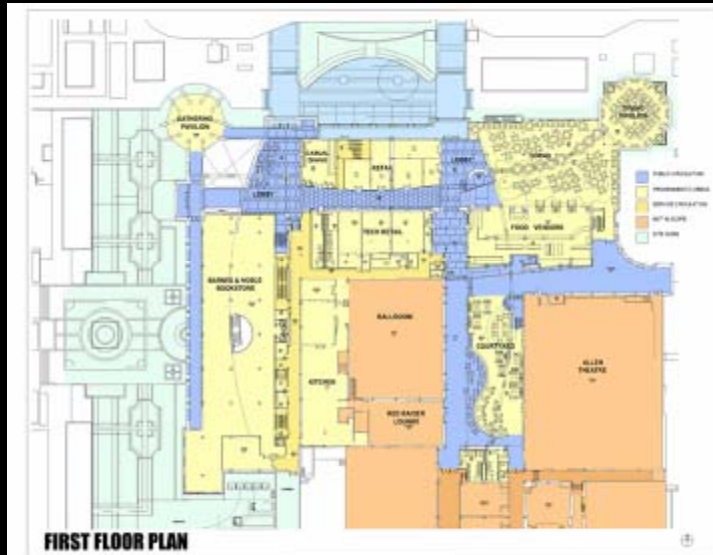
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ARCHITECTURE



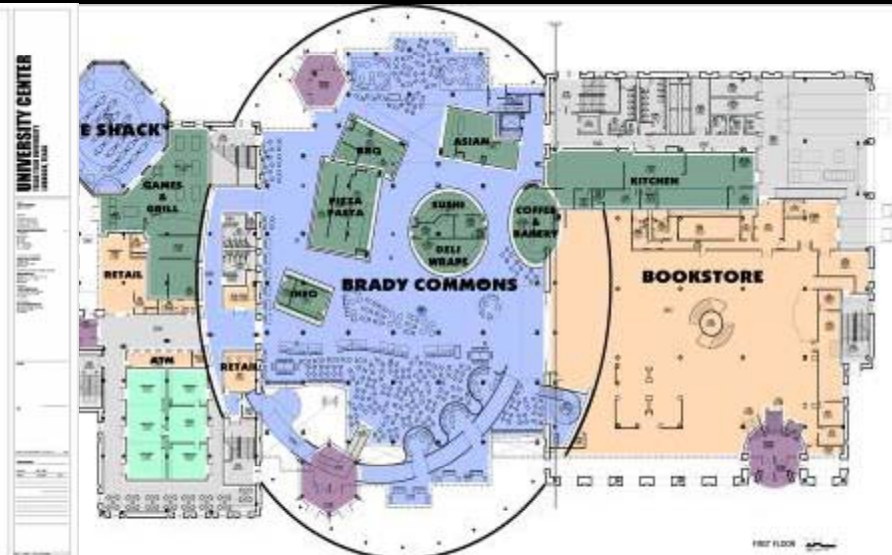
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# ARCHITECT'S VIEWPOINT

## #7 VISUALS, VISUALS, VISUALS



FIRST FLOOR PLAN



FIRST FLOOR

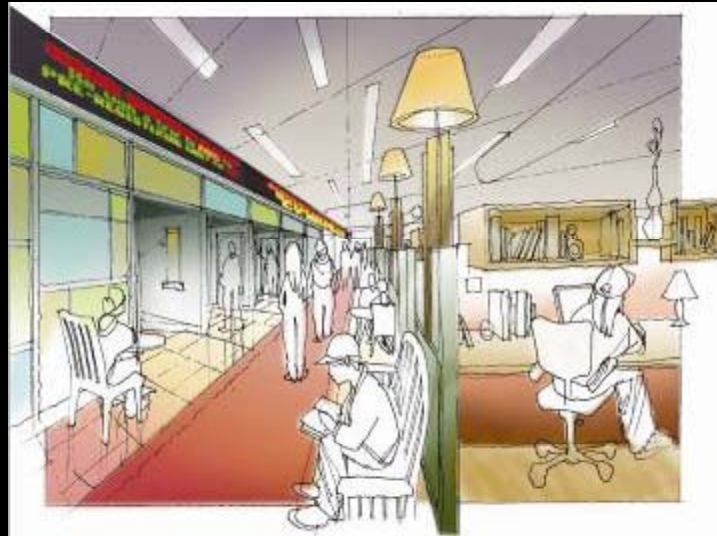
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# ARCHITECT'S VIEWPOINT

## #7 VISUALS, VISUALS, VISUALS



# ARCHITECT'S VIEWPOINT

## #7 VISUALS - University of Southern Indiana



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# ARCHITECT'S VIEWPOINT

## #7 VISUALS - University of Southern Indiana



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# ARCHITECT'S VIEWPOINT

#7 VISUALS - University of Southern Indiana



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ARCHITECTURE



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# ARCHITECT'S VIEWPOINT

## #7 VISUALS - University of Southern Indiana



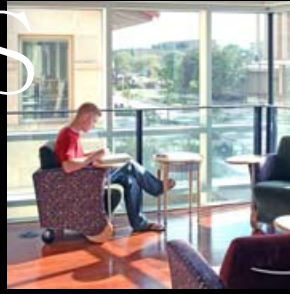
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ARCHITECTURE



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# VISUALS – VISIT OTHER

## CAMPUSES




# ARCHITECT'S VIEWPOINT

## #7 VISUALS, VISUALS, VISUALS

### Texas Tech University Case Study

- Budget: Less than \$5,000.
  - Handouts
  - Posters
- Framing the Campaign
  - "its up to us"
- Active Student Involvement
  - Presentations
  - Distributing Handouts



**the University Center  
Addition and Remodeling Project**

**VOTE**  
October 12

**It's up to us.**

Recent surveys completed by the students of Texas Tech have indicated the need for changes in the current facility. The proposed expansion and renovation is in response to those needs. A wider variety of food choices, expanded gathering and lounge areas, and student organization office spaces topped the list. On October 12th you will have an opportunity to determine the future of your student center. Should the referendum pass, the increase of \$56 per semester will fund the project. The new fee will not be collected until the fall of 2000.

**University Center expansion/remodeling will include:**

- An additional 120,000 sq. ft. of building space
- Remodeling of most of existing building
- New Student Organization Office spaces
- Expanded food service seating
- More fast food options
- Relocation of TTU Bookstore into UC
- New, larger locations for retail vendors
- Spaces for up to four new retail vendors
- Remodeling of all 2nd floor meeting rooms
- Create four new meeting rooms on 2nd floor
- New lounge and casual areas throughout building
- ... and much more!

**Call The Student Government Association (742-3631)  
Or UC Main Office (742-3636) For More Information Or  
Schedule Of Presentations On The Project.**

# ARCHITECT'S VIEWPOINT

## #7 VISUALS, VISUALS, VISUALS

University of Missouri Columbia  
Case Study

- Budget: more than \$50,000.
  - Started with NO Budget
- Framing the Campaign
  - Seating and Dining Spaces
  - More Food
  - Lounge Space



# ARCHITECT'S VIEWPOINT

## #7 VISUALS, VISUALS, VISUALS

1. Posters
2. Hand-Outs
3. T-Shirts
4. Newspaper (campus and local)
5. Banners
6. Midnight B-B-Q and Band
7. Blood Drives
8. Informational Sessions
9. Meet the Architects
10. Model Displays



# ARCHITECT'S VIEWPOINT

## #7 VISUALS, VISUALS, VISUALS

### THE REFERENDUM

- Getting Students Motivated
- Students Need to Have a Voice
- Student Turnout
- Dealing with Adversity



# ARCHITECT'S VIEWPOINT

## #8 QUALITY, QUANTITY AND COST

- Determine the project you need and want.
- Balance
- Campus Standards Exterior
- Campus Standards Interior
- Building Services
- Image for Many Years to Come

QUALITY



QUANTITY



BUDGET



# ARCHITECT'S VIEWPOINT

## #8 QUALITY, QUANTITY AND COST

Delaware State University Wellness Center and Student Center Dover, Delaware		SCENARIO #1 Based on Total Element				HOLZMAN MOSS ARCHITECTURE					
Student Center Program D		Qty	Area NSF	Total NSF	Cost/SF	Cost	Cost	Remarks	Existing Total NSF		
<b>100 Social Spaces</b>											
Lounges		1	10	10							
Electronic Information Board		10	24	240			\$1,700				
E-Mail Stations							\$40,800				
Active Lounge		1	2,000	2,000			\$855,000				
Television Lounge		1	500	500			\$95,000				
Study Lounge/Quiet Area		1	500	500	\$170	\$1,700	\$95,000				
Spiritual Center		1	450	450			\$85,500				
				3,700	\$170	\$40,800	\$1,173,000				
<b>200 Food Service</b>											
Vending							\$15,300				
"The Club" (Grill/Dance/Games)											
Kitchen							\$172,000				
Seating		1	90	90	\$190	\$95,000	\$570,000				
Billiards/Video/Pinball/DDR/							\$385,000	Playstation/X-Box			
Coffee Bar											
Service Counter		1	800	800			\$64,500				
Seating		100	30	3,000	\$190	\$85,500	\$114,000				
		1	2,200	2,200			\$1,320,800				
<b>300 Retail Services</b>											
Student Mail Services		1	300	300							
Student Mail Boxes		20	30	600	\$190	\$114,000	900	900	\$190	\$171,000	3,500 Boxes
Package/Mail Room							300	300	\$170	\$51,000	
Mailroom Office				6,990		\$1,320,800	120	120	\$170	\$20,400	

# OSU – CONCEPTUAL OPTIONS:

## - Scenario 1:

- Improve building infrastructure
- "Carpet and paint"



## - Scenario 2:

- Improve building infrastructure
- Renovate first floor (food and partial bookstore)
- Renovate basement floor (Student Organizations)



## - Scenario 3:

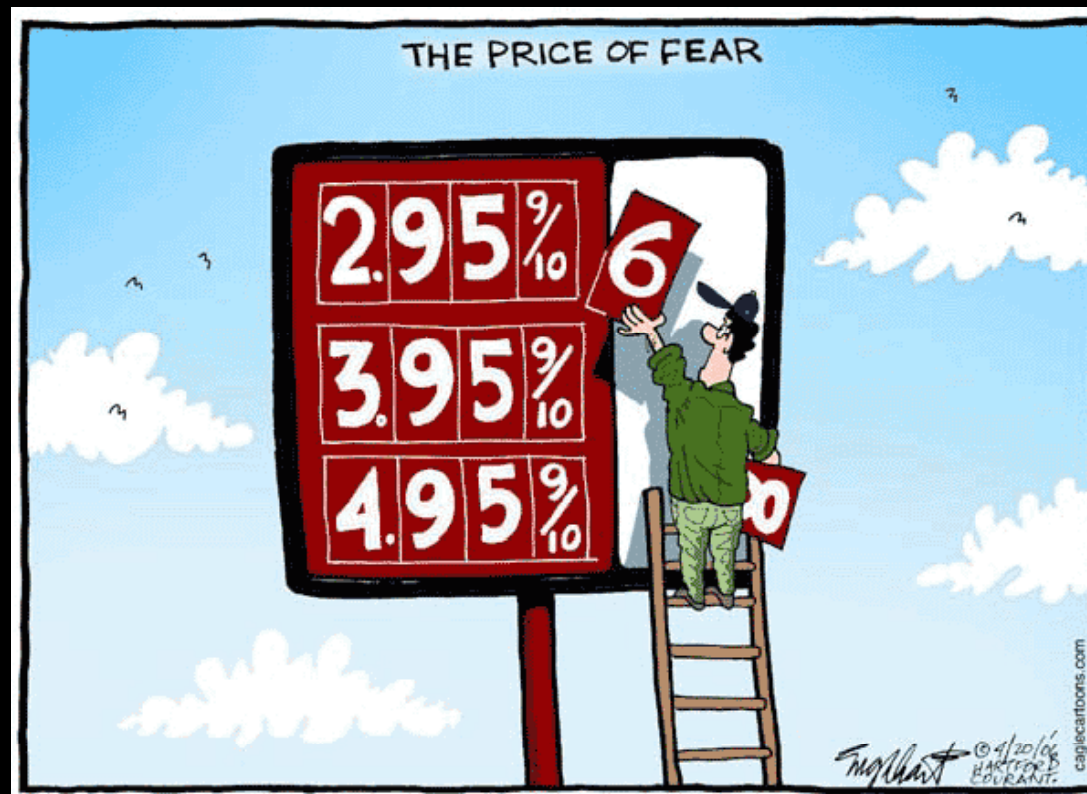
- Excitement
- Total transformation of building
- Improve building infrastructure
- Renovate entire building
- Reallocate space needs and user locations
- Create modest building additions for Ballroom and Theatre



# ARCHITECT'S VIEWPOINT

## #9 PROTECT YOU BUDGET

- Escalation, Escalation, Escalation
- Global Factors and the Impact on *YOUR* Project.



# ARCHITECT'S VIEWPOINT

## #9 PROTECT YOU BUDGET

OPTION 3A												OPT			
	Unit	Unit Cost	Subtotal		Unit	Unit Cost	Subtotal		Unit	Unit Cost	Subtotal		Unit	Unit Cost	Subtotal
Site Preparation & Temporary Building Installation			\$ 30,000				\$ 30,000				\$ 30,000				\$ 30,000
Site Preparation			\$ 30,000				\$ 30,000				\$ 30,000				\$ 30,000
Site Preparation			\$ 30,000				\$ 30,000				\$ 30,000				\$ 30,000
Subtotal			\$ 130,000				\$ 130,000				\$ 130,000				\$ 130,000
Building Construction in 2006 Dollars			\$ 3,034,240				\$ 3,034,240				\$ 3,034,240				\$ 3,034,240
Renovation			\$ 10,988,705				\$ 10,988,705				\$ 10,988,705				\$ 10,988,705
Building Code Expenses			\$ 14,055,900				\$ 14,055,900				\$ 14,055,900				\$ 14,055,900
Subtotal			\$ 31,808,245				\$ 31,808,245				\$ 31,808,245				\$ 31,808,245
Blowback			\$ 30,000				\$ 30,000				\$ 30,000				\$ 30,000
A. Landscape and Hardscape			\$ 30,000				\$ 30,000				\$ 30,000				\$ 30,000
B. Lighting and Site Storage			\$ 30,000				\$ 30,000				\$ 30,000				\$ 30,000
C. Utilities and Infrastructure			\$ 30,000				\$ 30,000				\$ 30,000				\$ 30,000
D. Architectural Signage/Identification			\$ 30,000				\$ 30,000				\$ 30,000				\$ 30,000
E. Site Remediation			\$ 30,000				\$ 30,000				\$ 30,000				\$ 30,000
Subtotal			\$ 180,000				\$ 180,000				\$ 180,000				\$ 180,000
Subtotal Construction			\$ 34,408,245				\$ 34,408,245				\$ 34,408,245				\$ 34,408,245
General Conditions, Overhead and Profit			\$ 10,000,000				\$ 10,000,000				\$ 10,000,000				\$ 10,000,000
Expediting/Program Proceed			\$ 10,000,000				\$ 10,000,000				\$ 10,000,000				\$ 10,000,000
Planning Costs - Cont. Conditions			\$ 10,000,000				\$ 10,000,000				\$ 10,000,000				\$ 10,000,000
Design Contingency			\$ 10,000,000				\$ 10,000,000				\$ 10,000,000				\$ 10,000,000
Rent/Insurance/Utilities Risk Allowance			\$ 10,000,000				\$ 10,000,000				\$ 10,000,000				\$ 10,000,000
Total Construction Cost			\$ 44,408,245				\$ 44,408,245				\$ 44,408,245				\$ 44,408,245
OTHER PROJECT COSTS			\$ 1,657,603				\$ 1,657,603				\$ 1,657,603				\$ 1,657,603
E. Food Service Equipment - Portable			\$ 30,000				\$ 30,000				\$ 30,000				\$ 30,000
F. Normal Building Signage & Identification			\$ 1,627,603				\$ 1,627,603				\$ 1,627,603				\$ 1,627,603
Subtotal			\$ 1,657,603				\$ 1,657,603				\$ 1,657,603				\$ 1,657,603
Professional Fees			\$ 4,770,160				\$ 4,770,160				\$ 4,770,160				\$ 4,770,160
Other Costs			\$ 1,192,540				\$ 1,192,540				\$ 1,192,540				\$ 1,192,540
Contingency			\$ 596,270				\$ 596,270				\$ 596,270				\$ 596,270
Cost Reserve Fee			\$ 596,270				\$ 596,270				\$ 596,270				\$ 596,270
Not Not Allocation/Retainage & Documentation			\$ 1,483,800				\$ 1,483,800				\$ 1,483,800				\$ 1,483,800
Owner's Administrative Costs			\$ 320,000				\$ 320,000				\$ 320,000				\$ 320,000
A. Planning Expenses			\$ 320,000				\$ 320,000				\$ 320,000				\$ 320,000
B. Temporary Facilities			\$ 320,000				\$ 320,000				\$ 320,000				\$ 320,000
C. Permit Fees			\$ 320,000				\$ 320,000				\$ 320,000				\$ 320,000
D. Site Remediation			\$ 320,000				\$ 320,000				\$ 320,000				\$ 320,000
E. Inspection Services			\$ 320,000				\$ 320,000				\$ 320,000				\$ 320,000
F. Survey and Testing			\$ 320,000				\$ 320,000				\$ 320,000				\$ 320,000
G. Other			\$ 320,000				\$ 320,000				\$ 320,000				\$ 320,000
Subtotal			\$ 7,472,912				\$ 7,472,912				\$ 7,472,912				\$ 7,472,912
General Owner Program Costs			\$ 309,288				\$ 309,288				\$ 309,288				\$ 309,288
Owner's Contingency			\$ 3,183,288				\$ 3,183,288				\$ 3,183,288				\$ 3,183,288
Total Other Costs			\$ 1,590,804				\$ 1,590,804				\$ 1,590,804				\$ 1,590,804
TOTAL PROJECT BUDGET			\$ 51,791,957				\$ 51,791,957				\$ 51,791,957				\$ 51,791,957
Excludes:			\$ 175,000				\$ 175,000				\$ 175,000				\$ 175,000
Escalation - 10% after 2008 Start @ 24-Month Rate			\$ 150,000				\$ 150,000				\$ 150,000				\$ 150,000
			\$ 325,000				\$ 325,000				\$ 325,000				\$ 325,000
TOTAL PROJECT COST			\$ 52,116,957				\$ 52,116,957				\$ 52,116,957				\$ 52,116,957

TOTAL CONSTRUCTION COST

TOTAL PROJECT COST

ESCALATION

ESCALATION



# ARCHITECT'S VIEWPOINT

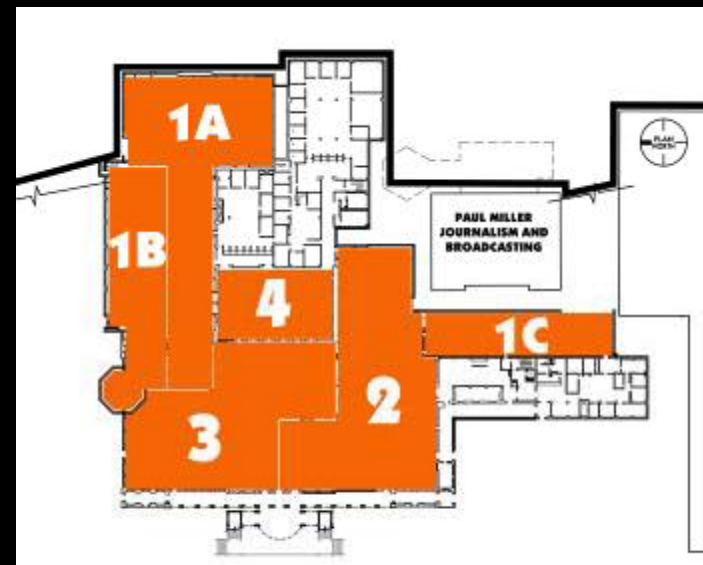
## #10 – STAY OR GO

- Are you going to Stay or Go
  - *Planning the construction and impact to your Services*



# ARCHITECT'S VIEWPOINT

## #10 - STAY OR GO



Phase 1 - New Addition

\$18 Million

Lounge Spaces

Bookstore

Bookstore Cafe

Student Organizations

Administration Offices

Grab and Go Dining

Meeting Spaces (20%)

Building Service

New Entries

150 Seats for Dining



Phase 1 - New Addition

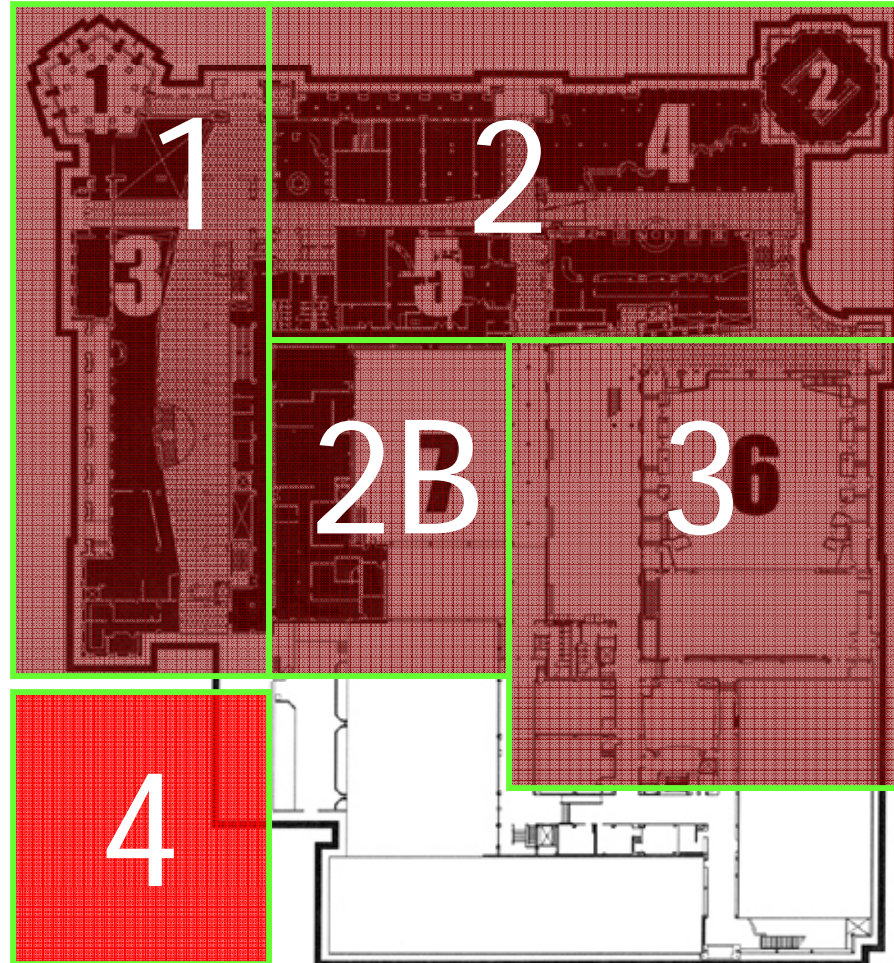
\$18 Million

- Lounge Spaces
- Bookstore
- Bookstore Cafe
- Student Organizations
- Administration Offices
- Grab and Go Dining
- Meeting Spaces (20%)
- Building Service
- New Entries
- 150 Seats for Dining

Phase 4 - Future

\$11 Million

- Ballroom



Phase 2 - Renovation

\$10.8 Million

- Food Concepts
- 350 Seats for Dining
- New Dining Pavilion
- Retail Concepts
- Meeting spaces (80%)
- Study Rooms
- Phase 2B - Renovation
- \$1 Million
- Mechanical Upgrades
- New Roof and Windows

Phase 3 - Renovation

\$4.5 Million

- 960 Seat Theater
- Courtyard Lounge
- 100 Seats Dining
- Student Senate



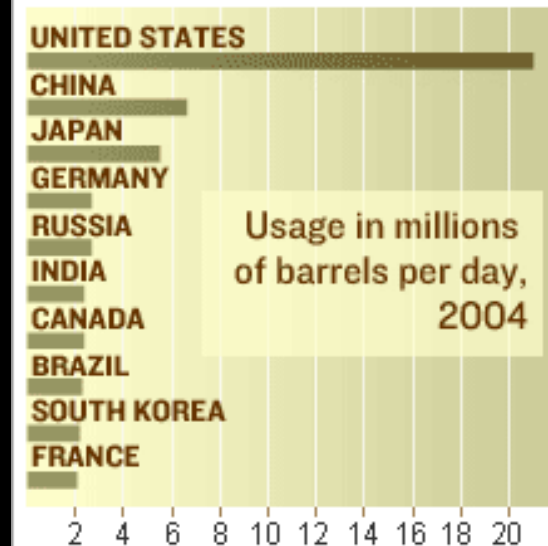
# ARCHITECT'S VIEWPOINT

## #11 – A CHANCE BE ENVIRONMENTALLY AND SOCIALLY RESPONSIBLE.

- Facility for next 20 years
- A Message to your constituents

### OIL-GUZZLING NATIONS

Although rising demand in developing countries such as China and India is often blamed for driving up oil prices, the United States is still by far the world's biggest user swallowing up over one quarter of total world output.



SOURCE: ENERGY INFORMATION ADMINISTRATION

# ARCHITECT'S VIEWPOINT

## #11 – A CHANCE BE ENVIRONMENTALLY AND SOCIALLY RESPONSIBLE.

### ➤ OCCUPANT HEALTH

Quality Indoor Environments improve working and learning.



### ➤ EDUCATIONAL

Providing learning Environments within the building



### ➤ ENVIRONMENTAL

Reducing pollution and protecting the ecosystem.



### ➤ ECONOMIC

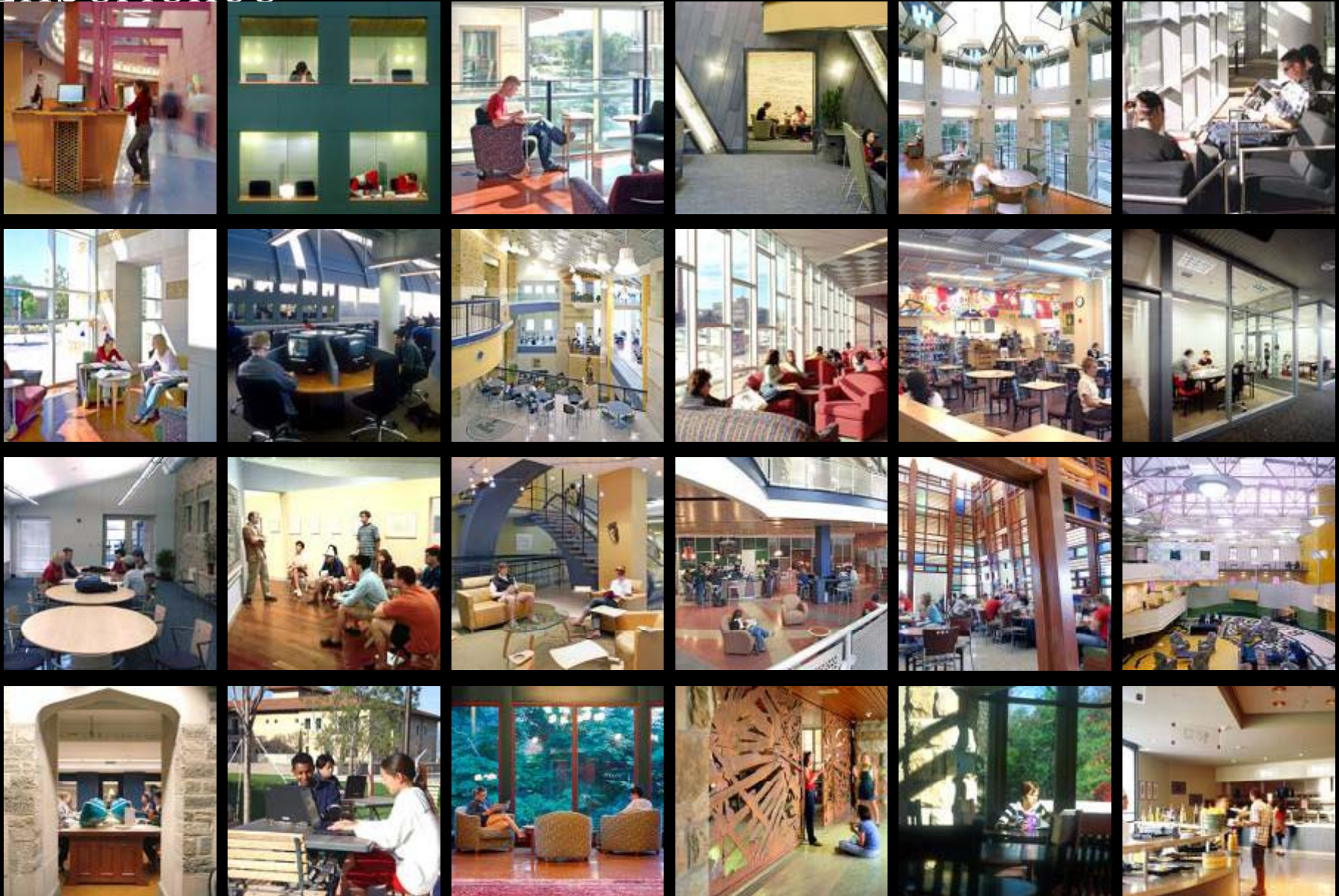
Creating long-term operational and maintenance savings.



### ➤ PUBLIC RELATIONS

Sending a positive message to students, alumni, and the community about sustainability commitment.

# Holzman Moss Architecture – Student Life Experience



# STRATEGIES FOR A SUCCESSFUL CAPITAL PROJECT:

## The Steps:

- Develop and Redevelop "Time Line" for Entire Project
- Prioritize Wants and Needs
- Convene Focus Groups
- Determine Potential Funding Sources
- Determine Campus Approval Process
- Develop Project Advocates (Administration and Students)
- Analyze Your Existing Building
- Develop Potential Project Costs (total project costs NOT construction cost)
- Develop Project Schedule
- Consider Long-Term Cost Escalation (estimating to mid-point to construction)
- Develop Potential Total Project Budget (keep updating !!!)
- Assess Timing on the Campus for a Referendum (political and semester)



# STRATEGIES FOR A SUCCESSFUL CAPITAL PROJECT:

## The Steps (continued):

- Determine Fee Tolerance of Students
- Develop Entire Referendum Plan for the Project (schedule)
- Develop Payment Options (Critical for the Campaign)
- Develop Marketing and Communication Strategy
- Organize Volunteers and Staff
- Implement the Plan
- Careful Wording of the Referendum
- Get Out The Vote
- Celebrate
- Don't Start Unless You Want to Win



# Questions and Answers



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# PLANNING A CAPITAL PROJECT:

10 Steps for Getting Renovation, Additions or Expansions  
on the Right Track

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