

A First Time for Everything

New Conversations for a New Residential Community at COCC



NWACUHO 2016 Annual Conference
Anchorage, Alaska



Introductions

Project Overview

First Time Conversations

Results & Lessons Learned

Questions



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mahlum

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Principal

Future Students

Current Students

Faculty and Staff

Campus Visitors

Employment

OUTSIDE OF EXPECTED

> GETTING STARTED



Enrollment:

16,901 Total Students (2013-14)

10,565 credit and 6,336 non credit

College District: 10,000-square-miles in Central Oregon

Student Housing: 100-bed residence hall originally constructed in 1967.

Average age of CREDIT students: 29



mahlum

Founded in 1938

Offices in Portland & Seattle

75 professional staff

Regional experts in sustainable & high-performance design

Innovative leaders in student life

2014 AIA NWPR Firm Award

A First Time for Everything

Project Overview



Project Vision



COCC Community Goals

excerpts taken from "White Paper: New Student Housing Considerations" August 30, 2012

Supports Campus Master Plan

Create opportunities for student engagement

Research indicates that student learning, persistence and completion are strongly associated with activities that promote student engagement, and the more student are connected with the campus and its faculty, staff, peers and activities, the more likely they are to persist in their College studies and to achieve at higher levels.

Changing student expectations

More and more, today's traditional age student values the concept of community, but prefers to balance that with the ability to have a private, dedicated space.

Project Vision



COCC Community Goals (cont'd)

excerpts taken from "White Paper: New Student Housing Considerations" August 30, 2012

Support non-resident recruitment efforts

Support on-campus conferences, camps and training

Age and condition of existing facility and accessibility

Campus culture shift

Support international students

Positive campus village impacts

Food service support

Potential revenue source



Project Vision

COCC Steering Committee – prioritized goals

Durable materials	(5 votes)
Clear pedestrian connections to campus	(5 votes)
Indoor/outdoor programmed space	(4 votes)
Allow for summer conferencing	(4 votes)
Take advantage of views for residents	(3 votes)
95% occupancy	(3 votes)
Create traditional first year experience	(2 votes)
Variety of lounges – central, dispersed, nooks	(2 votes)

A First Time for Everything

First Time Conversations



A First Time for Everything

First Time Conversations

First Time Financials



First Time Financials

COCC Building Program Option '5A'		330 Bed Residential Facility		Modified 3/22/2012											
Assumptions															
Cost Per Sq. ft.	\$240	Square Feet	91,138	Construction	Occupancy	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Total Project Costs	\$21,873,231														
Single Beds	40														
Double Beds	280														
Residence Room Occupancy Rate				85.0%	90.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%
Single Rate and Annual Increase	\$950			0.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Double Rate and Annual Increase	\$700			0.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Summer School Revenue (Percent of annual bed revenues)				7.0%	8.0%	9.0%	10.0%	11.0%	12.0%	13.0%	14.0%	15.0%	15.0%	15.0%	15.0%
Operational Expenses:															
Community Director (\$40k/year + Bene)				66,886	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Resident Live-in Staff (\$36k/year + Bene)				61,767	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Housing Admin. Staff (.5 FTE; \$18k/year + Bene)				30,884	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Summer Conference Coordinator (\$30k/yr .5 FTE)				38,000	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Increased Campus/Student Services				32,400	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
1 Landscaping/Grounds (\$20.5k/year + OPE)				38,500	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Residential Staff Board Plans	10			28,000	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Maintenance/Cleaning(2.40/sf)	\$2.40			218,732	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Utilities (1.80/sf)	\$1.80			164,049	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Data (per room 331 / per month)	\$21.50			85,398	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Materials, Supplies, & Operating Costs				20,000	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Contracted Services				28,500	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Contribution to Reserves (Percentage of Total Revenue)				2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Debt Service Payments			0	1,436,963	1,436,963	1,436,963	1,436,963	1,436,963	1,436,963	1,436,963	1,436,963	1,436,963	1,436,963	1,436,963	1,436,963
Interest Rate	4.50%														
Bonded Amount **	\$ 23,406,524														

*2009-2010 9-Month rate for Juniper Hall: \$4,289 (\$477 * 9 mo.)

*2012-2013 9-Month rate for Juniper Hall estimate: \$4,965 (\$552 * 9 mo.)

**Bonded amount includes construction project costs, one year's capitalized interest, and \$480,000 in Bond Issuance Costs.

First Time Financials

COCC Building Program Option '5A'	330 Bed Residential Facility			Modified 3/22/2012									
Total Cost of Project	Total	Square Feet	Cost per SF										
	\$21,873,231	91,138	\$240.00										
Financial Statement	Construction	Occupancy											
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
Residency Room Occupancy Rate	Beds	85%	90%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
Single Month Rates		\$950	\$979	\$1,008	\$1,038	\$1,069	\$1,101	\$1,134	\$1,168	\$1,203	\$1,240	\$1,277	\$1,315
Double Monthly Rates		\$700	\$721	\$743	\$765	\$788	\$811	\$836	\$861	\$887	\$913	\$941	\$969
Single Beds	0	342,000	352,260	362,828	373,713	384,924	396,472	408,366	420,617	433,235	446,232	459,619	473,408
Double Beds	0	1,764,000	1,816,920	1,871,428	1,927,570	1,985,398	2,044,959	2,106,308	2,169,497	2,234,582	2,301,620	2,370,668	2,441,789
Less: RA Rooms	0	0	0	0	0	0	0	0	0	0	0	0	0
Less: Vacancy Rate	0	(315,900)	(216,918)	(111,713)	(115,064)	(118,516)	(122,072)	(125,734)	(129,506)	(133,391)	(137,393)	(141,514)	(145,760)
Summer Revenue	0	147,420	173,534	201,083	230,128	260,735	292,972	326,908	362,616	400,173	412,178	424,543	437,279
Total Revenue	0	1,937,520	2,125,796	2,323,626	2,416,347	2,512,541	2,612,331	2,715,848	2,823,225	2,934,600	3,022,638	3,113,317	3,206,716
Operational Expenses (4% annual increase):													
Community Director (\$40k/year + Bene)	0	66,886	69,561	72,344	75,238	78,247	81,377	84,632	88,017	91,538	95,200	99,008	102,968
Resident Live-in Staff (\$36k/year + Bene)	0	61,767	64,238	66,807	69,479	72,259	75,149	78,155	81,281	84,532	87,914	91,430	95,087
Housing Admin. Staff (.5 FTE; \$18k/year + Bene)	0	30,884	32,119	33,404	34,740	36,130	37,575	39,078	40,641	42,267	43,958	45,716	47,544
Summer Conference Coordinator (\$30k/yr .5 FTE)	0	38,000	39,520	41,101	42,745	44,455	46,233	48,082	50,005	52,006	54,086	56,249	58,499
Increased Campus/Student Services	0	32,400	33,696	35,044	36,446	37,903	39,420	40,996	42,636	44,342	46,115	47,960	49,878
1 Landscaping/Grounds (\$20.5k/year + OPE)	0	38,500	40,040	41,642	43,307	45,040	46,841	48,715	50,663	52,690	54,798	56,989	59,269
Residential Staff Board Plans (9)	0	28,000	29,120	30,285	31,496	32,756	34,066	35,429	36,846	38,320	39,853	41,447	43,105
Maintenance/Cleaning(2.40/sf)	0	218,732	227,482	236,581	246,044	255,886	266,121	276,766	287,837	299,350	311,324	323,777	336,728
Utilities (1.80/sf)	0	164,049	170,611	177,436	184,533	191,914	199,591	207,575	215,878	224,513	233,493	242,833	252,546
Data (21.50/room/month)	0	85,398	88,814	92,366	96,061	99,904	103,900	108,056	112,378	116,873	121,548	126,410	131,466
Materials, Supplies, & Operating Costs	0	20,000	20,800	21,632	22,497	23,397	24,333	25,306	26,319	27,371	28,466	29,605	30,789
Contracted Services	0	28,500	29,640	30,826	32,059	33,341	34,675	36,062	37,504	39,004	40,564	42,187	43,874
Contribution to Reserves	0	48,438	53,145	58,091	60,409	62,814	65,308	67,896	70,581	73,365	75,566	77,833	80,168
Total Operations	0	861,555	898,786	937,557	975,054	1,014,045	1,054,589	1,096,748	1,140,587	1,186,171	1,232,884	1,281,444	1,331,923
Net Operating Revenue	0	1,075,965	1,227,010	1,386,068	1,441,293	1,498,496	1,557,743	1,619,100	1,682,638	1,748,428	1,789,753	1,831,873	1,874,793
Debt Service Coverage Ratio		74.9%	85.4%	96.5%	100.3%	104.3%	108.4%	112.7%	117.1%	121.7%	124.6%	127.5%	130.5%
Bonds: Debt Service Payments	0	1,436,963	1,436,963	1,436,963	1,436,963	1,436,963	1,436,963	1,436,963	1,436,963	1,436,963	1,436,963	1,436,963	1,436,963
Total Debt Service	0	1,436,963	1,436,963	1,436,963	1,436,963	1,436,963	1,436,963	1,436,963	1,436,963	1,436,963	1,436,963	1,436,963	1,436,963
Net Income after Debt Service	0	-360,997	-209,952	-50,895	4,330	61,533	120,780	182,137	245,675	311,466	352,791	394,910	437,830
Cumulative Net Income	0	-360,997	-570,950	-621,844	-617,514	-555,980	-435,200	-253,063	-7,388	304,078	656,869	1,051,779	1,489,609

First Time Financials

Program Options Summary

Option 1: 4 communities with 29 beds and 7 communities with 31 beds		
Room Type	Qt'y.	Beds
Quad Occ. Suite:	77	308
Double Occ. Suite:	7	14
Single Occupancy:	0	0
Triple Occupancy Suite:	0	0
RA:	11	11
	<u>95</u>	<u>333</u>
Total Bldg. Area: 88,455		
SF/Bed: 266		
Financial Summary		
Total Project Cost:	\$21,229,292	
Net Income 4 yrs:	\$3,905	
Net Income 9 yrs:	\$290,221	

Option 1A: 4 communities with 29 beds and 7 communities with 31 beds		
Room Type	Qt'y.	Beds
Quad Occ. Suite:	73	292
Double Occ. Suite:	7	14
Quad Single Suite:	4	16
Triple Occupancy Suite:	0	0
RA:	11	11
	<u>95</u>	<u>333</u>
Total Bldg. Area: 90,117		
SF/Bed: 271		
Financial Summary		
Total Project Cost:	\$21,628,062	
Net Income 4 yrs:	\$10,693	
Net Income 8 yrs:	\$43,205	

Option 5: 10 communities of 33 beds (no double occupancy units)		
Room Type	Qt'y.	Beds
Quad Occ. Suite:	80	320
Double Occ. Suite:	0	0
Single Occupancy:	0	0
Triple Occupancy Suite:	0	0
RA:	10	10
	<u>90</u>	<u>330</u>
Total Bldg. Area: 85,800		
SF/Bed: 260		
Financial Summary		
Total Project Cost:	\$20,592,000	
Net Income 4 yrs:	\$11,233	
Net Income 8 yrs:	\$46,979	

Option 5A: 10 communities of 33 beds		
Room Type	Qt'y.	Beds
Quad Occ. Suite:	70	280
Double Occ. Suite:	20	40
Single Occupancy:	0	0
Triple Occupancy Suite:	0	0
RA:	10	10
	<u>100</u>	<u>330</u>
Total Bldg. Area: 91,138		
SF/Bed: 276		
Financial Summary		
Total Project Cost:	\$21,873,231	
Net Income 4 yrs:	\$4,330	
Net Income 9 yrs:	\$304,078	

Option 5B: 10 communities of 33 beds		
Room Type	Qt'y.	Beds
Quad Occ. Suite:	70	280
Double Occ. Suite:	0	0
Single Occupancy:	0	0
*Quad Single Suite:	10	40
RA:	10	10
	<u>90</u>	<u>330</u>
Total Bldg. Area: 89,954		
SF/Bed: 273		
Financial Summary		
Total Project Cost:	\$21,588,923	
Net Income 4 yrs:	\$28,204	
Net Income 8 yrs:	\$184,669	

A First Time for Everything

First Time Conversations

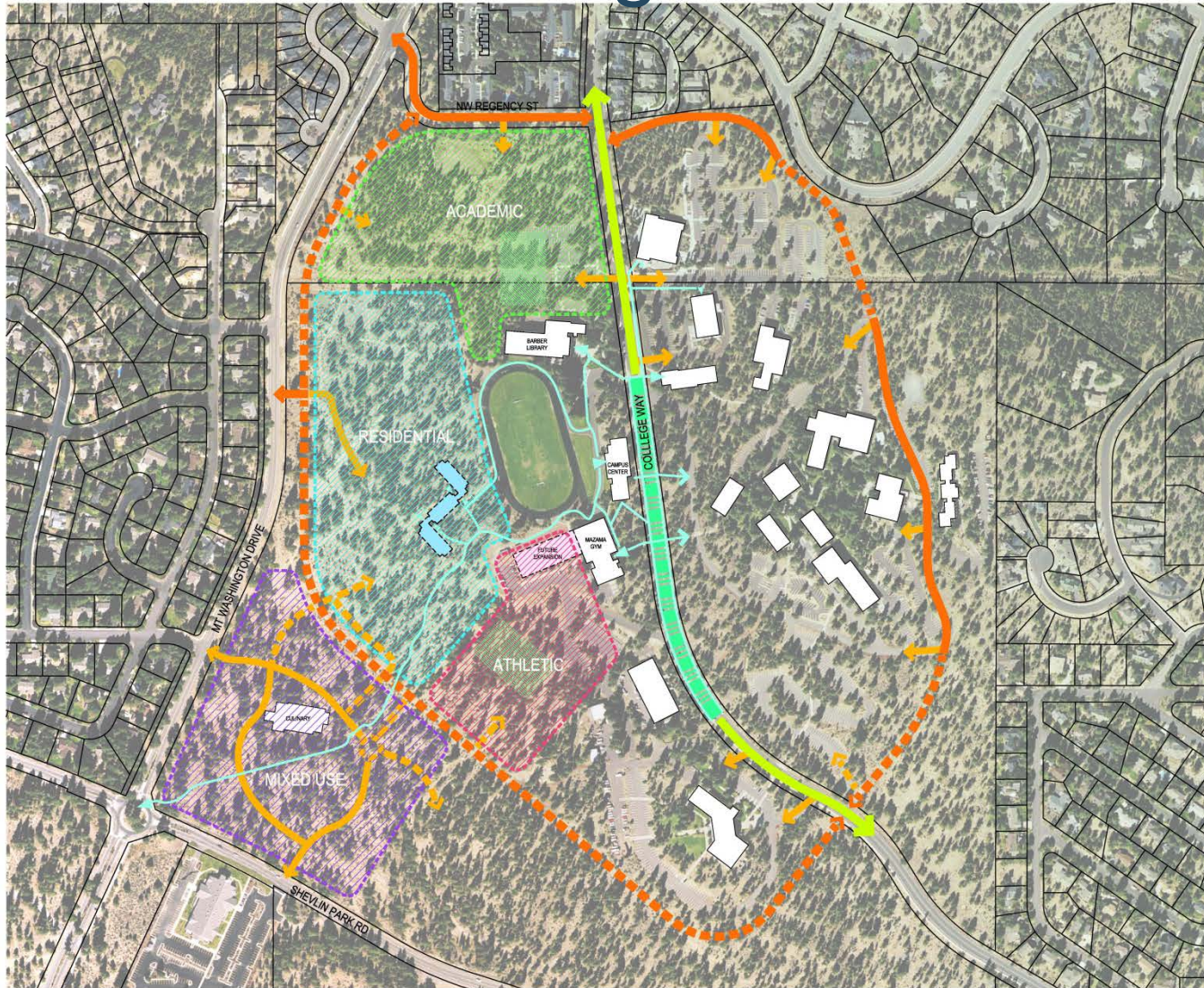
First Time Financials

First Time Design Conversations





First Time Design Conversations



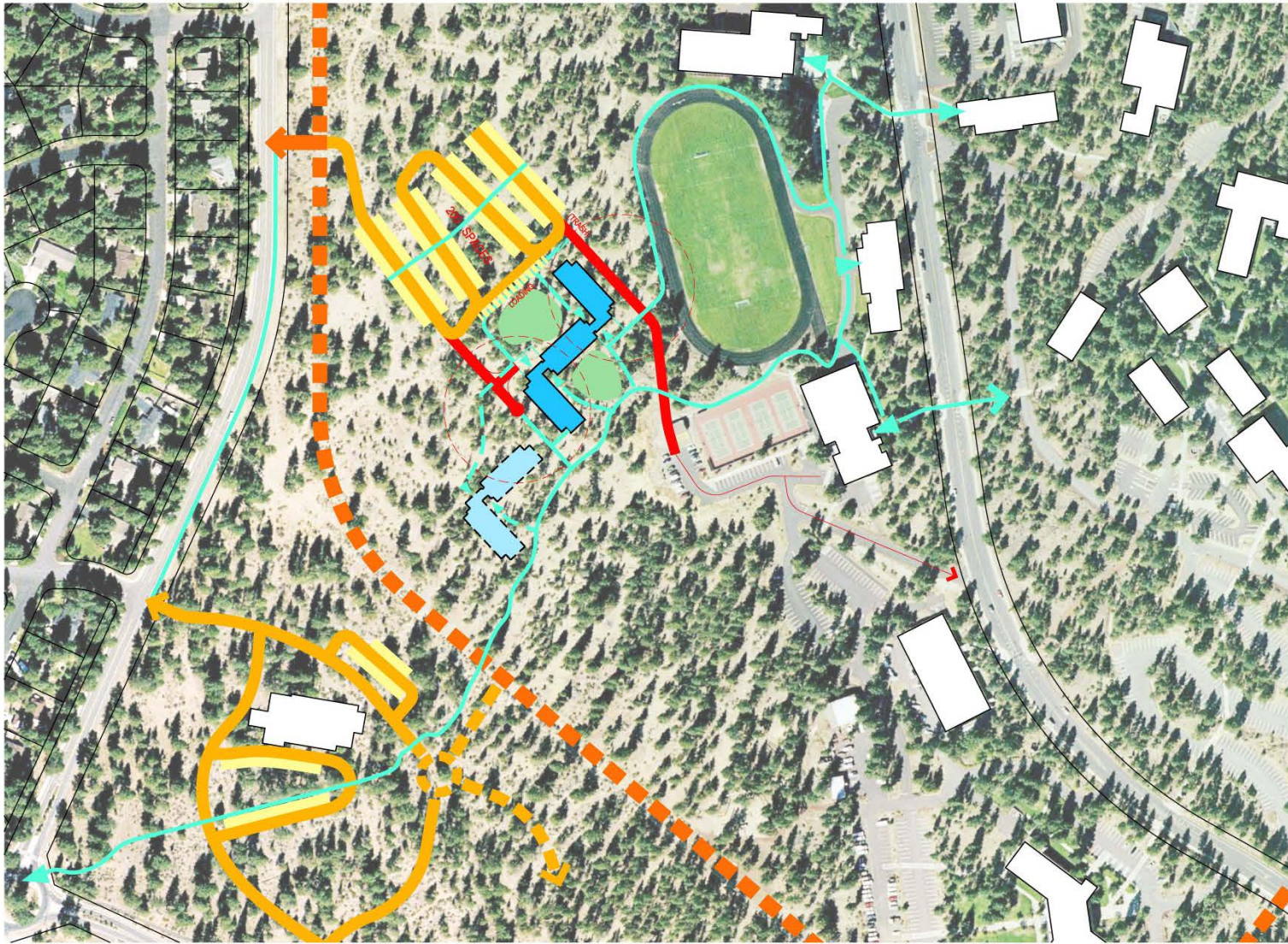
FUTURE GROWTH DIAGRAM

LEGEND

- LOOP ROAD
 - EXISTING
 - FUTURE
- COLLEGE WAY - VEHICULAR
- COLLEGE WAY - PEDESTRIAN
- PARKING ACCESS
- FUTURE ACCESS LANE
- PEDESTRIAN PATHWAY
- PHASE ONE - PROPOSED
 - FUTURE RESIDENTIAL DISTRICT
 - FUTURE MIXED USE DISTRICT
 - FUTURE ATHLETIC DISTRICT
 - FUTURE ACADEMIC DISTRICT
 - FUTURE GREEN SPACE





Future Phasing



SITE CIRCULATION
DIAGRAM 'A'
200 SPACES


LEGEND


- ACCESS LANE

- PARKING

- FUTURE ACCESS LANE

- FUTURE LOOP ROAD

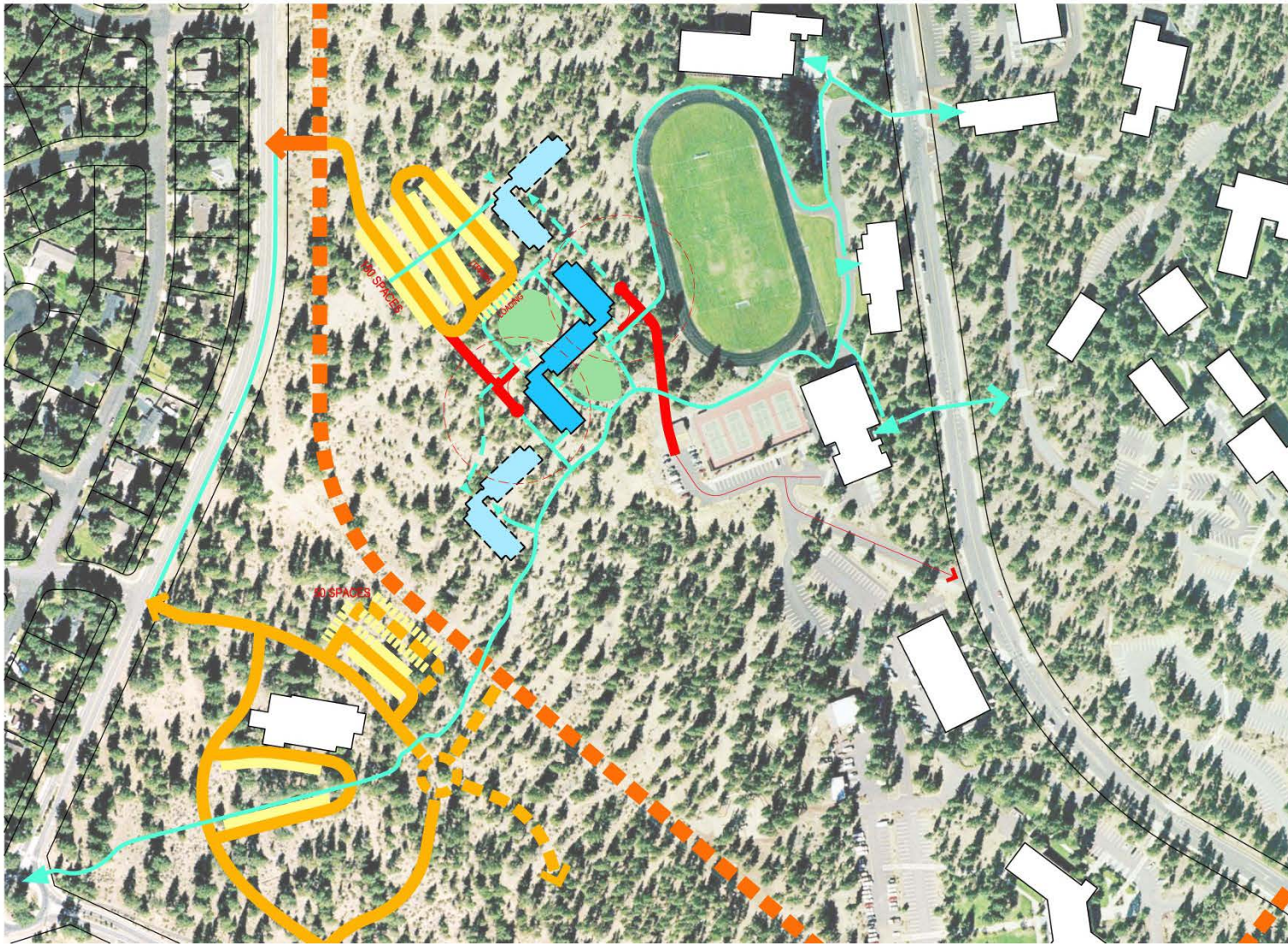
- FIRE / SERVICE LANE

- PEDESTRIAN PATHWAY

- MAJOR BUILDING ENTRY

- PHASE ONE - PROPOSED

- PHASE TWO
OPTIONAL LOCATION


Future Phasing



SITE CIRCULATION
DIAGRAM 'B'
150 SPACES

LEGEND

- ACCESS LANE

- PARKING

- FUTURE ACCESS LANE

- FUTURE LOOP ROAD

- FIRE / SERVICE LANE

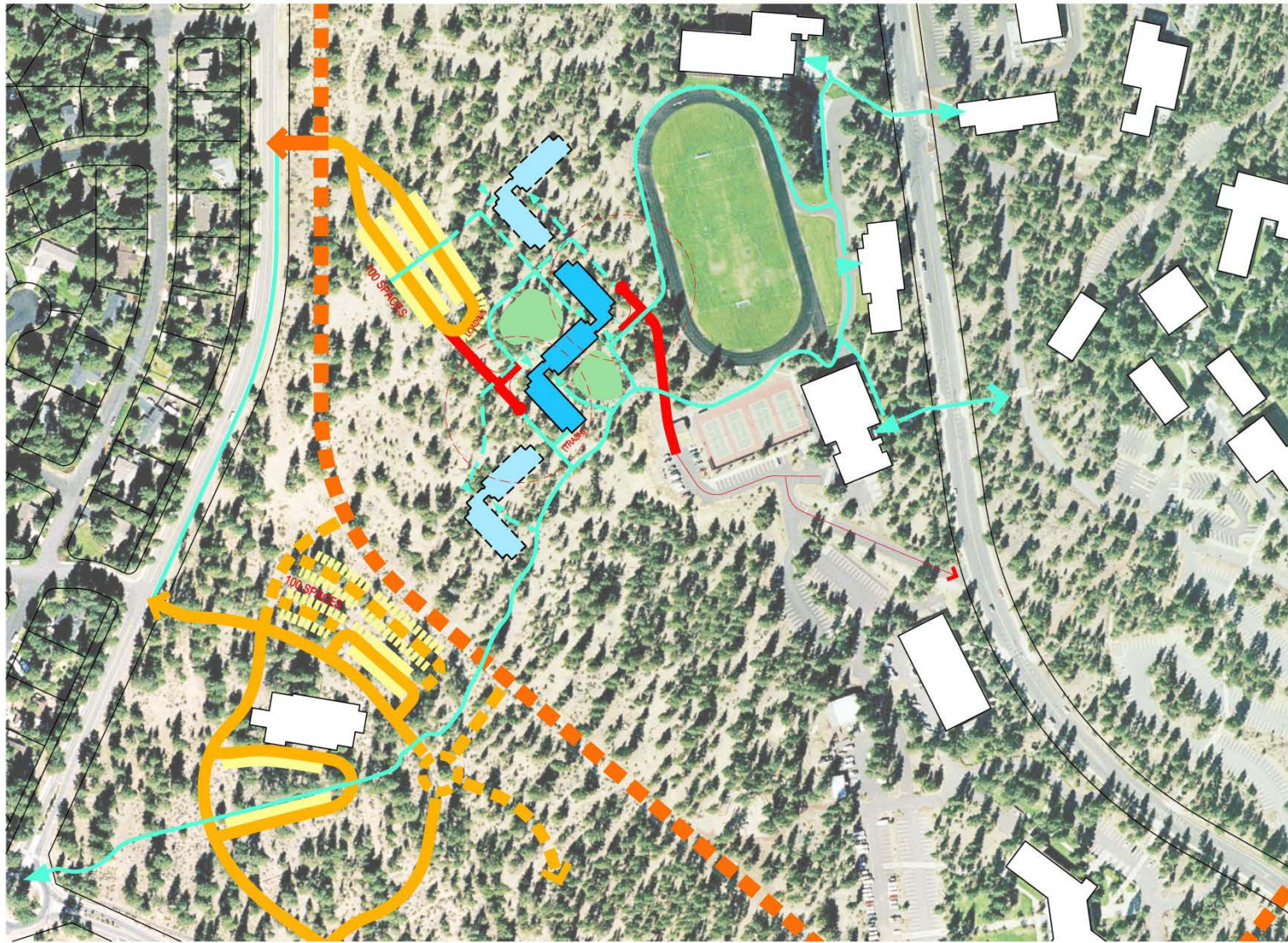
- PEDESTRIAN PATHWAY

- MAJOR BUILDING ENTRY

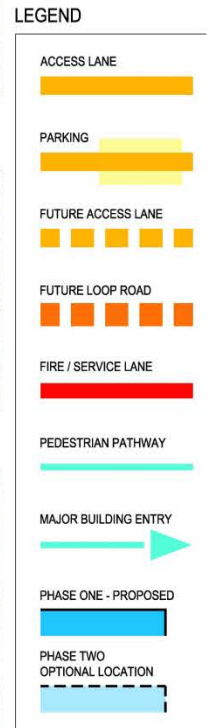
- PHASE ONE - PROPOSED

- PHASE TWO
OPTIONAL LOCATION

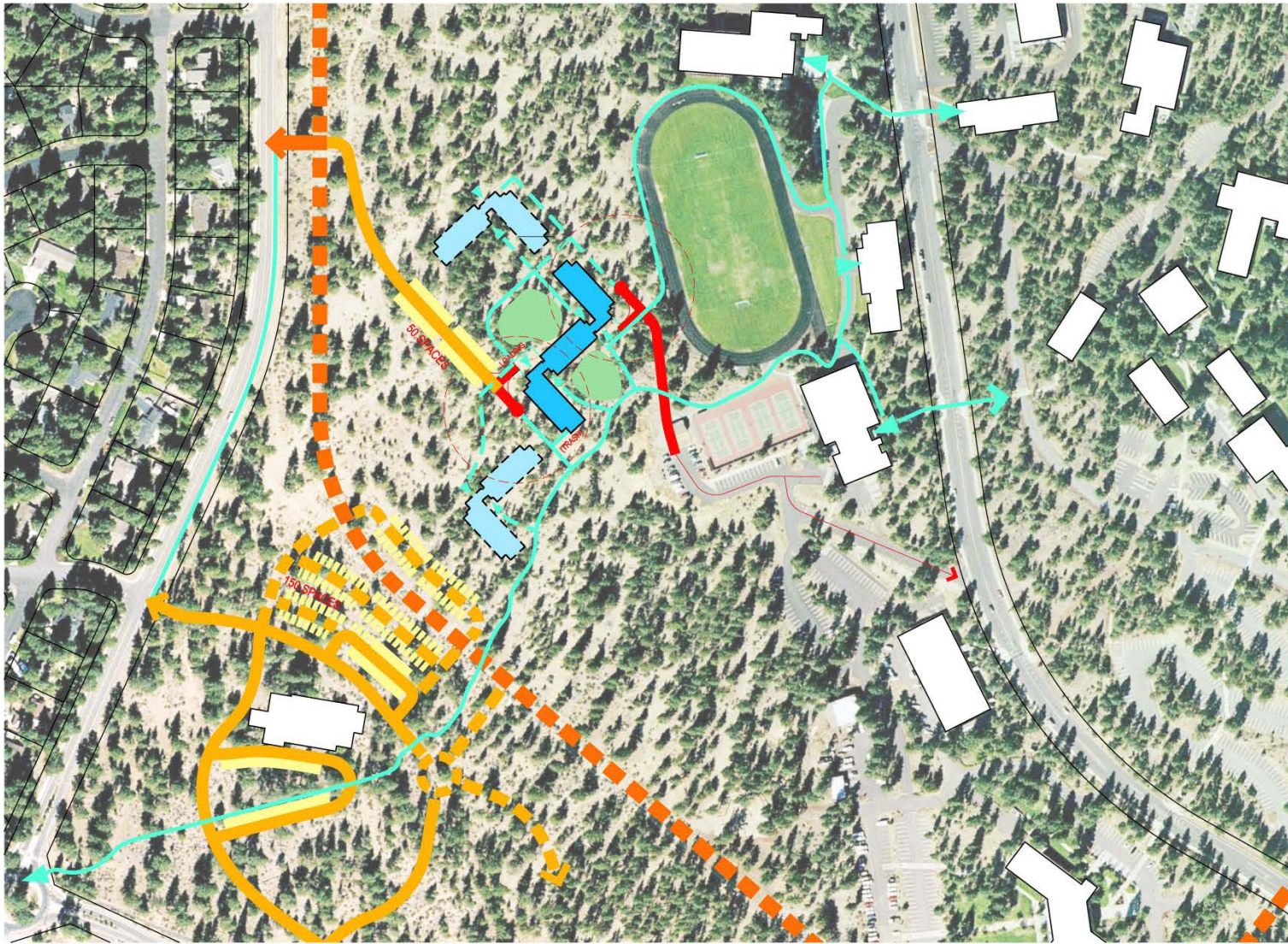

Parking Expansion



SITE CIRCULATION
DIAGRAM 'C'
100 SPACES




Parking Expansion



SITE CIRCULATION
DIAGRAM 'D'
50 SPACES


LEGEND

- ACCESS LANE

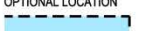
- PARKING

- FUTURE ACCESS LANE

- FUTURE LOOP ROAD

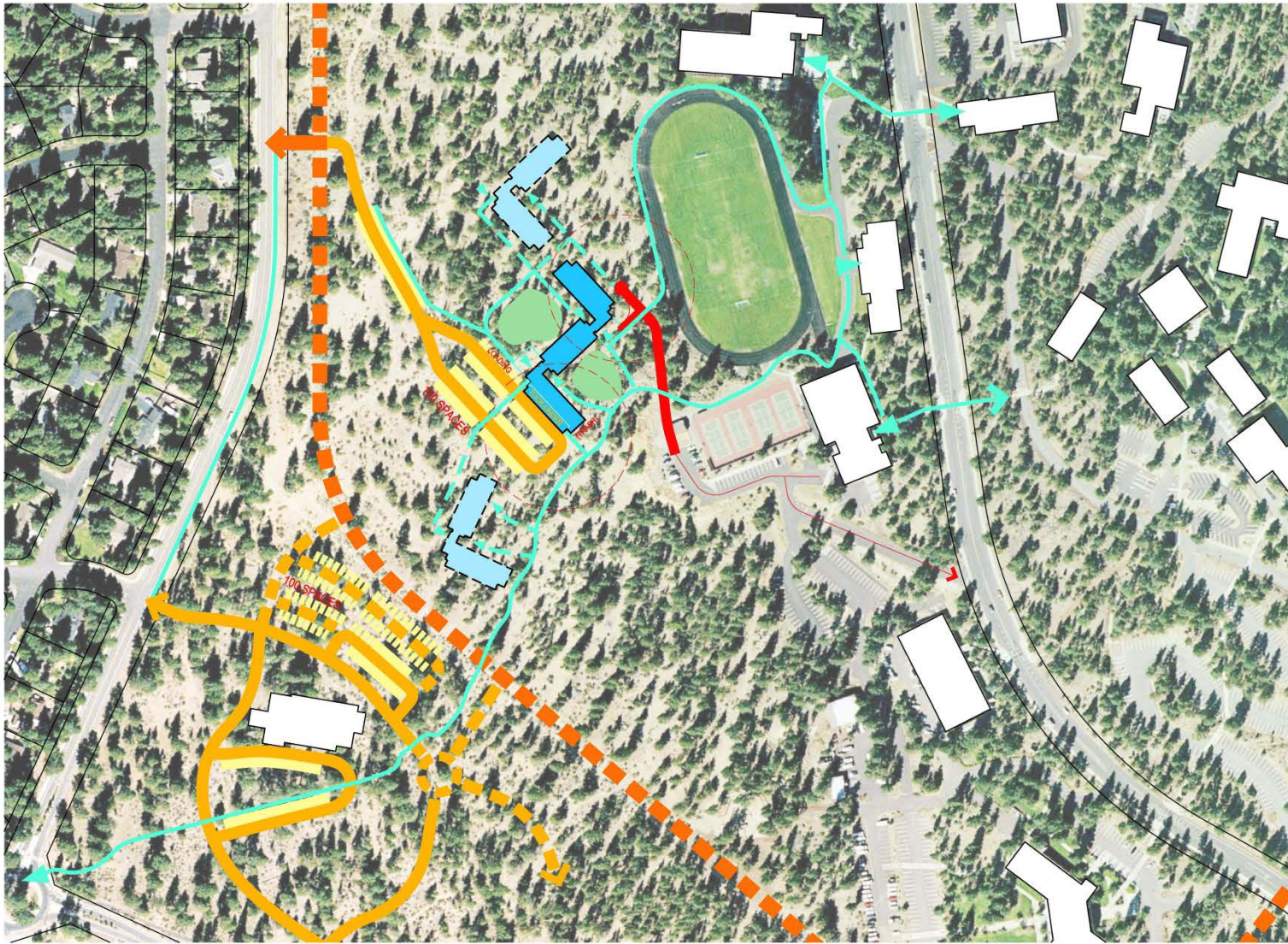
- FIRE / SERVICE LANE

- PEDESTRIAN PATHWAY

- MAJOR BUILDING ENTRY

- PHASE ONE - PROPOSED

- PHASE TWO
OPTIONAL LOCATION


Parking Expansion



SITE CIRCULATION
DIAGRAM 'E'
100 SPACES

LEGEND

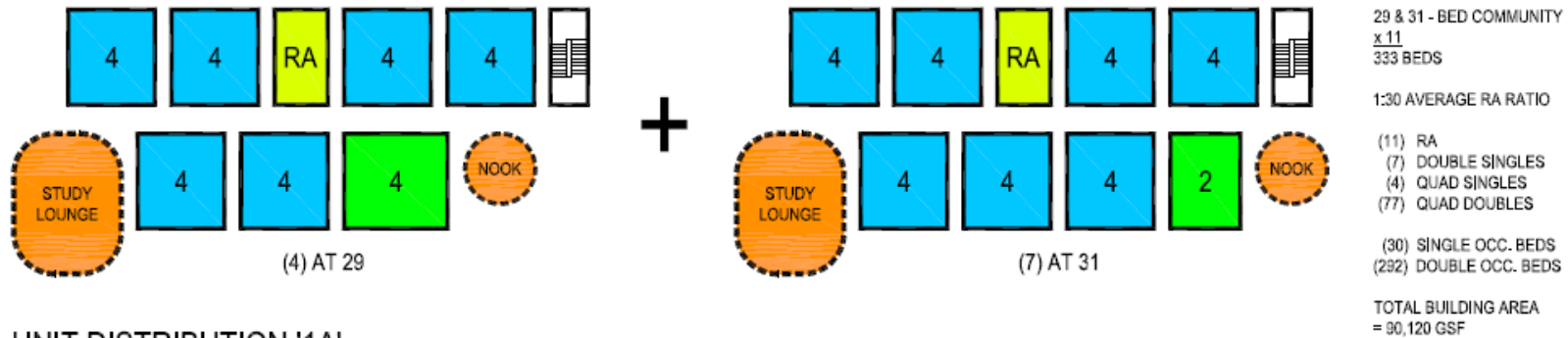
- ACCESS LANE
- PARKING
- FUTURE ACCESS LANE
- FUTURE LOOP ROAD
- FIRE / SERVICE LANE
- PEDESTRIAN PATHWAY
- MAJOR BUILDING ENTRY
- PHASE ONE - PROPOSED
- PHASE TWO
OPTIONAL LOCATION



- RECAP GOALS
- UNIT TYPE/MIX
- FLOOR COMMUNITIES
- SITE CONSIDERATIONS
- PROGRAM/PROFORMA
- OUTSTANDING ISSUES
- WRAP UP - NEXT STEPS

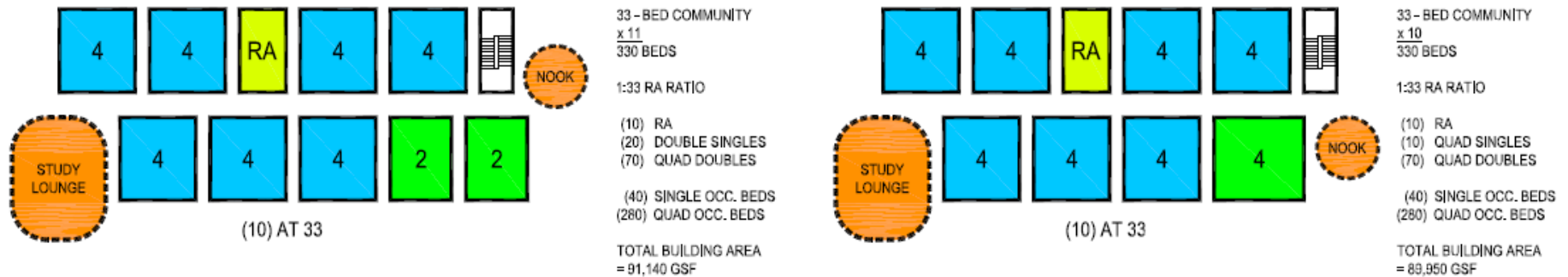
- SURVEY
- BED-TECH
- TRANSPORTATION STUDY
- PARKING COUNTS
 - VEHICLE
 - BIKES
- DATA/ITZ TELEVISION/SECURE
- SITE CAPACITY
- TRASH-RECYCLING
- WINDSHIELD BALL BEHAVIOR
- FINISHING FUTURE BUILDING

Community Configuration



UNIT DISTRIBUTION '1A'

UNBALANCED COMMUNITIES - QUAD DOUBLES, QUAD SINGLES, & DOUBLE SINGLES



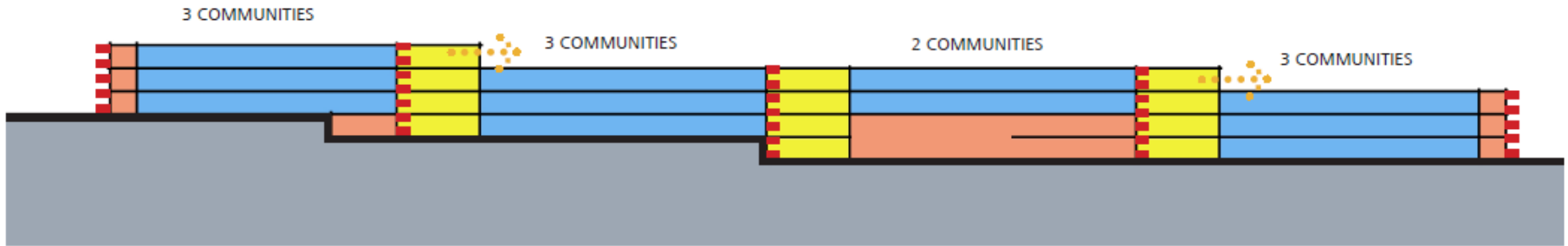
UNIT DISTRIBUTION '5A'

TEN BALANCED COMMUNITIES - QUAD DOUBLES & DOUBLE SINGLES

UNIT DISTRIBUTION '5B'

TEN BALANCED COMMUNITIES - QUAD DOUBLES & QUAD SINGLES

Community Configuration

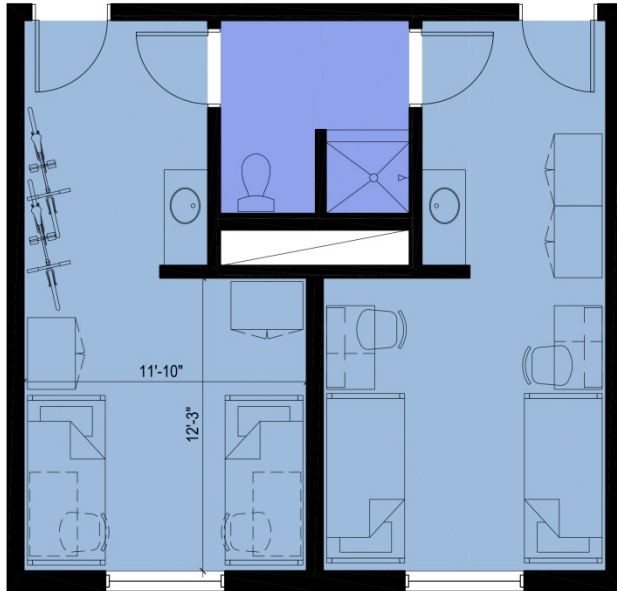


4-BAR MASSING



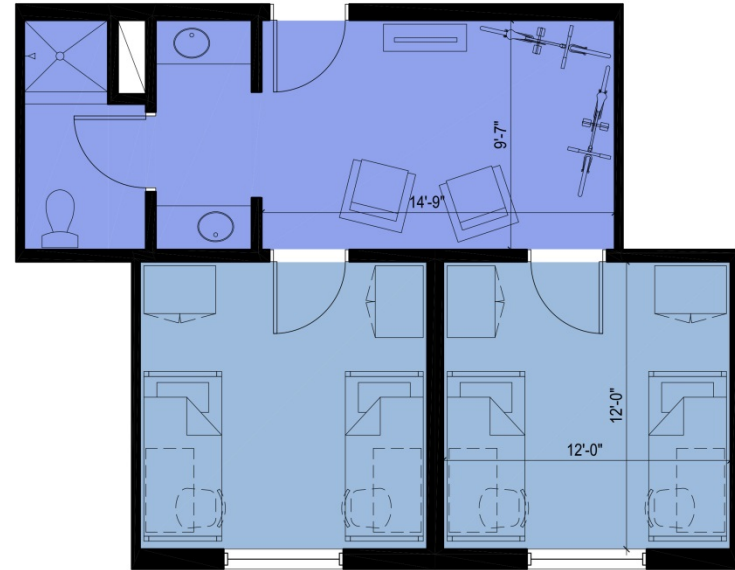
3-BAR MASSING

Innovative Unit Type



QUAD UNIT

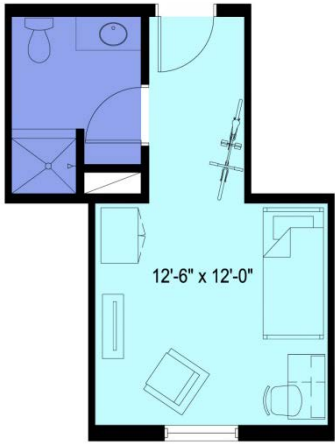
DOUBLE BEDROOM	227 SF
DOUBLE BEDROOM	227 SF
<u>BATHROOM</u>	<u>63 SF</u>
TOTAL	517 SF NET



QUAD SEMI-SUITE

SHARED ROOM	141 SF
DOUBLE BEDROOM	144 SF
DOUBLE BEDROOM	144 SF
<u>BATHROOM</u>	<u>84 SF</u>
TOTAL	513 SF NET

Unit Types / Unit Mix



RA Single



Quad Double

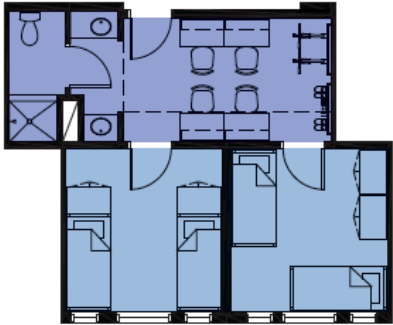


Quad Single

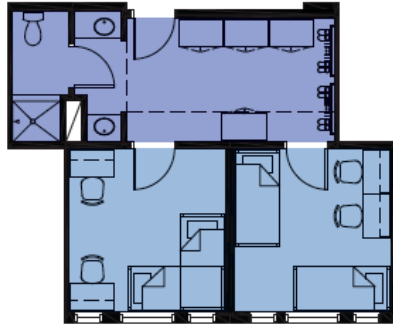


Flexible Configurations

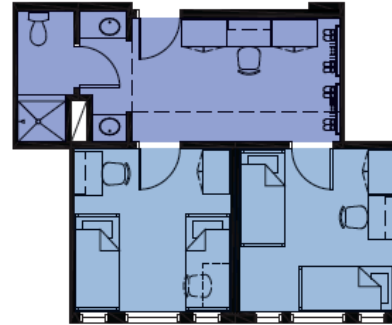
Study



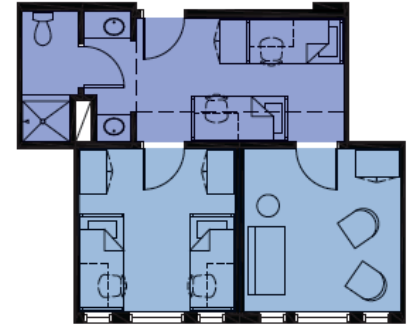
Wardrobe



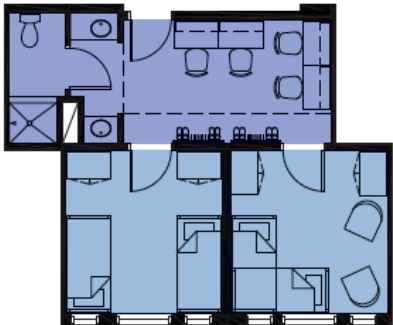
Private



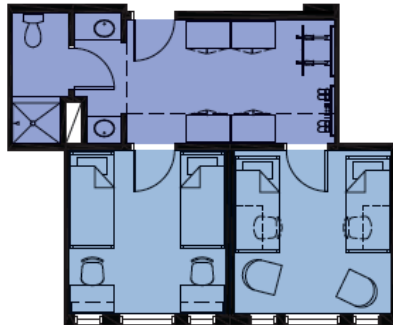
**Corner
Living**



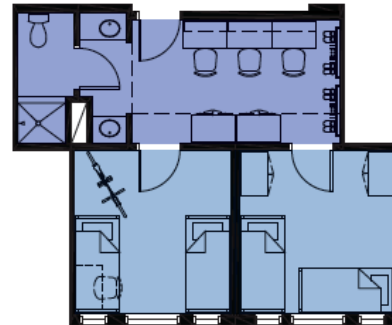
Study v2



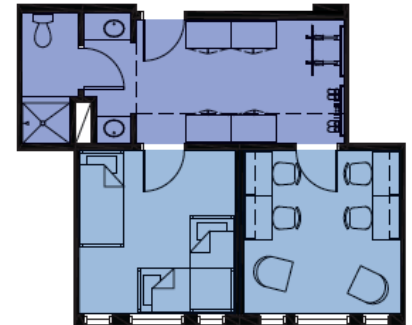
Wardrobe v2



Group



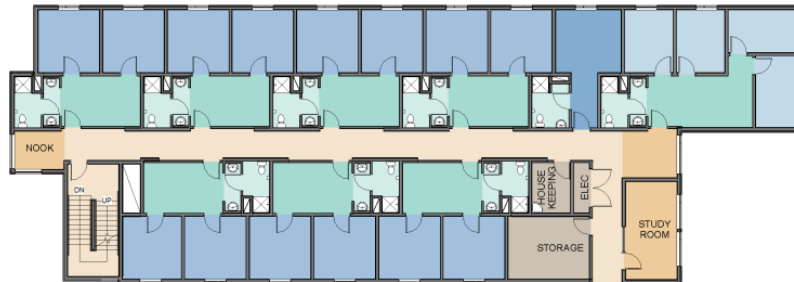
**Corner
Study**







Building Layout



Community Wings ::

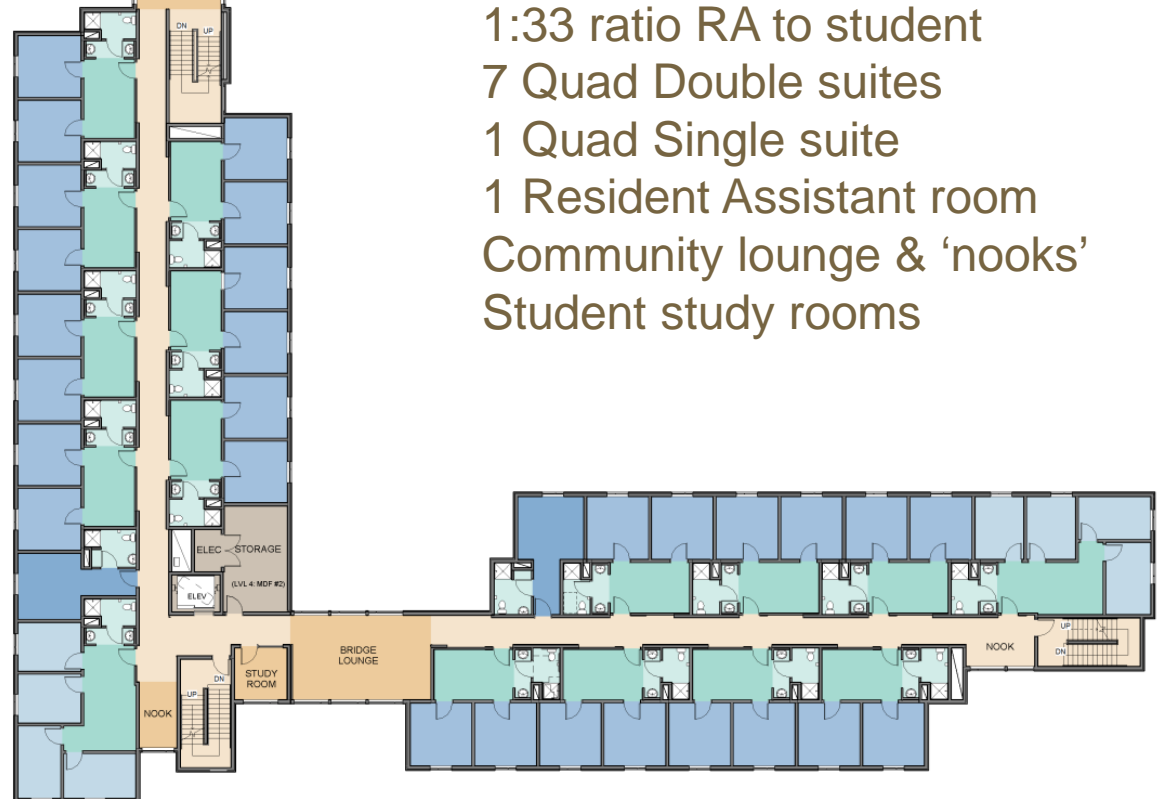
- Upper Community Wing (3)
- Middle Community Wing (3)
- Lower Community Wing (4)

10 communities of 33 students ::

- 1:33 ratio RA to student
- 7 Quad Double suites
- 1 Quad Single suite
- 1 Resident Assistant room
- Community lounge & 'nooks'
- Student study rooms

Room Legend

- LOUNGE
- CIRCULATION
- SERVICES
- UNIT - SINGLE OCCUPANCY
- UNIT - DOUBLE OCCUPANCY
- UNIT - R.A. SINGLE OCCUPANCY
- UNIT - SHARED
- UNIT - BATHROOM



Building Layout

Program Elements ::

- Informal lounge / study areas
- Double-height connection
- Flex Room
- Housing Office Suite
- Community kitchen
- Student sitting lounge
- Convenient laundry
- Openness, daylight and views

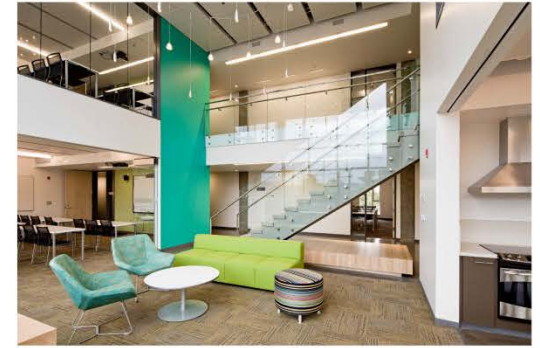


Lower Level



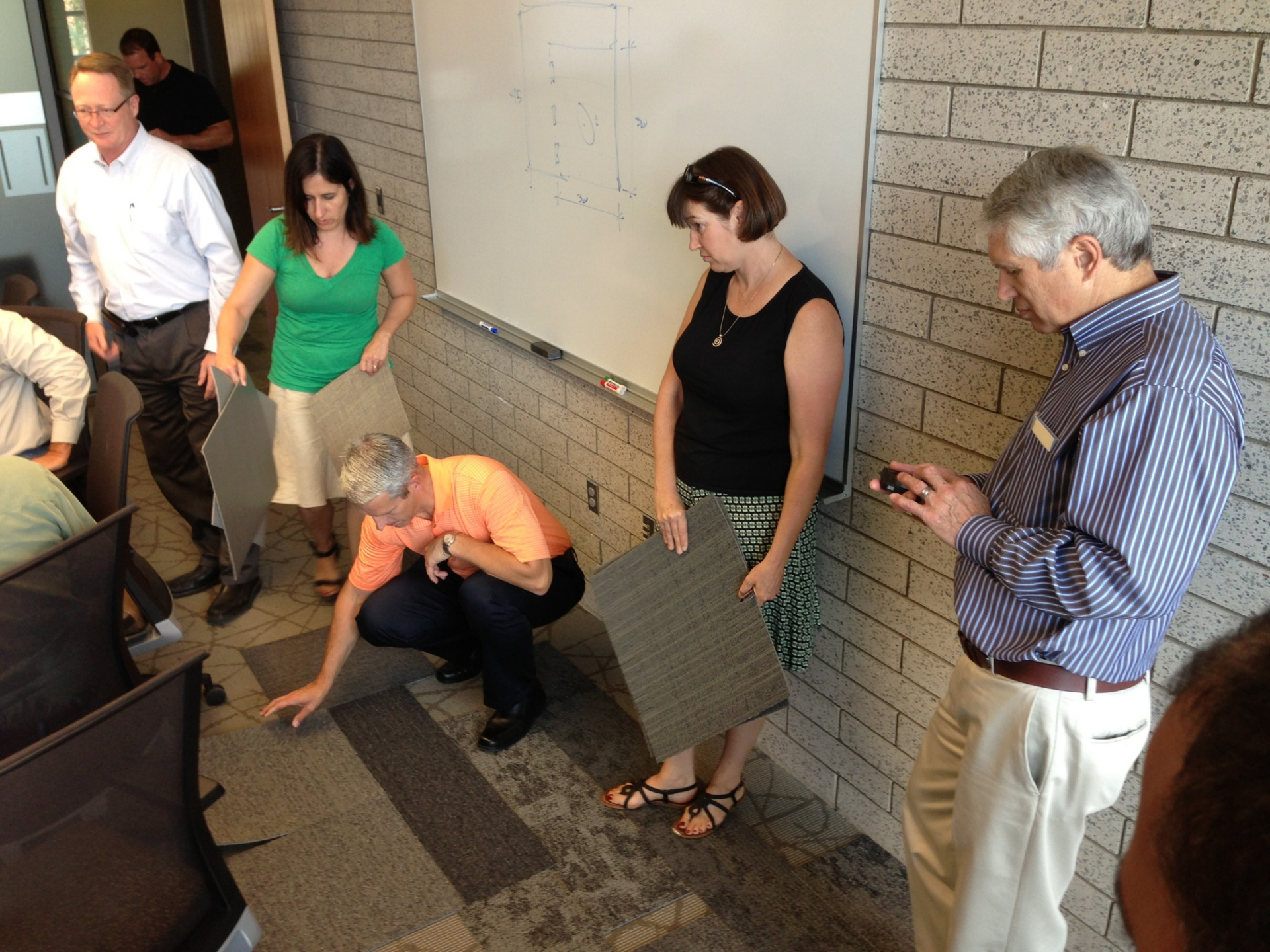
Upper (Entry) Level

Interior Environment – Campus Tours



Ackerman Hall, WOU

ILLC, OSU



Interior Environment – Natural Materials



Interior Environment – Bonus Room



A First Time for Everything

First Time Conversations

First Time Financials

First Time Design Conversations

First Time Construction Delivery





Schedule Delays

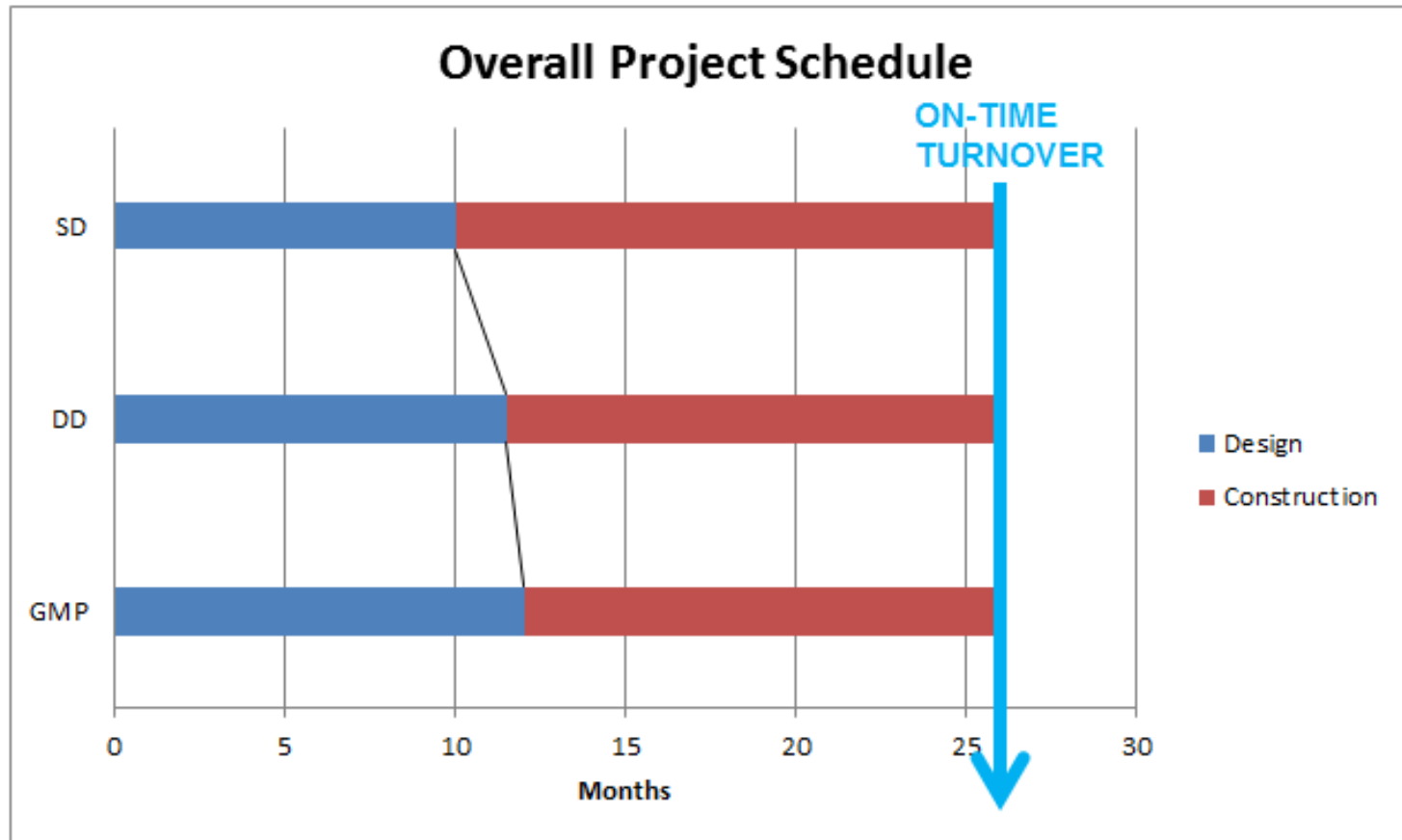
Financial challenges generated severe schedule impacts

Oct 2011	Design Team Selected for Project
Mar 2012	Schematic Design Phase begins
Apr 2012	Design Team notified project on hold due to COCC financing HOLD – UNTIL BOARD APPROVAL – 9 MONTHS
Jan 2013	RFP for CMGC (first time for COCC)
Mar 2013	Project Restart
Apr 2013	Schematic Design complete, pricing begins HOLD – UNTIL BOARD APPROVAL – 1-1/2 MONTHS
Jun 2013	Design Development Phase begins
Aug 2013	Design Development complete, pricing begins HOLD – UNTIL BOARD APPROVAL – 1 MONTH
Oct 2013	Board approval to proceed to “25% CDs” (GMP)
Nov 2013	25% CD/GMP bid set complete HOLD – UNTIL BOARD APPROVAL – 2 MONTHS
Jan 2014	Special Board Meeting – approval through construction
Mar 2014	Permit Set submitted
Apr 2014	Construction begins
Jun 2015	Project complete

Schedule Management

Schedule Management ::

- reduced construction duration from 16 months to 14 months
- reduced overall project cost
- generated more time to finalize the design



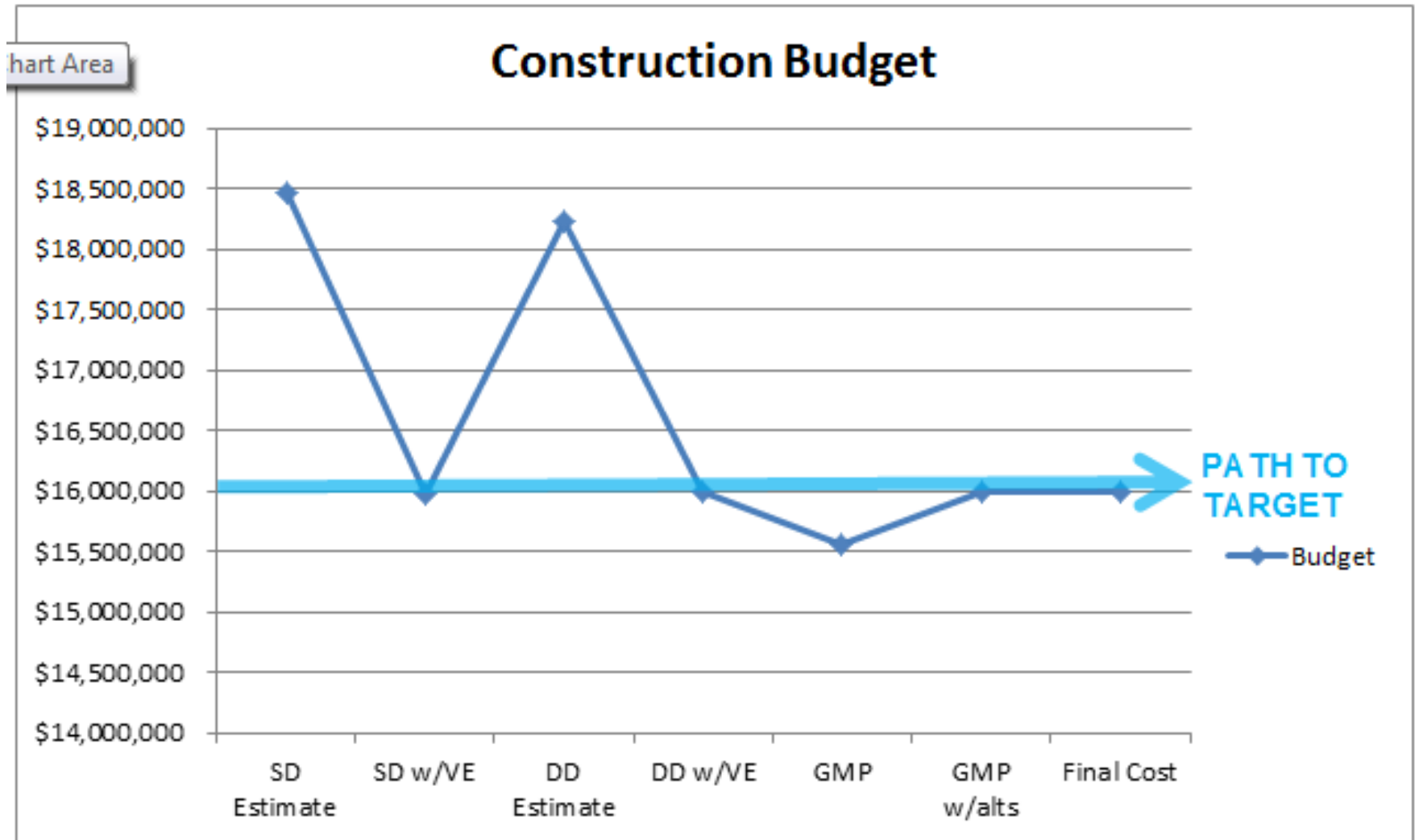
Alternate Contract Delivery

Making the Business Case for 'Alternate' CMGC Process

RESIDENCE HALL CMGC SCHEDULE

ID	Task Name	Duration	Start	Finish	Predecessors	Resource Names
1	CMGC Findings	30 days	Fri 11/16/12	Wed 1/9/13		
2	Draft Findings	8 days	Fri 11/16/12	Thu 11/29/12		
3	Advertise for Public meeting	0 days	Thu 11/29/12	Thu 11/29/12	2	
4	Conduct Public Meeting with Neighbors	0 days	Tue 12/18/12	Tue 12/18/12	3FS+13 days	
5	Revise Findings for Board presentation in resolution	9 days	Wed 12/19/12	Wed 1/9/13	4	
6	Board adoption/rejection of CMGC Findings/Method	0 days	Wed 1/9/13	Wed 1/9/13	5	
7						
8	CMGC RFP	75 days	Fri 11/16/12	Thu 3/14/13		
9	Draft CMGC RFP and Contract	20 days	Wed 11/28/12	Thu 1/3/13	2FS-2 days	
10	Advertise RFP	0 days	Mon 1/14/13	Mon 1/14/13	6FS+3 days,9	
11	Conduct pre-proposal meeting	0 days	Thu 1/24/13	Thu 1/24/13	10FS+7 days	
12	Issue addendum	2 days	Wed 1/30/13	Thu 1/31/13	11FS+3 days	
13	Receive Proposals	0 days	Wed 2/6/13	Wed 2/6/13	12FS+4 days	
14	Review Proposals and identify firms to interview	10 days	Thu 2/7/13	Wed 2/20/13	13	
15	Schedule Interviews	3 days	Thu 2/21/13	Mon 2/25/13	14	
16	Interview process	5 days	Tue 2/26/13	Mon 3/4/13	15	
17	Select CMGC for recommendation to the Board	2 days	Tue 3/5/13	Wed 3/6/13	16	
18	Board approval of CMGC	1 day	Thu 3/7/13	Thu 3/7/13	17	
19	Execute CMGC contract	5 days	Fri 3/8/13	Thu 3/14/13	18	
20						
21	Where do the SD meeting with Mahlum fit in this schedul	0 days	Fri 11/16/12	Fri 11/16/12		

Budget Management



First Time Construction Delivery

Economic Stimulus ::

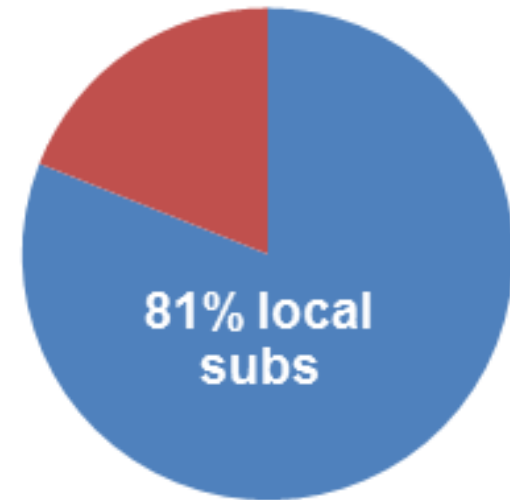
Supporting local workforce

- direct invitation & communication with local subcontractors
- advertisements in local publications and plan centers
- smaller scope bid packages.

Results:

- awarded 23 out of 36 bid packages to local subcontractors in the Bend and Redmond area,
- representing 81% of the cost of work.

Subcontracted Value



A First Time for Everything

First Time Conversations

First Time Financials

First Time Design Conversations

First Time Construction Delivery

First Time Operations





First Time Operations

Starting Anew

- Use this as an opportunity to “re-write the book”
- Adapt and grow operation procedures from our experience
- Attempt to plan for most scenarios
- Work in new prevailing initiatives in the first year
 - Housing Management Software
 - Gender Inclusive Housing
 - Assistance Animals

The Budget

- Designing and implementing a limited self-sustaining occupancy-driven operational budget
- Staffing and hiring expectations

First Time Operations – RASI Model

Highest Urgency (now - Fall 2014)

		Topic	R1	R2	A	S	I
Significant Changes (Internal)	Housing Management Software <i>general software for application/contract, package tracking software, student workorder software, etc.</i>	Paul	Gordon ITS	Alicia	Megan Sharon	President PAT Ops Team	
	Marketing/Webpage <i>development of position description and hiring process; marketing plan; webpage management; facebook management; publications management; liason with Admissions, on/off campus housing compartive analysis for publication on webpage, etc.</i>	Gordon	Paul College Relations	Alicia	Megan Drew	President PAT COCC Board Ops Team	
College-Wide Implications	Live-On / Residency Requirement <i>what offices effected, what processes effected, what is the rule, what are the exceptions, process for exemption, collect data from Institutional Research, etc.</i>	Paul	Gordon	President PAT COCC Board	Megan Inst. Research	OPS Team Enrollment	
	Budget <i>determining operating budget; evaluating positions (adequate); distinguishing certain fees for certain services (i.e. a tech fee that is split off to specifically fund the ResNet, parking fees, etc); etc.</i>	Gordon Kevin	Paul	President PAT	Megan, Seth, Joe, Dan	COCC Board OPS Team	
	Facilities Operations Protocols/Practices/Procedures <i>conversations with Campus Services about support, keys/FOBs, custodial, trash, workorders, snow removal, parking lot snow maintenance, grounds support, building signage, etc.</i>	Gordon Joe	Paul	Alicia	Megan	Seth OPS Team	
	Public Safety Protocols/Practices/Procedures <i>conversations with Campus Public Safety about support, emergency procedures, fire drills/evacuations, parking permits/enforcement, etc.</i>	Gordon Seth	Paul Jim	Alicia	Megan	President PAT Ops Team	
	Information Technology <i>conversations with IT about needs, infrastructure, support (student and staff), etc.</i>	Paul Darren	Gordon	Alicia Dan	ITS	President PAT Ops Team	
	Residence Hall name	Board	Board	Board		Campus	
	Food Services <i>rransition to new food services contract, etc.</i>	Lori Kevin	Paul	Gordon	Megan	PAT Ops Team	

First Time Operations – RASI Model

Middle Urgency (Fall 2014 - Winter 2015)

		Topic	R1	R2	A	S	I
Minimal Changes (Internal)	Resident Assistant Staff Management <i>staff selection, fall training/retreat, winter/spring trainings, staff supervision, staff meetings, one-on-ones, on-going training activities, duty coverage, duty phone, binders, resources, etc.</i>	Megan	Paul	Gordon	RA Staff	Alicia OPS Team	
	Housing Operations Protocols/Practices/Procedures <i>application/contract, move-in/move-out, early arrival/late departure, break housing, kitchen, rec equipment, room assignments, returning student lottery, staff office hours, charges/fees, contract termination process, lockouts, health and safety room inspections, guests, bike storage, flex room protocol, entrance/exit doors (which ones do what), etc.</i>	Paul	Megan	Gordon	Gordon	President PAT Ops Team	
	Policies / Conduct / Behavior <i>development of residence hall policies as they relate to conduct and behavior, therapy/assistance animals, re-evaluation of alcohol policy for 21+, conduct hearing/adjudication between RD and HC, etc.</i>	Paul		Gordon	Megan CPS	President PAT Ops Team	
	Background Check Requirement	Paul	Gordon	President PAT	Megan	Seth OPS Team HR	
Significant Changes (Internal)	Mail Services <i>address designation; package tracking software, determining address as a forwarding-capable address, communication with USPS/UPS,FedEx about direct delivery, mail distribution procedure, etc.</i>	Paul	Megan	Gordon	Lori	Alicia OPS Team	
	Student Handbook / Guide to Community Living <i>online and print publication that brings together policies, protocols, procedures for students and families</i>	Paul	Megan	Gordon	College Relations	Alicia OPS Team	
	Immunization Requirement	Paul	Gordon	Alicia	Megan	OPS Team	
	Other Department Conversations <i>mazama, library, shuttle, parking overflow, etc.</i>	Gordon	Paul	Alicia	Megan	President PAT Ops Team	
	Summer Conferences <i>Campus Services, IT, Food Services, College Relations, Community Learning</i>	Gordon	Paul	Alicia	Megan, Joe, Dan, Lori, Ron, Jerry	President PAT Ops Team	
	Laundry Services <i>RFP process, free laundry or a charge, policies, process, procedures, etc.</i>	Paul Lori	Megan	Gordon		Alicia OPS Team	

First Time Operations – RASI Model

College-Wide Implications	CCB Renovation/Repurpose	Rick Matt	Alicia / Gordon Lori / Kevin	President PAT COCC Board	Paul Megan	OPS Team
	OSU-C Relationship	Shirley Matt	Alicia		Paul Gordon	President PAT Ops Team
	Internal/External Communications	College Relations	Gordon			OPS Team
	Transition from Juniper Hall to New Building <i>when would Juniper Hall close for services relative to the opening and transition of the new building? Will we offer summer conference housing in 2015; if so up to what date? Will we provide summer student housing in 2015; if so...? Approximately when will the housing office need to be closed and transition?</i>	Rick	Gordon	Alicia	Megan Paul	President PAT Ops Team

Lowest Urgency (Spring 2015 - Summer 2015 and beyond)

Topic		R1	R2	A	S	I
Significant Changes (Internal)	Community Development / Programming Model <i>programming model/theory, community development model/philosophy, all-hall meetings, community meetings, faculty involvement, themed housing, hall government, learning outcomes, etc.</i>	Megan	Paul	Gordon		Alicia OPS Team
	Fall Housing Student Orientation	Paul	Megan	Gordon	Gordon Student Life	Alicia OPS Team
	Front Desk Operations <i>how will the front desk run and be staffed; what types of things will occur out of the front desk; what does the Admin position look like; create position description for Admin position; will the HC/RD/RAs need to work at the desk; will we need to hire a student front desk staff; hiring process for Admin position; etc</i>	Megan	Paul	Gordon		Alicia OPS Team
College-Wide Implications	Summer Student Housing <i>policies, procedures, application/contract, fees, students only or non-students (students coming to the area for educational reasons), etc.</i>	Paul	Megan	PAT	Gordon	President PAT Others
	Ribbon Cutting / Grand Opening / All-Staff Retreat	College Relations	Gordon Paul	President PAT	Joe Seth CCDC	COCC Board College

First Time Operations - Execution

Milestone	Task	Description	Anticipated Start	Deadline	Resource	Actual Completion Date
Student Contract	Software Implementation	Application, contract tracking, prospective student communication tracking	12/1/14	3/1/15	Sharon	3/4/15
Student Contract	Determination on mandatory live-in requirement	Campus wide discussion. Requires change in enrollment practices. Could affect occupancy rates	12/1/14	3/1/15	Gordon/Paul	1/9/15
Student Contract	Room rates	Budget impact, community comparison	1/5/15	2/11/15	Alicia	2/11/15
Student Contract	Board rates	Food service contract	1/5/15	2/11/15	Lori/Paul	2/11/15
Student Contract	Review existing residence life/housing policies: <ul style="list-style-type: none"> • Application • Move-in/move-out • Security deposit • Early arrival/late departure • Break housing • Room assignments • Termination clauses • Health and safety room inspections • Guests 	Review existing policies, updating as needed for a larger student population and consideration of "newness" of building.	1/23/15	3/1/15	Paul/Gordon	3/4/15
Student Contract	Add immunization requirement	Does COCC wish to require for residents/currently no for residents and students	1/5/15	3/1/15	Gordon/Alicia	1/23/15
Budget	Maintenance	Ticketing/payment process, determine responsibility with housing and Campus Services	11/1/14	2/20/15	Gordon/Paul/ Joe	2/20/15
Budget	Snow removal	Ticketing/payment process, determine responsibility with housing and Campus Services	11/1/14	2/20/15	Gordon/Paul/ Joe	2/23/15
Budget	Grounds	Ticketing/payment process, determine responsibility with housing and Campus Services	11/1/14	2/20/15	Gordon/Paul/ Joe	2/23/15
Budget	Custodial	Ticketing/payment process, determine responsibility with housing and Campus Services	11/1/14	2/20/15	Gordon/Paul/ Joe	2/23/15
Budget	Trash	Ticketing/payment process, determine responsibility with housing and Campus Svcs, removal within res hall	11/1/14	2/20/15	Paul/Gordon/ Seth	2/23/15
Budget	Campus Public Safety	Determine billing model	11/1/14	2/20/15	Paul/Gordon/ Seth	2/23/15
Budget	Security Cameras	Determine equipment upkeep and service, purchased in construction	11/1/14	2/20/15	Paul/Gordon/ Seth	2/23/15

First Time Operations - Execution

Milestone	Task	Description	Anticipated Start	Deadline	Resource	Actual Completion Date
Budget	IT Support	Determine billing model and relationship of support	11/1/14	2/20/15	Housing Leadership Team	2/23/15
Budget	ResNet	Determine cost and ongoing support	11/1/14	2/20/15	Gordon/Paul/Darren	2/23/15
Budget	Impacts to other support services (Library, gym, etc.)	Determine budget allocation regarding potential impact on other departments (e.g. gym, library, CAP Center/billing model)	11/1/14	2/20/15	Gordon	2/23/15
Budget	Laundry	RFP, determine where revenue will go (housing or AUX)	11/1/14	2/20/15	Gordon/Lori/Kevin	2/23/15
Budget	OSU-C Contribution?	\$ or # of students	11/1/14	2/20/15	Alicia	12/15/15
Budget	Finalized detailed budget to Alicia for review by Housing Leadership Team	Completion of above topics	11/1/14	2/10/15	Paul/Gordon	2/26/15
Budget	Finalized detailed budget to Fiscal Services	Completion of above topics	11/1/14	2/20/15	Alicia/Gordon	2/26/15
Staffing Model	Hire Residence Life Coordinator	Job description review, process, finalize; post mid-April, anticipate start mid-July	3/15/15	6/1/15	Paul	7/1/15
Staffing Model	Hire Community Advisors	Job description review and start recruiting process by mid-April and complete by end of May; start date mid-September	3/1/15	6/1/15	Paul	6/16/15
Staffing Model	Hire Summer Conferences/Marketing Coordinator	Position filled	1/9/15	6/12/15	Gordon	3/20/15
Staffing Model	Determine custodial support	Review job description, determine duties, responsibilities and reporting	2/1/15	6/12/15	Paul/Joe	2/18/15
Staffing Model	Hire Office Manager	Create job description and post position by June 1, anticipate early August start date	4/15/15	7/15/15	Paul	
Housing Operations	Microfridge rentals?	Could generate revenue, Does COCC wish to provide preinstalled or make available for rental. Summer conference usage	1/4/15	6/1/15	Paul	6/25/2015 not doing
Housing Operations	Key/fob distribution	Determine who handles support/storage	4/1/15	7/1/15	Paul	
Housing Operations	Trash removal	Determine when, how, where, who. Internal and external	4/1/15	7/1/15	Paul/Joe	
Housing Operations	Recycling removal	Determine when, how, where, who. Internal and external	4/1/15	7/1/15	Paul/Joe	
Housing Operations	Parking permits	Review current process evaluate any changes to process	4/1/15	7/1/15	Seth/Gordon	
Housing Operations	Address Designation, mail, FedEx, UPS delivery	Delivery and access to new bldg	4/1/15	7/1/15	Paul/ Lori/ Steve	
Housing Operations	Student ResNet account set up and communication	Communicate with Apogee re: set up, support, web page access and materials	4/1/15	8/1/15	Darren/Gordon	

First Time Operations - Execution

Milestone	Task	Description	Anticipated Start	Deadline	Resource	Actual Completion Date
Housing Operations	Staff office set up	When to set up and what equipment to be moved or purchased	4/1/15	8/1/15	Julie, Construction/ Campus Services	
Housing Operations	Determination on when to cease operations in Juniper Hall	Current summer conference support, timeline to move housing office	4/1/15	8/1/15	Alicia	2/15/15
Housing Operations	Package tracking software	Process of tracking packages, purchased and in use now	8/1/14	8/1/15	Paul	9/15/14
Housing Operations	Front desk operations	Determine responsibilities, duties, hours.	4/1/15	8/1/15	Paul	
Housing Operations	Ribbon cutting	Who, what, when	6/1/15	8/1/15	Ron/ Alicia	
Residence Life Operations	OSU student move-in and activities	Determine early move in process, activities	1/4/15	9/1/15	Paul	
Residence Life Operations	Emergency procedures	Review and evaluate current policy/procedures	5/1/15	9/1/15	Gordon/Paul/ Seth/Jim	
Residence Life Operations	Student handbook	Outline and descriptions of policies, expectations and resources for residents	5/1/15	9/1/15	Paul	
Residence Life Operations	Staff training	Yearly training model, topics and timeline	5/1/15	9/1/15	Paul	
Residence Life Operations	Community development/programming model	Determine model, practices	5/1/15	9/1/15	Paul/ RD	
Residence Life Operations	Student orientation	Determine model and timeline	5/1/15	9/1/15	Paul/RD	
Future Considerations	Living/Learning Communities	Determine themes, connection with faculty and academics	Winter 2016	Fall 2016	Paul/ Gordon	
Future Considerations	Summer Conferences	Program development, model, integration with campus departments	4/1/15	Summer 2016	Gordon	
Future Considerations	Impacts to other support services (Library, gym, etc.)	Evaluate impacts, if any, on other departments (e.g. gym, library, CAP Center/billing model)	11/1/15	2/1/16	Gordon/Alicia	



Let the building teach us!

A First Time for Everything

First Time Conversations

First Time Financials

First Time Design Conversations

First Time Construction Delivery

First Time Operations

First Time Move-in
















First Time Move-in

Modernize the Experience

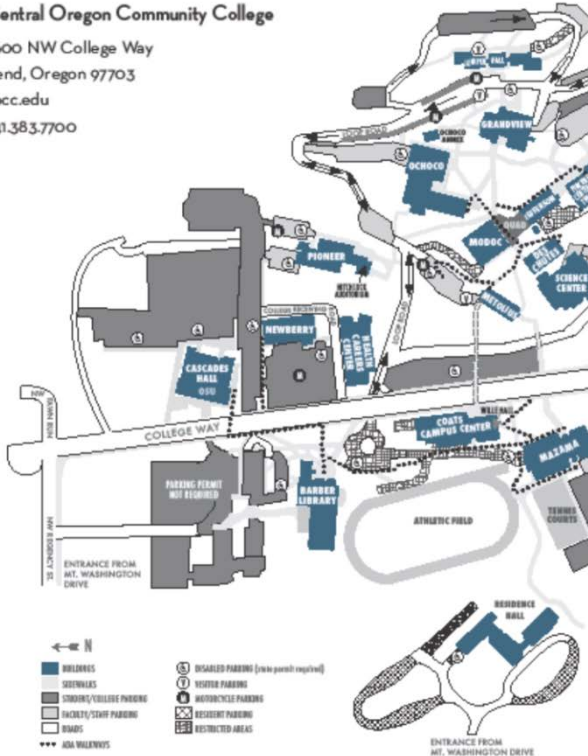
- To match the new building, provide a modern, up-to-date move-in experience
- Move-in guide mailed to students
 - Low-tech / tactile approach – highly requested
- Use of Guidebook
- Engage campus at all levels (volunteers)
- Competing with big universities
- Move-in was the launching point to set the tone for the positive student experience
 - Relational vs transactional

 **COCC Move-in Guide**
Bend, OR
Aug 13 - Sep 28, 2015

-  What to Bring Suggestions
-  Bed Configuration
-  Directions and Campus Map
-  Check-in
-  Important Dates
-  Closures and Move-out
-  FAQs
-  Photos
-  Staff Contacts
-  My To-Dos
-  Facebook

BendCampusMap.jpg

Central Oregon Community College
2600 NW College Way
Bend, Oregon 97703
cocc.edu
541.383.7700



LEGEND

- Buildings
- Streets
- Student/College Parking
- Faculty/Staff Parking
- Stairs
- ADA Walkways
- Disabled Parking (ADA permit required)
- Visitor Parking
- Residence Parking
- Religious Parking
- Restricted Areas

Campus map revised July 2015



Standard, Bunked or Lofted Beds

Rate this ★★★★★

Beds are arranged in the standard configuration, but students may request a bunked or lofted configuration if preferred. If you would like your bed lofted or bunked, please contact the Assistant Director of Housing and Residence Life at pwheeler@cocc.edu or 541-383-7588 by Wednesday, 9/16 to make your request.

Note there is a onetime fee of \$50 assessed for lofted (billed to one student) or bunked (bill split between two students) bed configurations to cover the additional hardware and assembly.

+ Add to To-do

A First Time for Everything

Results & Lessons Learned





NO PARKING FIRE LANE

NO PARKING

FIRE LANE

NO PARKING

FIRE LANE

NO PARKING

FIRE LANE















How did we do ?

COCC Steering Committee – prioritized goals

Durable materials	(5 votes)	✓
Clear pedestrian connections to campus	(5 votes)	✓
Indoor/outdoor programmed space	(4 votes)	✓ -
Allow for summer conferencing	(4 votes)	✓
Take advantage of views for residents	(3 votes)	✓ +
95% occupancy	(3 votes)	✓ -
Create traditional first year experience	(2 votes)	✓
Variety of lounges – central, dispersed, nooks	(2 votes)	✓ +



Lessons Learned

Have a strong vision grounded in values of institution

Develop a realistic financial plan

- understand the big picture but figure out the details too !

Establish a strong community identity

Ask your peers

Track results and adjust as necessary



Questions



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@KurtHaapala

Paul Wheeler

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pwheeler@cocc.edu

Kurt Haapala, AIA LEED AP

Principal
khaapala@mahlum.com