



BLUEFIELD
C O L L E G E

**Facilities Committee
Agenda**

April 20, 2012
1:00 p.m.
Lansdell Hall, Room 107

Call to Order and Opening Prayer David Dockery, Chair

Introductions/Opening Remarks David Dockery, Chair

Minutes from Meeting of October 13, 2011 David Dockery, Chair

Facilities Report.....Eric Wohlford, Mgr. of Network Services and Campus Facilities

Significant Highlights of the Last Six Months
Significant Objectives for the Next Six Months

Residence Hall Census Update Sarah Beamer, VPFA

New Initiatives:

Townhouses; Campus and Community Wellness Center;

Intersection of College Avenue & Stadium Drive David Olive, President

General Discussion Committee Members

Closing Remarks David Dockery, Chair

Prayer Concerns

Closing Prayer

Tour Buildings and Grounds

(at 12:30, if requested, or subsequent to the meeting).....Eric Wohlford and Kerry Foley

**FINANCE AND ADMINISTRATION
(FACILITIES)
REPORT TO THE BOARD OF TRUSTEES**

Facilities

*Submitted by Eric Wohlford, Manager of Network Services and Campus Facilities, and
Kerry Foley, Temporary Maintenance Supervisor (Aramark)*

*(Note: Other Finance and Administration area reports are included in a separate section of
the Board Report.)*

Bluefield College Facilities Dashboard Prepared by Sarah Beamer, Vice President for Finance and Administration		
		Square Feet
Academic/Administrative/ Student Development Space	136,776	
Residence Halls	83,996	
Cottages	7,760	
Faculty Houses	11,264	
GRAND TOTAL SQUARE FEET	239,796	
Number of Buildings	26	

Significant highlights of the last six months:

- **Personnel**
 - Blair Taylor, our Maintenance Supervisor (with Aramark) had surgery for a ruptured disc several weeks ago. We continue to pray for his recovery. The latest update from his doctor suggests that he might not be released to return to work until June. To help with his supervisory responsibilities, our District Manager from Aramark has made several extra visits to campus, supplemented with visits by the previous District Manager. As of March 13, a temporary Director of Facility Operations, Kerry Foley, has been assigned by Aramark to Bluefield College for at least 30 days.

- **Richmond Location**
 - Relocated the College's Richmond site from 9211 Arboretum Parkway, Suite 400, to 6800 Paragon Place, Suite 620. Because the College has transitioned from on-

site in-person courses in the inSPIRE program to a totally online format, we do not need as much space in our satellite offices. So, this Richmond relocation involved downsizing from 4,080 square feet to 2,316 square feet and was offered by our Richmond property manager, Brandywine Operating Partnership, under extremely favorable terms—including several months rent-free—because they had another tenant particularly interested in our Arboretum space.

- **General Campus**
 - Maintained housing and food services for students for approximately 48 hours during a weather-related power outage in late February.
 - Enhanced technology networking infrastructure and implemented a portion of a technology refresh cycle slated for 2011-12 [primarily server replacements; more description included in Information Services and Technology report in the Finance section of this Board report] (\$58,000, utilizing capital funds/funded depreciation).
 - Resident capacity is 76 percent for spring 2012, and was 91 percent in fall 2011—average resident capacity for academic year 2011-12 is 84 percent. (See resident hall capacity-census trend report later in this section of the Board report.)
- **Rish Hall**
 - Installed mass communications studio equipment in the Rish classroom (specific gift funding combined with operating funds).
- **Shott Hall**
 - Installed new security camera system for the Student Activity Center (SAC) (\$6,000; operating budget).
- **Student Resident Townhouses**
 - Progressed through schematic design on the townhouse complex to be located on the western side of campus (further description of this project is included at the end of this Facilities report; \$4,000,000 for initial infrastructure and construction of 8 units containing 80 beds; expected to be paid by residence hall room rates from increased numbers of residential students).

Significant objectives for the next six months:

- **General Campus**
 - Extend wireless data access for campus-wide coverage (\$55,000; capital funds/funded depreciation).
 - Implement year two of the technology refresh cycle and catch-up with year one items deferred because of funding limitations (\$270,000; capital funds/funded depreciation).
 - Install Jenzabar personnel module (\$15,000; capital funds/funded depreciation).
 - Research and price generator-readiness and back-up power options for key buildings and processes on campus, related to power outage contingency planning; focus on Science Center (for main boilers), Shott Hall (for dining services), Lansdell Hall (for technology services), East River Hall (since all building services are electric), and the Dome (for emergency shelter purposes) (capital funds/funded depreciation).

- Perform routine summer building maintenance across campus—particularly in the residence halls (operating budget).
 - Install speed hump at top of road behind Science Center (operating budget).
 - Consider developing a French drain (etc.) near House #7, to minimize icing on the road/walkway in the winter (operating budget).
 - Help maintain Graham little league ball field since the College softball team uses this field (cost is mainly lost Aramark labor time).
- **Advancement House**
 - Develop private dining area for donor functions (specific gift funds).
- **Alumni Hall**
 - Convert first floor rooms from coaches' offices to student residence rooms—refurbish and add appropriate furniture (capital funds/funded depreciation).
- **Faculty House #6 (Dan MacMillan Center)**
 - Repair/replace porch roof (operating budget).
- **Faculty House #8**
 - Convert use from faculty housing to offices for athletic coaches (capital funds/funded depreciation)
- **Harman Chapel**
 - Upgrade audio/visual system (\$14,000; capital funds/funded depreciation).
 - Repair/replace guttering as necessary (operating budget).
- **Lansdell Hall**
 - Renovate 3rd floor to provide for one-stop shop (an article regarding the one-stop shop concept is included at the end of this Facilities report) (capital funds/funded depreciation).
 - Install small windows in the doors of admissions' counselors offices (operating budget).
 - Install bird guards under the Lansdell porch ledges (operating budget).
 - Paint exterior trim (capital funds/funded depreciation).
- **Rish Hall**
 - Automate the main entry door into Rish (specific ADA compliance gift funds).
- **Science Center**
 - Repair flooring in stairwell (operating budget).
- **Shott Hall**
 - Investigate possibility of installing phone line capability (for conference calling) in Shott A and B (operating funds).
 - Install chain-driven blinds on two south-facing windows in the upper level of the dining hall (specific gift funding).
- **South Campus Property**
 - Continue development for athletic/intramural use (contributed labor and equipment; some funding from operating budget).

- **Student Residence Townhouses**

- Continue planning process and pursuit of financing with the USDA, in anticipation of filling residence hall capacity in fall 2012 and exceeding residence hall capacity by fall 2013 (further description of this project is included at the end of this Facilities report; \$4,000,000 for initial infrastructure and construction of 8 units containing 80 beds; expected to be paid by residence hall room rates from increased numbers of residential students).

Longer-term objectives:

- **General Campus**

- Replace Verizon hut to cover phone equipment next to campus Maintenance building (three years ago, a vendor contracted by the campus to remove a tree accidentally allowed the tree to fall into and destroy Verizon's hut; the vendor's insurance had lapsed between the time the College contracted with him and he completed the work; he since has gone out of business as well; the College now is liable for replacing Verizon's hut)—we are on hold currently, waiting to hear from Verizon as to compromising on this project; while the College's general phone lines are supported by Bristol Virginia Utilities, our fire alarm system uses Verizon lines (operating budget).

- **Easley Library**

- Preserve Easley quilt for permanent display (specific gift funding).

- **Harman Chapel**

- Repair roping trim on steeple base and paint steeple (when funding is available or operating budget or capital funds/funded depreciation).
- Install organ currently in storage (\$200,000 estimate in December 2009; as funding is available).

- **Lansdell Hall**

- Replace windows (to be funded from operating budget or as funding is available; may consider phasing—one floor or one side of one floor per year).
- Install air conditioning units by zone (to be funded from operating budget or as funding is available; may consider phasing—two zones per floor).

- **Rish Hall**

- Install a backdrop (BC logo), Elmo (opaque document camera), new furniture, dropped ceiling, new lighting, and air conditioning in the Rish classroom (as funding is available).

- **Shott Hall**

- Consider installing digital thermostats (as funding is available).

- **Unused/Gifted Property**

- Continue to pursue selling these 14 pieces of property, 12 of which are located in the Chinquapin Development of Bluefield, Virginia—the College has been advised to sell these 12 lots as one; gift value to the College in May 2007 of these 12 lots was \$68,000.

Bluefield College
Board of Trustee Committee Meeting Minutes

Name of Committee: Facilities Committee

Date of meeting: Thursday, October 13, 2011

Committee members attending:

Rev. David Dockery, Chair, Presiding
Rev. Bill Hartsfield
Mr. Jim Justice
Mr. Sid Lanier
Mrs. Julie Johnson, Board Chair
Dr. Scott Bryan – Faculty Representative
Mr. J.D. Taylor – Student Representative

Administrators Present:

David Olive – ex officio
Mrs. Sarah A. Beamer – ex officio
Mr. Eric Wohlford – ex officio
Mr. Blair Taylor (Aramark) – ex officio

Committee members absent:

Mr. Cam McLaughlin

Guests Present (by phone, townhouse portion):

Mr. Matthew O'Brien – VITAE Architects/Engineers
Mr. Joe Palma – VITAE Architects/Engineers
Mr. Todd Shumaker – VITAE Architects/Engineers
Mr. Scott Miller – Miller Landscape Architecture
Mr. Dennis Willis – Willis Engineering

Reference Materials (copies included with file copy of minutes):

- Facilities section of Board Report (internally prepared) – including:
 - Bluefield College Facility Use Policy (internally prepared)
 - Facilities dashboard (square footage allocation)
 - Bluefield College Facility Use Policy (internally prepared)
 - Residence hall capacity/census trend report as of September 2011
 - Design layout of realigned intersection of College Avenue and Stadium Drive, 3/2/11 (design firm not identified)
 - Easement appraisal of the corner of Stadium Drive and College Avenue, 5/16/11 (prepared by Southwest Appraisal Service)
- Student housing (townhouses) schematic layout and site plan, 10/12/11 (prepared by VITAE Architects/Engineers and Miller Landscape Architecture)

Discussion:

1. Rev. Dockery called the meeting to order at 1:10 p.m.
2. Minutes from the April 15, 2011, meeting were approved.
3. Mr. Wohlford and Mr. Blair reviewed with the Committee the various facilities projects completed over the summer.
4. The committee reviewed the Residence Hall Capacity-Census Trend report included in the facilities section of the Board Report, noting that, for fall semester, occupancy is 91 percent, with 326 resident students. This residential count is at the add/drop census date. The number of resident spaces assigned was closer to 335-plus in early August

(close to 95 percent capacity), but, as is typical, several students left prior to add/drop date.

5. The Committee reviewed the student resident townhouse schematic layout and site plan as of 10/12/11 (prepared by VITAE Architects/Engineers and Miller Landscape Architecture). Committee members asked questions and offered feedback, particularly regarding the orientation of the buildings, property line clearance, distance from College Avenue, order of building the units, appropriateness of the design to possible modular construction, storm water/sewer, and parking. The project team made note of revisions to make based upon this discussion. Planning work will continue, and the College will more formally begin pursuing financing with the USDA (preliminary application, etc.—no commitments).
6. Dr. Olive updated the Committee on additional new initiatives:
 - a. Campus Community Wellness Center: The fundraising stage is ready to get moving full force for phase one. \$4 million must be raised (at least pledged) before financing and groundbreaking can occur for phase one. (Laundry facilities will be moved from phase one to phase two.)
 - b. Intersection of College Avenue and Stadium Drive: Dr. Olive is negotiating the sale of the related College property at a minimum price of \$63,000, as directed by the Board's Executive Committee (appraisal was \$13,000). The College would be selling the property to Tazewell County's IDA (who would fund the purchase by selling their old road portion). (The rationale for the relocation of the intersection is to move the current intersection to a safer area.)
 - c. One-stop shop: College Leadership is planning to combine the offices of student accounts, financial aid, and registration, into a single office. The most likely space identified to be renovated to accommodate this arrangement is to expand the current registrar's office west into the existing Board Room. The Board Room then would relocate to the current financial aid area. Planning will continue on this initiative, to renovate as necessary in summer 2012.
7. Rev. Dockery adjourned the meeting at 3:15 p.m.

Actions taken:

1. The Committee approved the proposed Facility Use Policy. (Mr. Lanier moved, and Mr. Justice seconded; passed unanimously.)

Bluefield College
Residence Hall Capacity-Census Trend Report
February 2012

- (a) Student res townhouses may be constructed during academic yr 2012-13, for occupancy beginning fall 2013.
 (b) Capacity is based upon the residence halls on line at the time. For example, East River Hall did not open until fall 2009, and Alumni Hall was off line in fall 2009 and spring 2010.

ACTUAL		Total Student Housing											
		Alumni Hall	Cruise Hall	East River Hall	Rish Hall	New Res Hall (a)	East Rvr Hall Apts	Cottage #3	Cottage #4	Cottage #5	Total	Capacity % (b)	Female/Male %
Fall 2009	Number of Rooms	0	39	59	52	0	4	2	2	2	160	N/A	N/A
	Capacity	0	88	95	107	0	4	2	2	2	300	N/A	N/A
	Number of Female Residents	0	0	43	97	0	3	1	0	1	145	N/A	58.47%
	Number of Male Residents	0	63	37	0	0	1	0	1	1	103	N/A	41.53%
	Total Number of Residents	0	63	80	97	0	4	1	1	2	248	82.67%	N/A
Spring 2010	Number of Female Residents	0	0	45	87	0	3	1	0	1	137	N/A	58.55%
	Number of Male Residents	0	55	39	0	0	1	0	1	1	97	N/A	41.45%
	Total Number of Residents	0	55	84	87	0	4	1	1	2	234	78.00%	N/A
AY 09-10	Average Number of Residents	0	59	82	92	0	4	1	1	2	241	80.33%	N/A

ACTUAL		Total Student Housing											
		Alumni Hall	Cruise Hall	East River Hall	Rish Hall	New Res Hall	East Rvr Hall Apts	Cottage #3	Cottage #4	Cottage #5	Total	Capacity % (d)	Female/Male %
Fall 2010	Number of Rooms	31	39	59	52	0	4	2	2	2	191	N/A	N/A
	Capacity	31	88	95	107	0	4	2	2	2	331	N/A	N/A
	Number of Female Residents	0	0	75	73	0	1	1	0	1	151	N/A	53.93%
	Number of Male Residents	31	85	10	0	0	1	0	1	1	129	N/A	46.07%
	Total Number of Residents	31	85	85	73	0	2	1	1	2	280	84.59%	N/A
Spring 2011	Number of Female Residents	0	0	75	63	0	1	1	0	1	141	N/A	55.51%
	Number of Male Residents	28	74	9	0	0	1	0	1	0	113	N/A	44.49%
	Total Number of Residents	28	74	84	63	0	2	1	1	1	254	76.74%	N/A
AY 10-11	Average Number of Residents	30	80	85	68	0	2	1	1	2	267	80.66%	N/A

ACTUAL		Total Student Housing											
		Alumni Hall	Cruise Hall	East River Hall	Rish Hall	New Res Hall	East Rvr Hall Apts	Cottage #3	Cottage #4	Cottage #5	Total	Capacity % (d)	Female/Male %
Fall 2011	Number of Rooms	31	39	59	52	0	4	2	0	2	189	N/A	N/A
	Capacity	60	88	95	105	0	4	2	0	2	356	N/A	N/A
	Number of Female Residents	0	63	84	0	0	1	0	0	0	148	N/A	45.68%
	Number of Male Residents	60	0	10	103	0	1	1	0	1	176	N/A	54.32%
	Total Number of Residents	60	63	94	103	0	2	1	0	1	324	91.01%	N/A
Spring 2012	Number of Female Residents	0	52	72	0	0	3	0	0	1	128	N/A	47.06%
	Number of Male Residents	39	0	10	93	0	1	1	0	0	144	N/A	52.94%
	Total Number of Residents	39	52	82	93	0	4	1	0	1	272	76.40%	N/A
AY 11 12	Average Number of Residents	50	58	88	98	0	3	1	0	1	298	83.71%	N/A

(Consider zooming article to 200% for better viewing, if using computer.)

One-Stop Shops for Student Services Aim to Eliminate Hassle

BY BECKIE SUPIANO

IN HIS old job, Christopher Redd saw a lot of frustrated people. When students and alumni here at Virginia Commonwealth University needed official transcripts, they came to the office of records and registration, where he worked. Mr. Redd could get them their transcripts. He could not, however, take their money. Instead he sent them to the cashier's office, several blocks away.

That kind of scenario—and the resulting annoyance—is what the university's Student Services Center, which opened about two years ago, is meant to prevent. The center was designed as a "one-stop shop" a model that more colleges have adopted over the years, in which several functions are combined, and frontline staff can help students with any of them.

At Virginia Commonwealth, the center brings together the offices of records and registration, student accounts, and financial aid. A staff of "generalists," including Mr. Redd, sits behind a counter in the spacious lobby of Grace E. Harris Hall, which used to house the school of business. Happily for Mr. Redd, the cashier's office is now just across the lobby, a stone's throw from his desk.

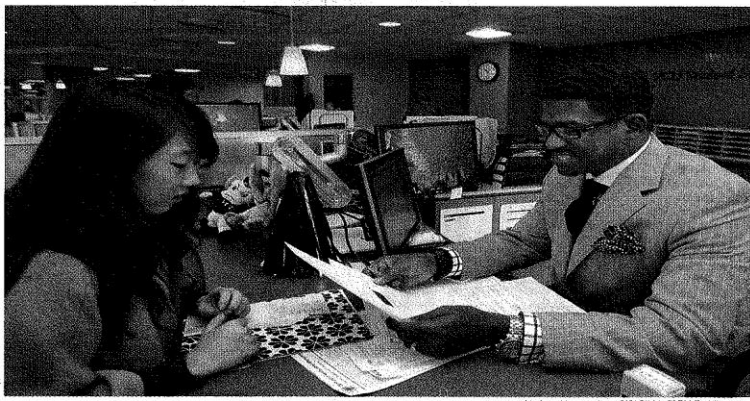
Dividing the registration, bursar, and financial-aid functions of a university into discrete units might make sense to students but not to students. And if the point is to help students, shouldn't services be organized with their needs—not the habits of the institution—in mind? That's what Michael Flanigan and Delores Taylor, the two administrators behind the creation of Virginia Commonwealth's center, concluded.

Mr. Flanigan and Ms. Taylor were far from the first college administrators to think this way. The University of Minnesota was an early adopter of the one-stop model.

Julie A. Selander, interim director of Minnesota's one-stop student services and university veteran services, says other colleges have good reason to pursue this format: "The silo way of doing things creates that unrounded for students, and students are frustrated." The center, Ms. Selander says, has been one force behind improvements in Minnesota's student retention.

At Virginia Commonwealth's one-stop, a student doesn't have to understand which questions about paying for college are handled by financial aid and which are handled by student accounts. The student goes to one place, the center's lobby, and talks to one person, a generalist. Nearly all of the center's generalists were moved over from frontline positions in the three free-standing offices.

One-stops are not a guaranteed



Christopher Redd (right) is a generalist at the Virginia Commonwealth U. Student Services Center, which opened in January 2010. It combines the offices of registrar, bursar, and financial aid.

formula for success. Combining customer-service staffs might mean no one's in the wrong line, but it could also make that line terribly long, causing just the sort of frustration that the centers were designed to eliminate, says Kathy Kurz, vice president of the higher-education consulting firm Scannell & Kurz. And, she says, the more units a center combines, the more difficult it is to ensure that staff are up to date on everything.

A one-stop shop might make perfect sense, Ms. Kurz says, but only once a college has identified a prob-

"We do get some people here who determine we're going to take care of situations we can't."

lem and rejected other solutions. Combining physical departments can be a headache, she says—and it may not be necessary, given how many services students access online.

Students at Virginia Commonwealth do complete most of their business with the university online. But their in-person experience still matters, says William Morley, the center's manager. Besides, he says, with more than 30,000 students, the university is bound to have some whose situations are too complex or unusual for a cookie-cutter solution.

GUIDANCE AND SELF-RELIANCE

On a rainy November day, Mr.

Redd sits in a tall chair designed to place him at eye level with a student standing on the other side of his desk. The generalists' desks are lined up in a row at the front counter. Behind them are the back offices; before them is the lobby, decorated in a colorful, modern style. As students talk with staff members, they are separated from one another by low walls meant to enhance privacy. A white-noise generator humming in the background also helps keep conversations confidential.

It's a quiet day at the center. The university has recently moved to a new system that prevents students from registering for classes if they have not taken the prerequisites. Administrators thought that the change could make for a busy time at the center if students ran into problems, but the transition seems to have gone smoothly: Throughout the day, there are never more than a handful of students waiting in line.

Next to the line is a self-service area, where students can take care of nearly anything pertaining to registration or paying online, by themselves. But that doesn't mean they all will. Some require a lot of hand-holding, the generalists say, for even the most basic of tasks.

Mr. Redd, who has worked at the university for 11 years, believes this attitude is generational. When his father dropped him off at college, he recalls, he gave him a couple of twenties and told him to do well. That was that. Today, Mr. Redd says, many students rely on their parents long after they arrive on campus.

He and his colleagues see helping such students become more independent as part of their job. Mr. Redd

will walk a student through a simple task, but he'll also explain how she can do it for herself the next time. The center's setup helps him do this. Each generalist has two computer monitors, so that one can be turned to face the student to show her what the generalist has dragged over from his screen.

Not only are students less self-reliant than they used to be, Mr. Redd says, but they are also part of a culture that has made them less patient. "Students now, they want it when they want it," he says.

When David Abebrese, a sophomore chemistry major, comes up to the counter to ask for two transcripts that he needs in a hurry, Mr. Redd decides to get them right away, fast-tracking a process that normally takes two or three days.

He walks to the back-office portion of the center, to the records and registration area. Because he came from registration, he says, he can seal the official transcripts himself, making it easier for the back-office staff to rush a request for him once in a while.

Mr. Abebrese is unimpressed. He needs the transcripts on the spot, to apply for a scholarship and renew his car insurance. In the information age, he says, that should be expected.

As the price of college has risen, so have students' expectations of the service they will experience, says Ms. Taylor, one of the administrators who advocated for the one-stop model at Virginia Commonwealth.

Nonprofit higher education can be hesitant to call students "customers," Ms. Taylor, associate vice provost for enrollment services, is not. Students are more than customers to

a university, but they are its customers nonetheless, she says.

CUSTOMER SERVICE

Still, on a university campus, the customer isn't always right. Students aren't simply handed degrees in exchange for their tuition, and sometimes they get answers they don't like.

Students can do many things at the center, but they can't do everything. When one comes with a question about being readmitted after a suspension, Sandra F. Davis, one of the generalists, sends him to the admissions office, which is in another building.

Sometimes students get angry about being directed elsewhere. When a woman comes to settle a tuition bill is told that the center can't handle payment once a bill is in collections, she is visibly upset, and vocal about it, too. "We do get some people here who determine we're going to take care of situations we can't," Ms. Davis observes as she watches her colleagues talk with the woman.

Mr. Morley, the manager, comes over to help the staff respond to the upset woman. They offer to call the collections office for her, but she is not having it. Eventually Mr. Morley persuades the woman, who did not want to be named, to let him walk her to the collections department, several blocks away. It is raining steadily, and she is none too pleased. But Mr. Morley remains calm and diplomatic. Situations like this one are rare, he says.

The university does try to make clear what the center can and cannot do, says Mr. Flanigan, who managed the creation of the center and helps oversee its operations. But the lingering expectation that the staff can do everything, he says, is "one of the perils of setting yourself up as a one-stop center."

The generalists seem to like the one-stop model and believe it is better for students. Students' opinions, however, are mixed. In Mr. Flanigan's experience, new students love the center, while upperclassmen are sometimes annoyed that they can't go directly to see someone from a specific office, as they could in the past.

Some students who spoke with a reporter when they came by the center said they liked being able to do all of their university business in one location, and others said they'd prefer separate offices where they could talk to a specialized staff person. But on the whole, students did not express strong opinions. Perhaps that is to be expected. Students must register for classes and pay for them, but neither action is the cornerstone of the college experience.

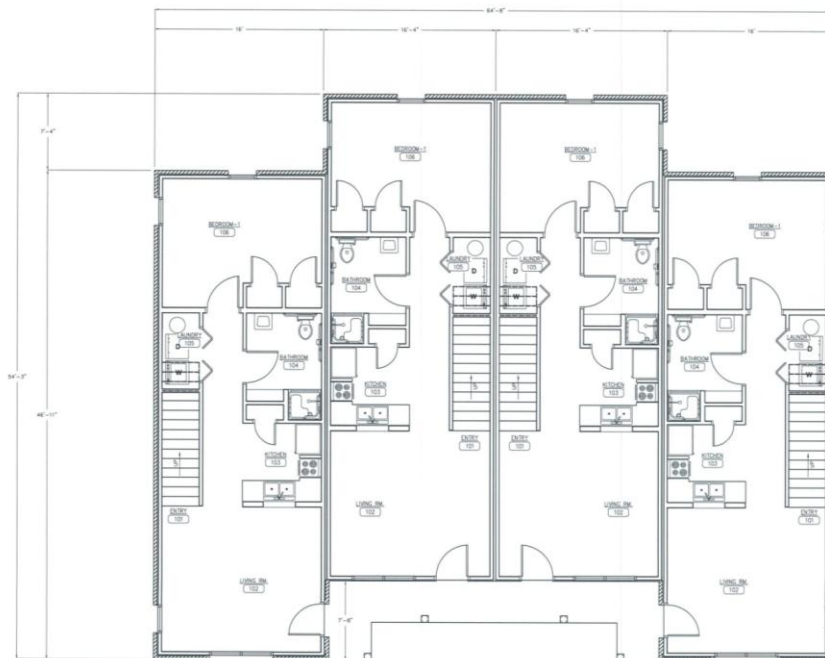
If Virginia Commonwealth students don't have to spend a lot of time thinking about how they complete those tasks, that may be the surest sign that the center is a success. ■

**Student Resident Townhouse Project
Highlights
As Excerpted from the Preliminary Architectural Report (PAR)
Submitted to the USDA in February 2012**

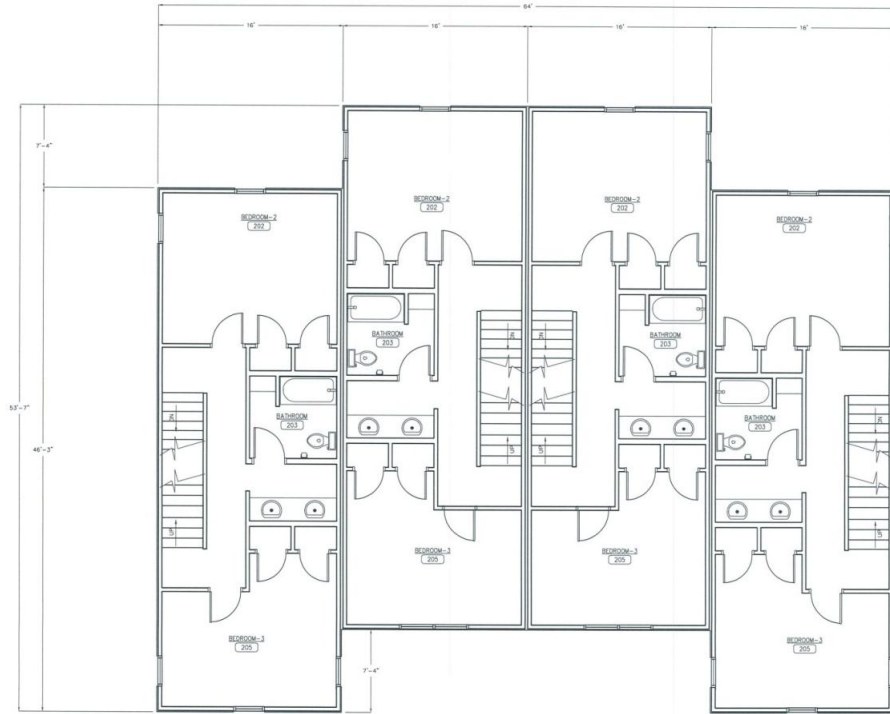
Two new facilities are to be the initial step, including some infrastructure for the long-term plan, in constructing a different style of residential housing, to become a small student resident village on the southwest corner of the campus. This location will make use of the existing views, contours, and terrain. The build-out plan for this village reflects that up to four buildings, each housing 40 students, can be constructed on the identified site. The design criteria is “utilitarian townhome” and will provide nice student living, allowing students to sleep, cook, recreate and study within the confines of their unit very comfortably. The exterior of the building will emulate a variety of themes already established on campus, including colored metal roofs and the use of brick masonry, consistent with other design elements across campus.

The program calls for 10 students to be housed in a three-story high “sub-unit.” Referred to as 3-HIGH/4-WIDE (3H4W), each facility will be three stories high and four “sub-units” wide, enabling forty students to reside in each building. BC anticipates that the first stage of the development will include two of these 40-bed buildings. Additional 3H4Ws are now incorporated into a master build-out plan for this site, allowing up to 160 students to live on the southwestern edge of campus. These facilities will provide a long-term solution to the College’s housing situation.

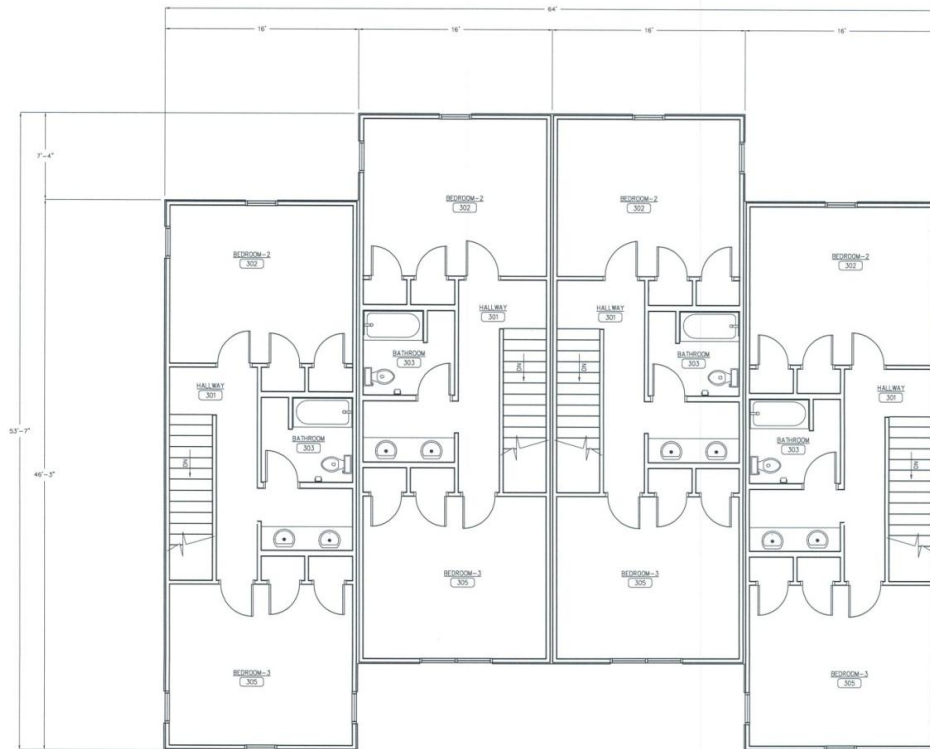
Proposed Floor Plans and elevations are shown below:



FIRST FLOOR PLAN



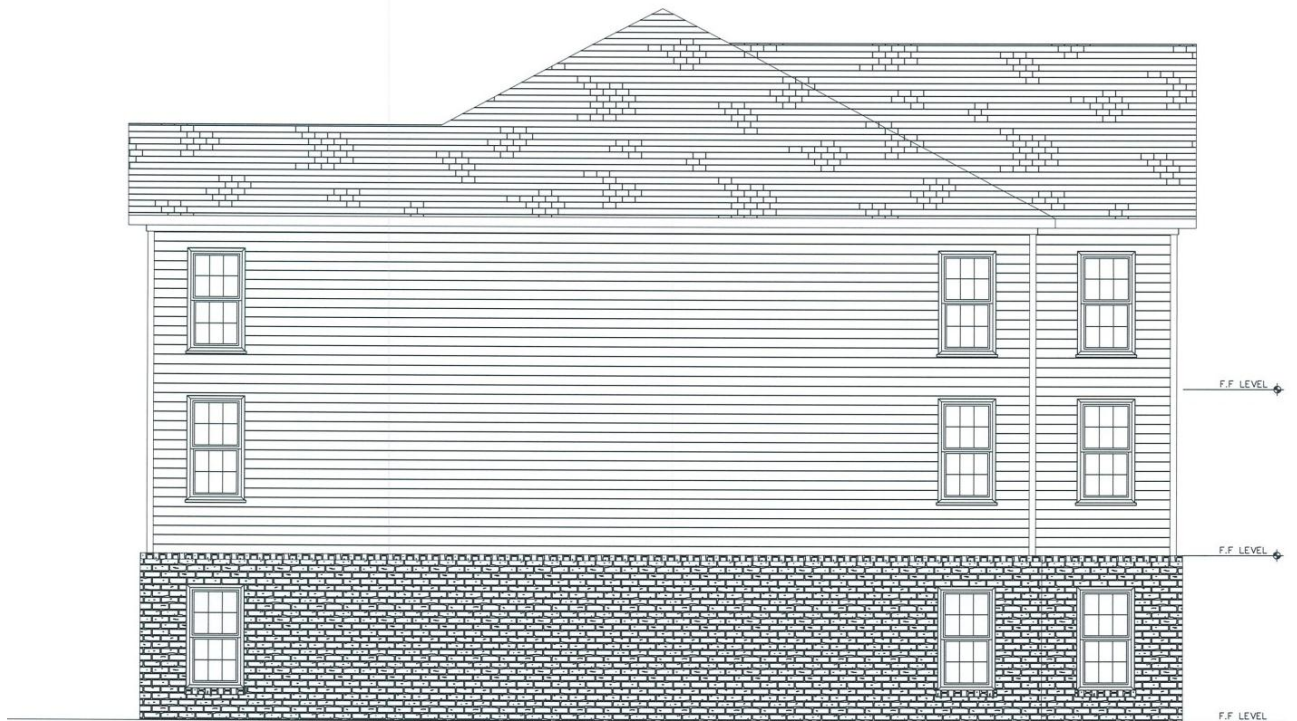
SECOND FLOOR PLAN



THIRD FLOOR PLAN

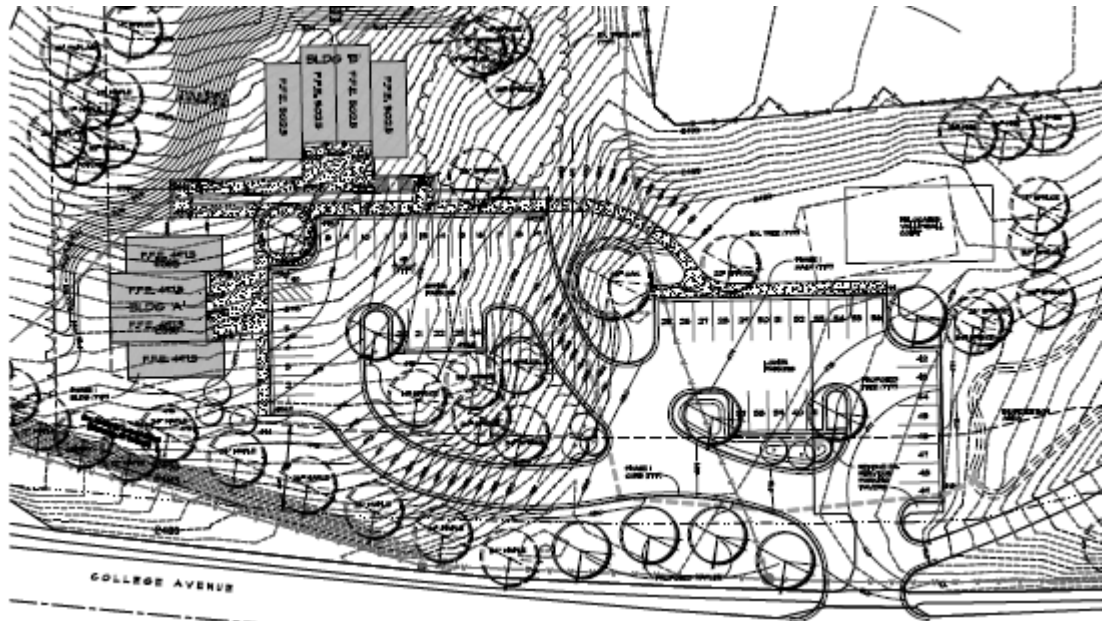


FRONT ELEVATION



SIDE ELEVATION

The selected location, on the west side of campus, will define the surrounding community and the campus boundary. This location also provides a sense of independent living, especially attractive to upper classpersons desiring to remain on campus. The housing style and site will be a factor in retaining students at the College.



SITE PLAN



Bluefield College
Townhouse Net Revenue and Debt Coverage Projections
February 2012

	2012-13	2013-14	2014-15	2015-16
Gross revenue				
Projected academic year room rate for townhouses		\$4,000	\$4,140	\$4,285
Average academic year number of residents in townhouses		30	60	80
Gross revenue from townhouses		\$120,000	\$248,400	\$342,800
Maintenance/utility costs				
2/7/12 layout for each 40-bed building includes 8,500 sq ft, so 17,000 for two		17,000	17,000	17,000
Per square foot maintenance/utility costs (factoring occupancy and RA comps)		\$1.25	\$2.60	\$3.60
Projected maintenance/utility costs in the townhouses		(\$21,250)	(\$44,200)	(\$61,200)
Townhouse revenue net of maintenance/utility costs		\$98,750	\$204,200	\$281,600
Debt service				
Interest (3.75% rate, as per the USDA)	\$75,000	\$150,000	\$150,000	\$150,000
Principal (40-year term, monthly payments, interest only first two years)	\$0	\$0	\$50,000	\$50,000
Debt reserve commitment (10% of annual debt service each of first 10 years)	\$20,000	\$20,000	\$20,000	\$20,000
Townhouse projected annual debt service	(\$95,000)	(\$170,000)	(\$220,000)	(\$220,000)
Townhouse project-specific cash flow	(\$95,000)	(\$71,250)	(\$15,800)	\$61,600
Use of financing funds to pay capitalized interest	\$75,000	\$0	\$0	\$0
Townhouse depreciation, assuming 40-year depreciable life	\$0	(\$100,000)	(\$100,000)	(\$100,000)
Townhouse project-specific cash and non-cash net profit/(surplus)	(\$20,000)	(\$171,250)	(\$115,800)	(\$38,400)
Additional Revenue				
Projected academic year meal plan profit from these townhouse residents		\$1,250	\$1,250	\$1,250
Projected academic year net tuition (after discount) from these students		\$10,000	\$10,000	\$10,000
Per student revenue from other than room rates		\$11,250	\$11,250	\$11,250
Average academic year number of residents in townhouses		30	60	80
Gross additional revenue from townhouse residents		\$337,500	\$675,000	\$900,000
Net revenue relative to project	(\$20,000)	\$166,250	\$559,200	\$861,600
All-in projected construction cost of two 40-bed townhouse buildings (includes sitework, hard building costs, soft costs, & 10% contingency)				
	\$4,000,000	This is approximately \$185 per square foot for hard costs and \$235 for all costs, including contingency. This is \$50,000 per bed. In 2008-09, East River Hall was constructed at an all-in cost of \$185 per total square foot and \$246 per assignable square foot. East River Hall's per-bed cost was \$45,000. In February 2012, EDC prepared a project budget for the townhouses totaling \$4,000,000.		
Annual debt service projection				
	\$220,000	Assuming similar parameters as the USDA financing for East River Hall, annual debt service (principal plus interest plus debt reserve commitment--reserve commitment only for first ten years), would be \$220,000 per year, at a fixed annual interest rate of 3.75%--terms recently noted by the USDA. (Interest only for first two years.)		
Summary analysis				
	The townhouses will provide positive cash flow from room fees alone beginning in 2015-16, as all beds are filled. In the meantime, even after factoring the non-cash project expense of depreciation, and the use of financing proceeds to pay construction period interest, the total cash flow from these incremental students begins to cover the project in the first year of occupancy, 2013-14.			