

# UMASS LOWELL RESIDENCE HALLS

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## COMPARING DELIVERY APPROACHES

## LEARNING OUTCOMES

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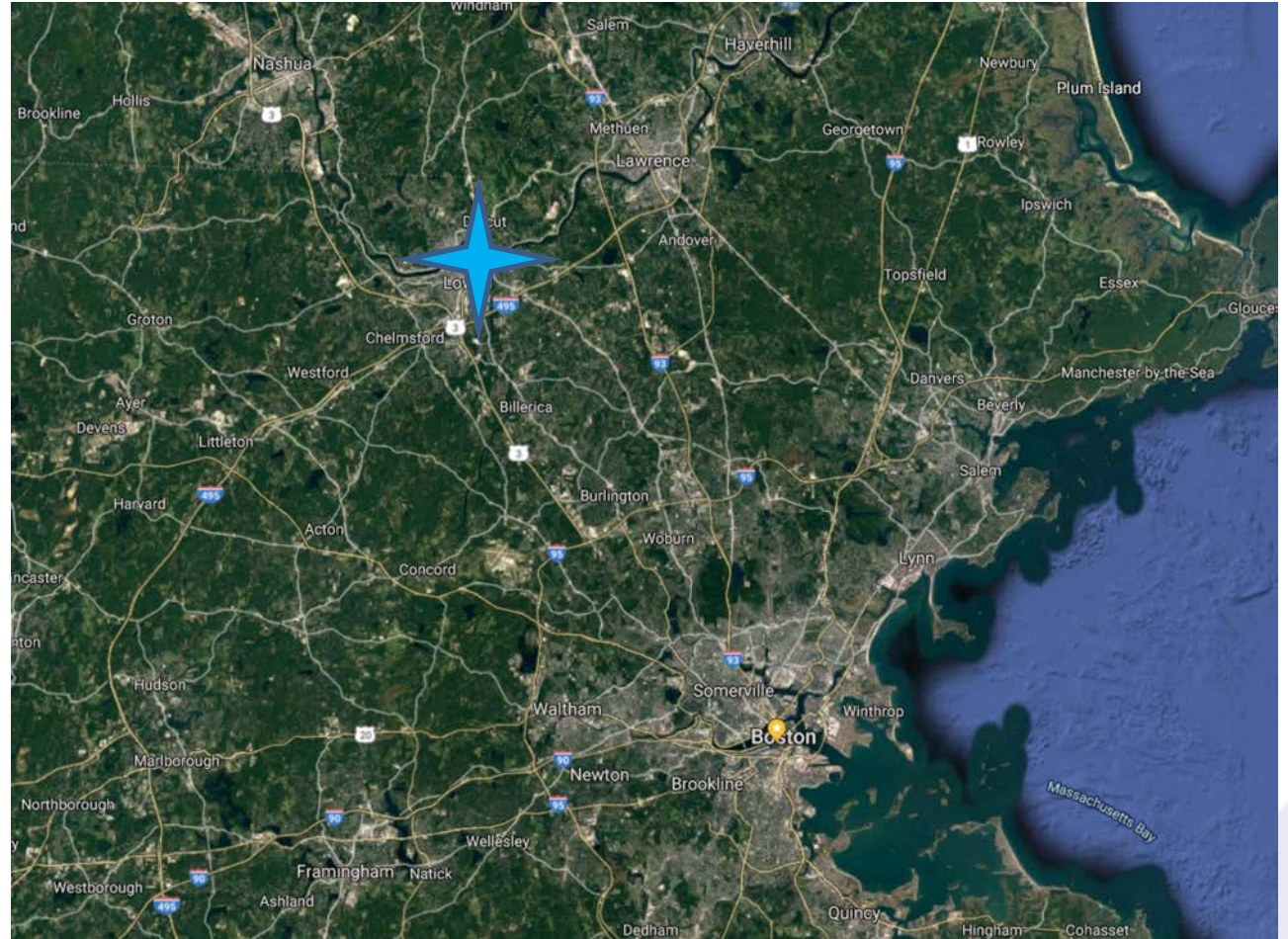
- Make informed decisions about the best strategies for delivery of student housing;
- Evaluate public-private partnership proposals against financial, operational, and student experience outcome factors;
- Identify strategic opportunities for acquisition and conversion of existing real estate for student housing;
- Assess when design/bid/build development of campus-owned residence halls is more advantageous than increasingly popular non-traditional housing delivery approaches.

**UMASS LOWELL**

# UMASS LOWELL

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- 18,000-student public research university
- 25 miles NW of Boston
- Founded in 1890s as Lowell Textile Institute and Lowell Teachers College
- Known for Engineering, Sciences, Music, Business, Education, Health Sciences, Criminal Justice

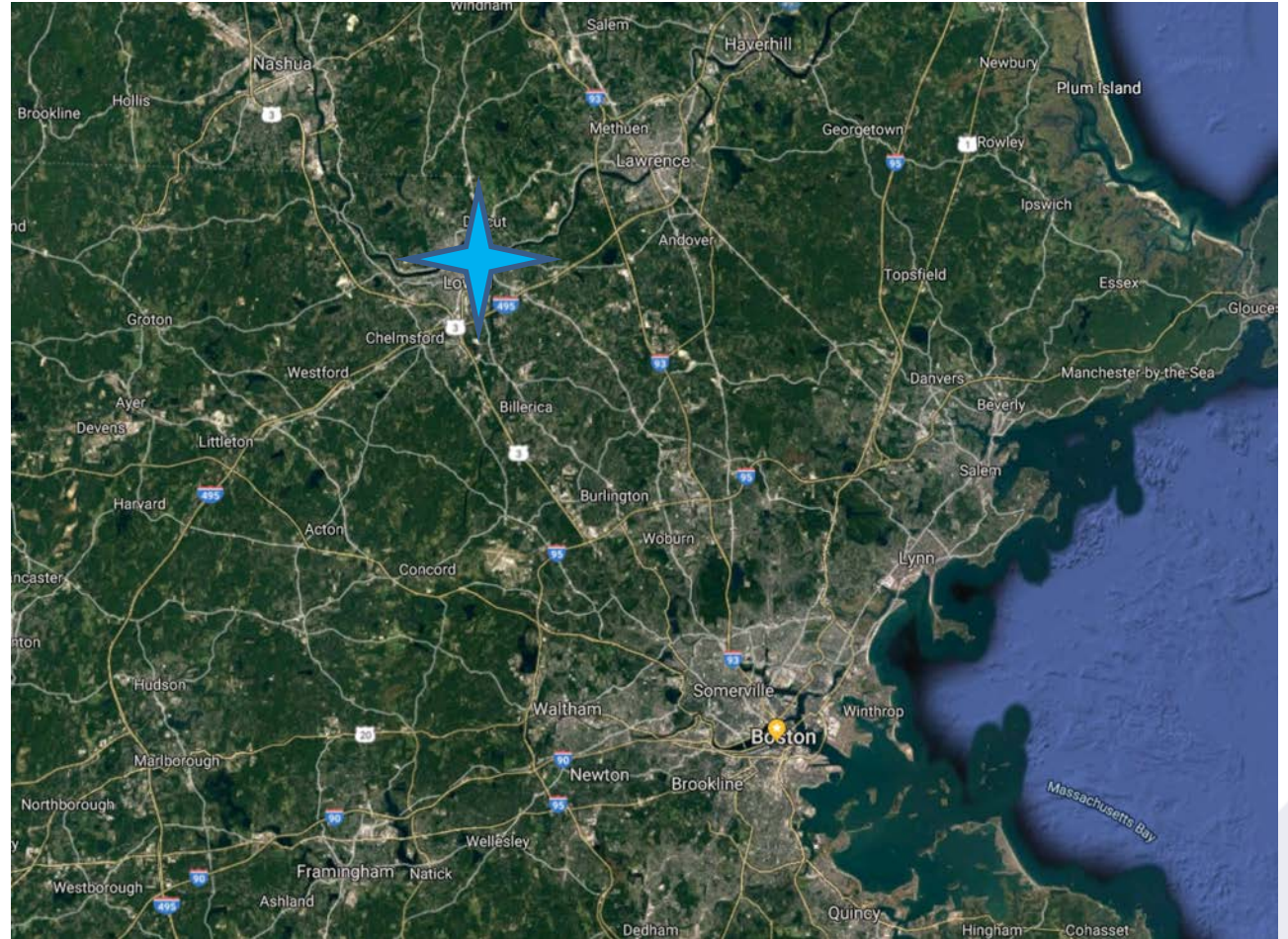




# UMASS LOWELL

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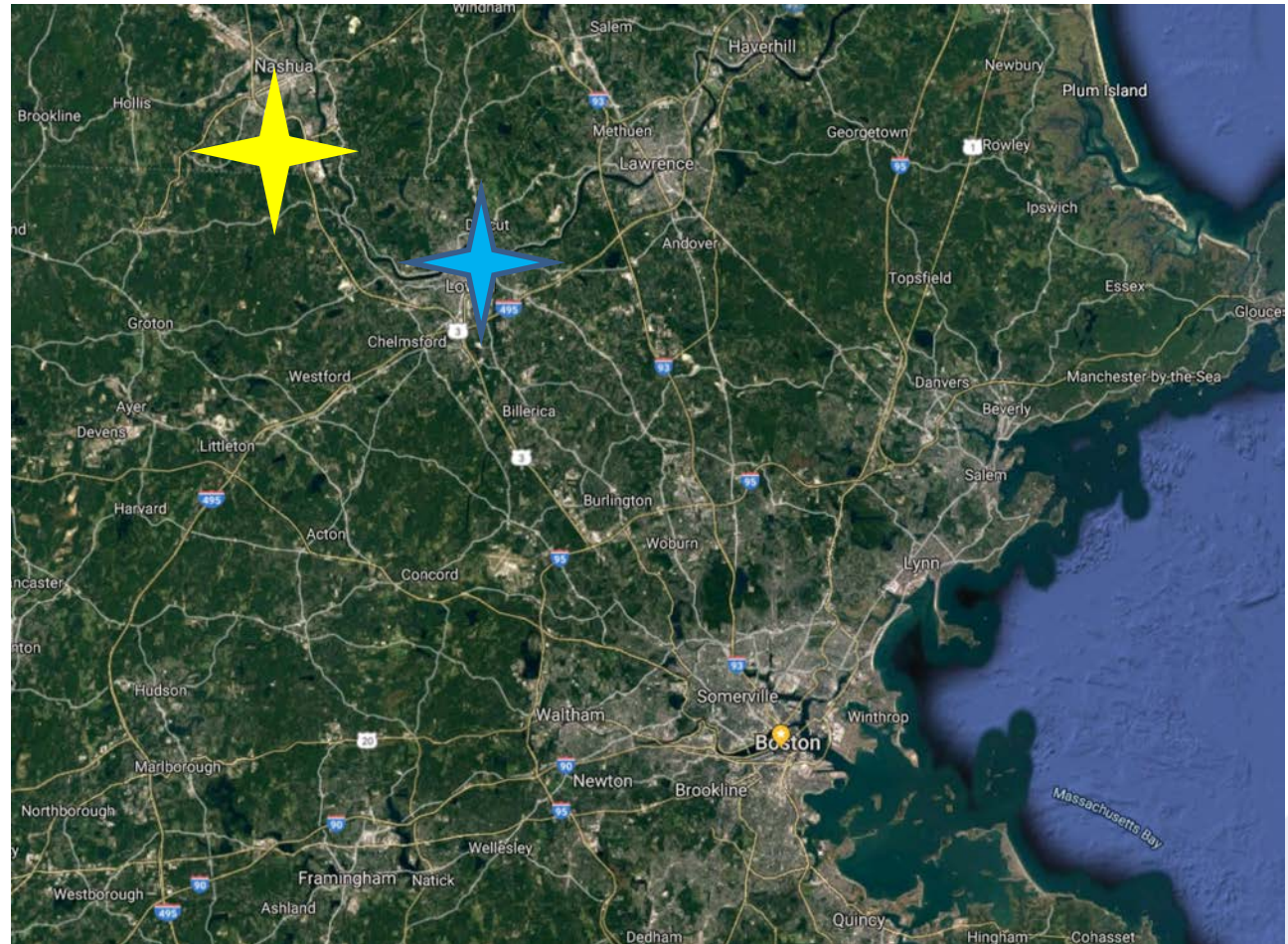
- Fall 2008
  - 2600 on-campus beds
  - 7300+ undergraduates



# UMASS LOWELL

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- Students bused 10 miles north to hotel rooms

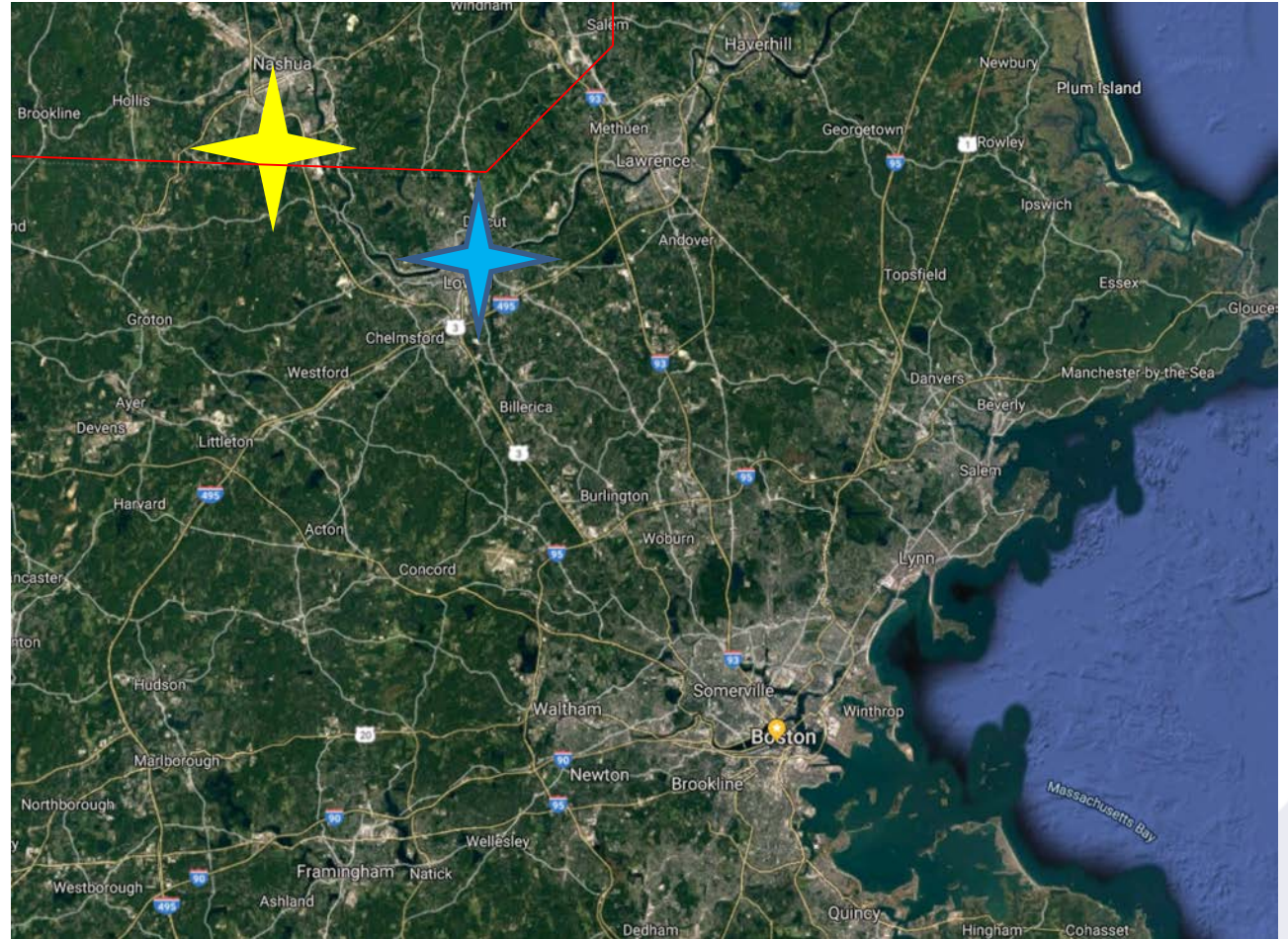




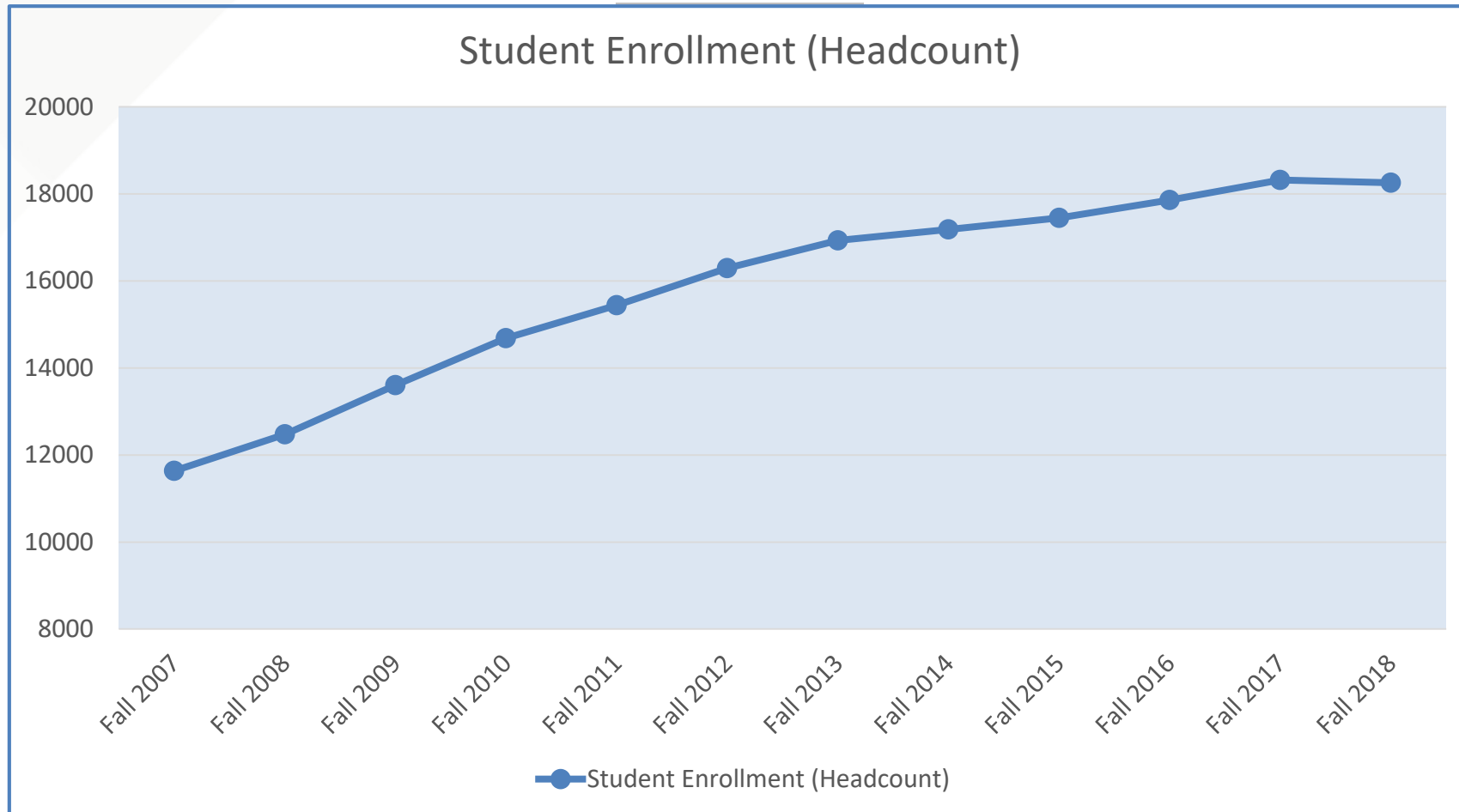
# UMASS LOWELL

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- Fall 2008
  - 2600 on-campus beds
  - 7300+ undergraduates
- Students bused 10 miles north to hotel rooms
- In another state!



# UMASS LOWELL

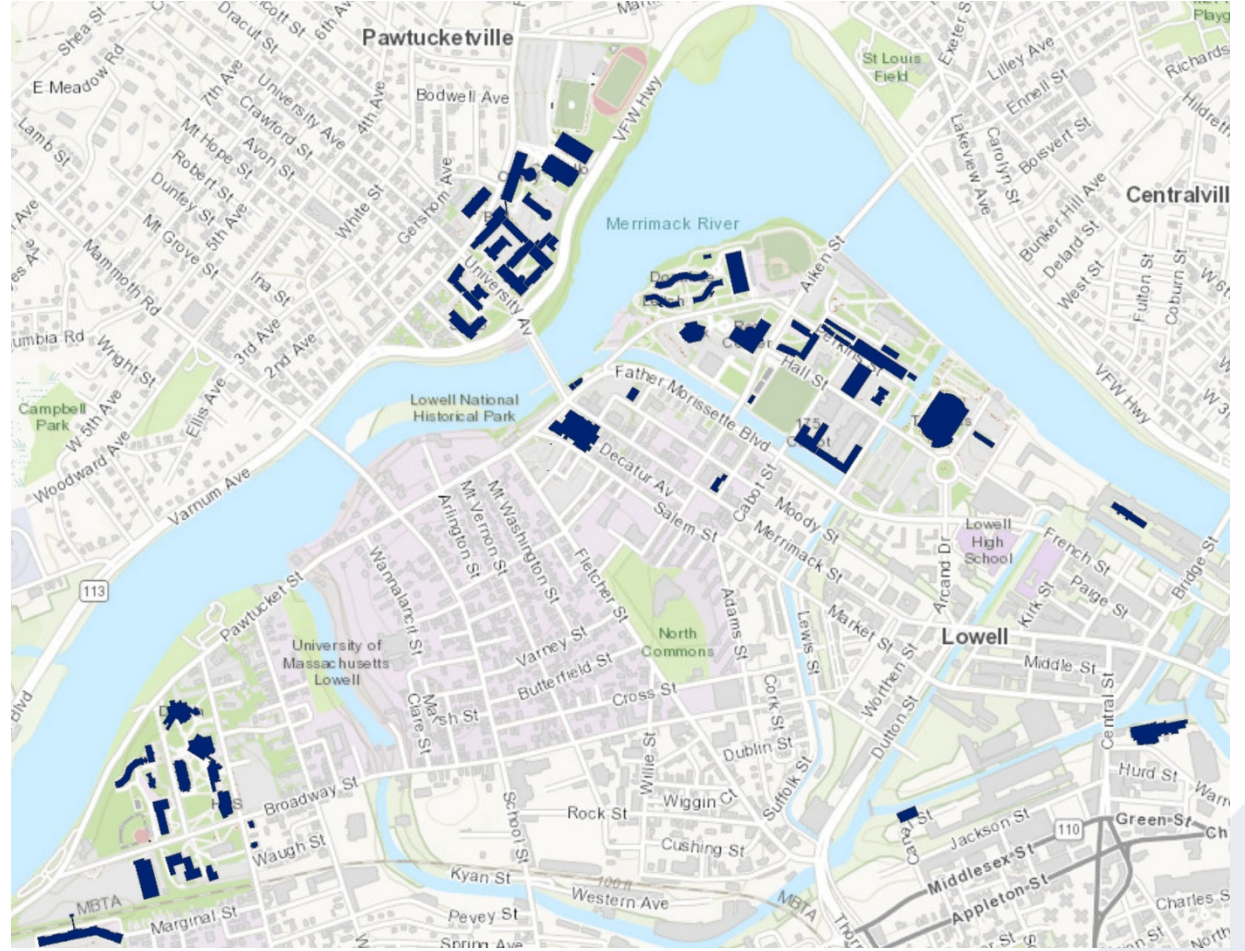


- Top 10 fastest growing public research universities — Chronicle of Higher Education



# UMASS LOWELL

- Fall 2008
  - 2600 on-campus beds
  - 7300+ undergraduates
- Fall 2018
  - 4920 on-campus beds
  - 11,360 undergraduates



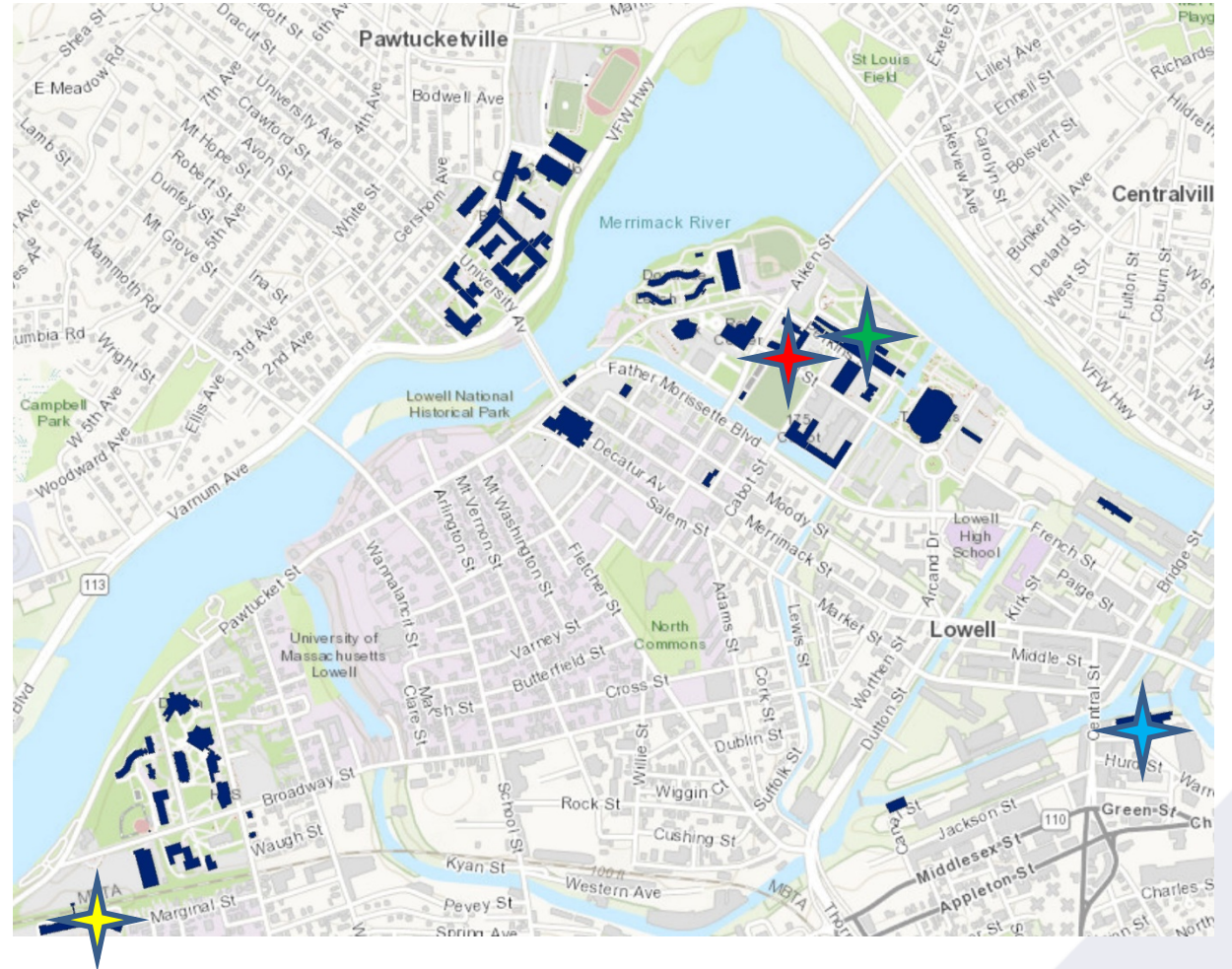
# NEW RESIDENCE HALLS 2009-2017

 Inn & Conference Center

 University Suites

 Riverview Suites

 River Hawk Village





# UMASS LOWELL INN & CONFERENCE CENTER

## PURCHASE AND RENOVATION OF A DOWNTOWN HOTEL



- Opened in Fall 2009
- 418-501 beds\*
- Double- and triple-occupancy converted hotel rooms
- Also includes 31-room full-service hotel, conference facility, and dining hall

\*83 rooms can be double or triple occupancy depending on demand



# UNIVERSITY SUITES

## TRADITIONAL PUBLIC CONSTRUCTION



- Opened in Fall 2013
- 475 beds
- Suites
- Honors College housing
- Also houses small dining facility & classroom

# RIVERVIEW SUITES

## PUBLIC PRIVATE PARTNERSHIP



- Phase I opened Fall 2013
- 484 beds
- Phase II opened Fall 2015
- 301 beds
  
- Apartments and suites
- Also houses a campus recreation center and several classrooms

# RIVER HAWK VILLAGE

## PURCHASE & CONVERT APARTMENT COMPLEX



- Opened Fall 2017
- 781 beds
- Apartments and town houses in repurposed mill buildings



# TIMELINE FOR DELIVERY

	Capital Project Duration	Full Project Duration
Inn & Conference Center	2 months	2007-2019
University Suites	30 months	2010-2013
Riverview Suites	Phase I - 30 months Phase II - 18 months	2008-2016
River Hawk Village	13 months	2010-2017

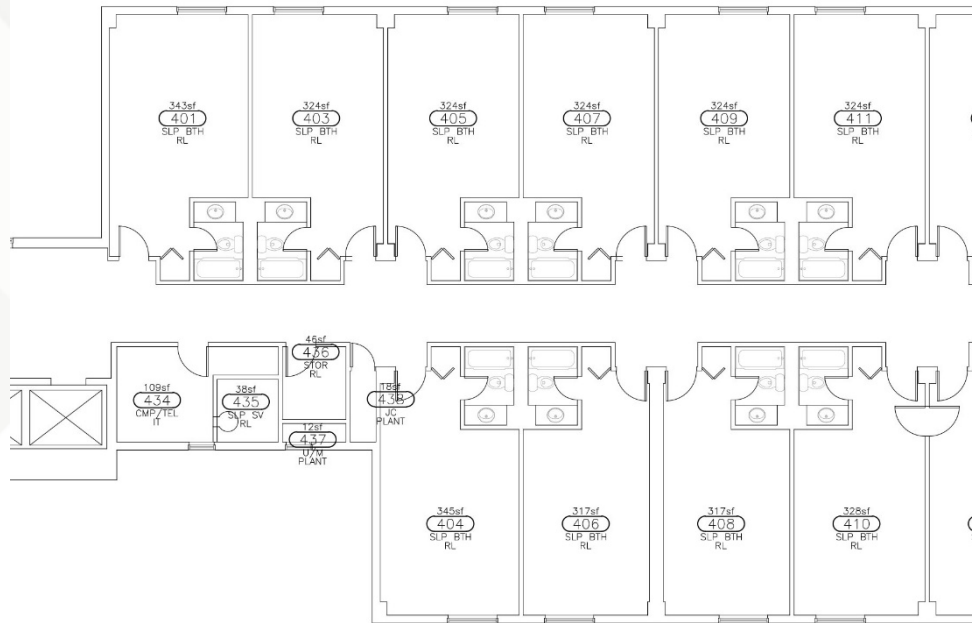
- Full project durations include real estate and partnership deal negotiations, board approvals, and post-occupancy renovations, etc.

# COST OF DEVELOPMENT/DELIVERY

	Cost	Cost/Bed	CPI Adjusted Cost (2019\$)	Adjusted Cost/Bed
Inn & Conference Center	\$32,200,000	\$64,271	\$37,400,000	\$74,605
University Suites	\$54,000,000	\$113,684	\$58,800,000	\$123,738
Riverview Suites	\$90,200,000	\$114,865	\$96,600,000	\$123,028
River Hawk Village	\$74,100,000	\$94,878	\$76,650,000	\$98,145

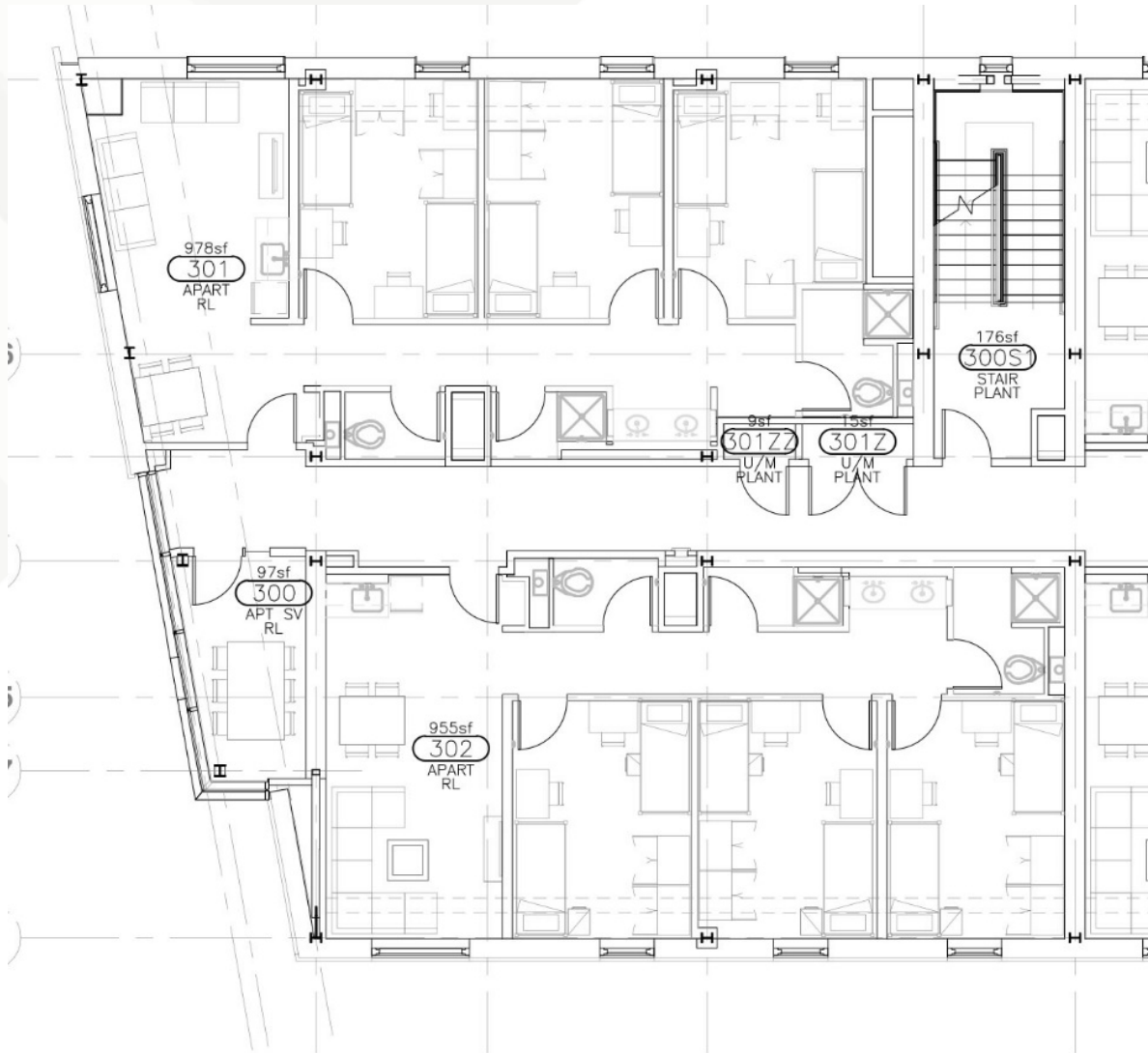
- Costs include acquisition, construction, design, FF&E, other soft costs, relocation, renovations, etc.
- Costs also include present value of lease payments
- Costs associated with complementary facilities in buildings are not excluded

# PROGRAM: STUDENT ROOMS - ICC

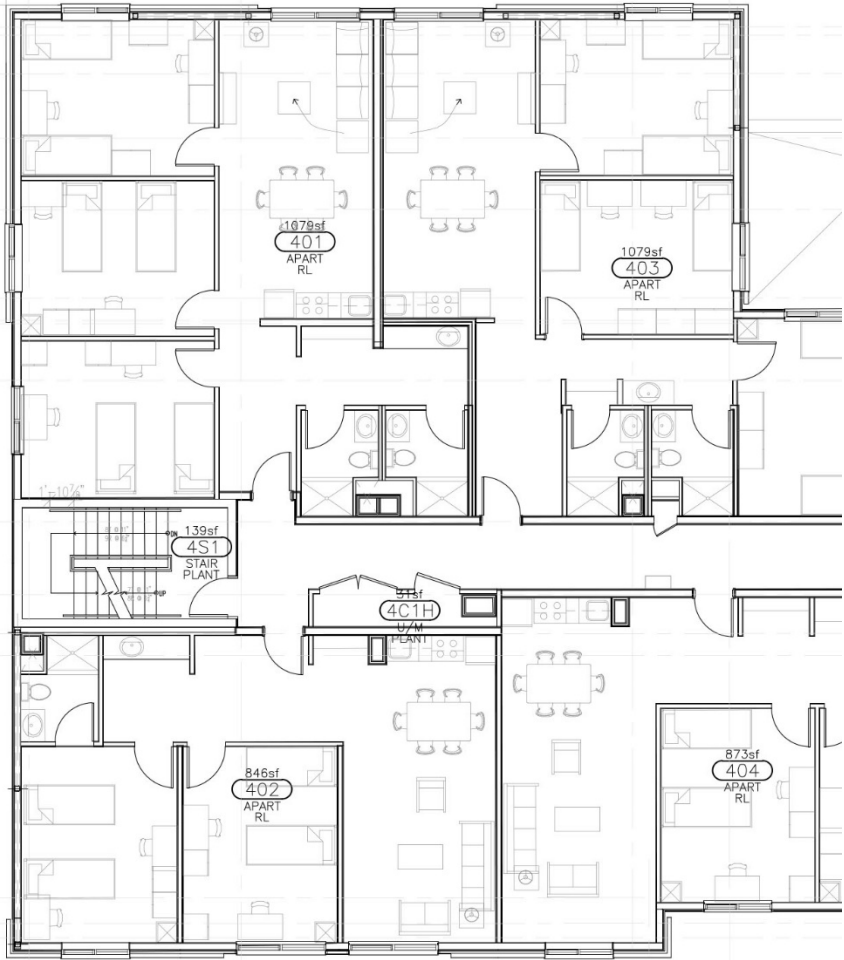




# PROGRAM: STUDENT ROOMS – UNIVERSITY SUITES

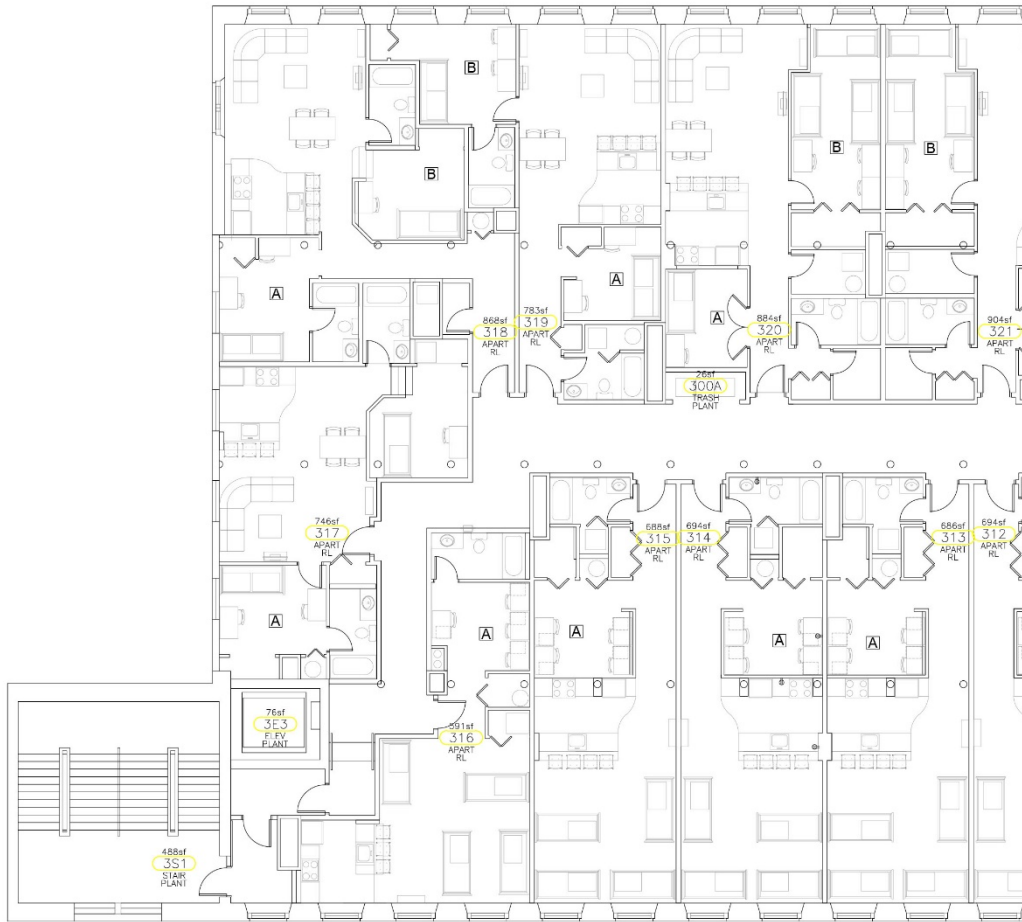


# PROGRAM: STUDENT ROOMS – RIVERVIEW SUITES



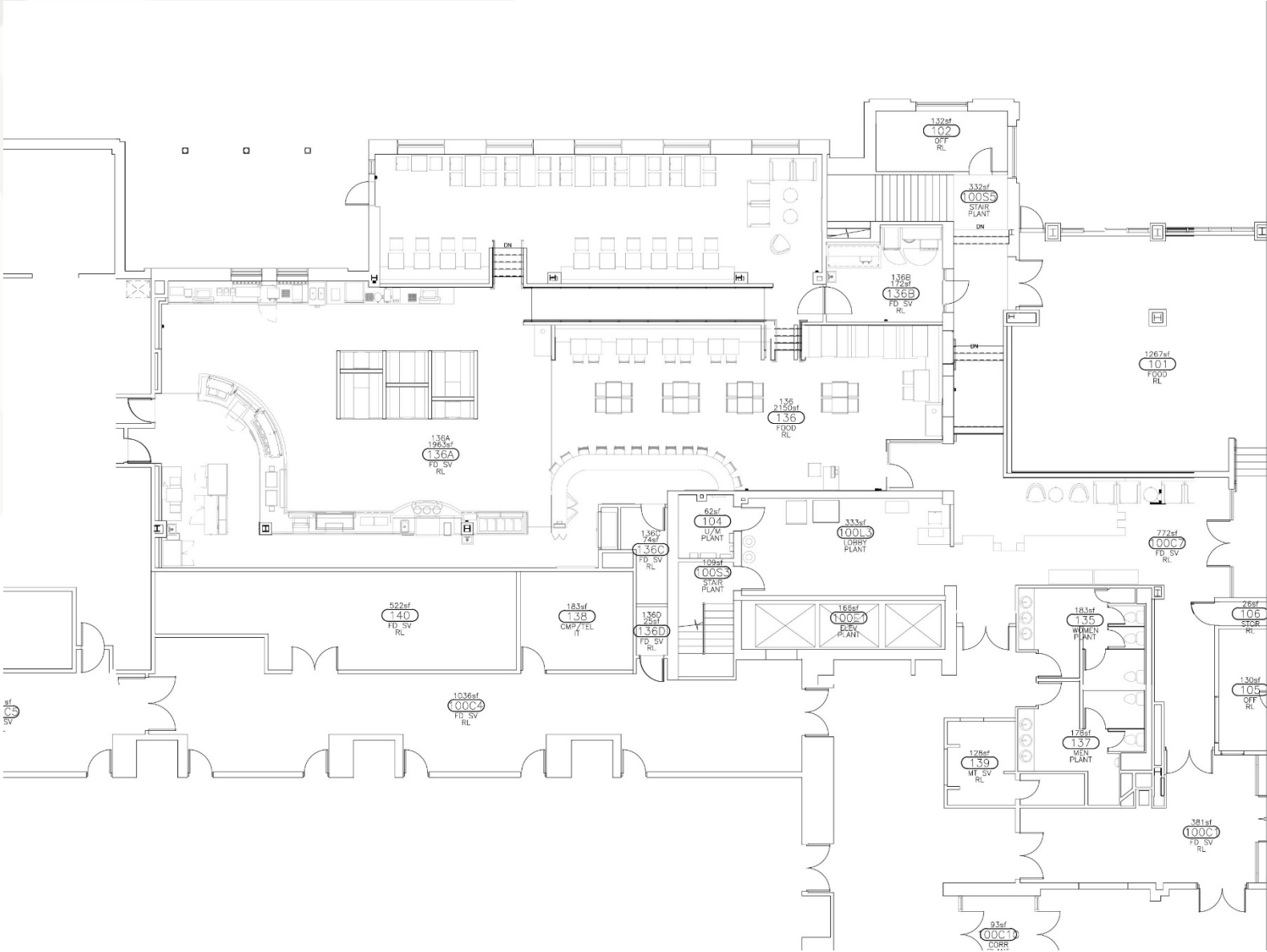


# PROGRAM: STUDENT ROOMS – RIVER HAWK VILLAGE





# PROGRAM: COMMON AREAS - ICC

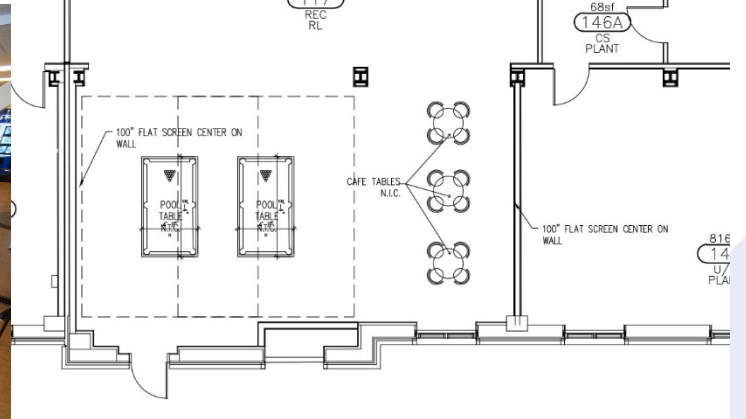
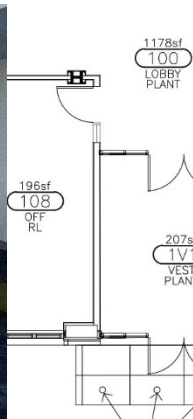
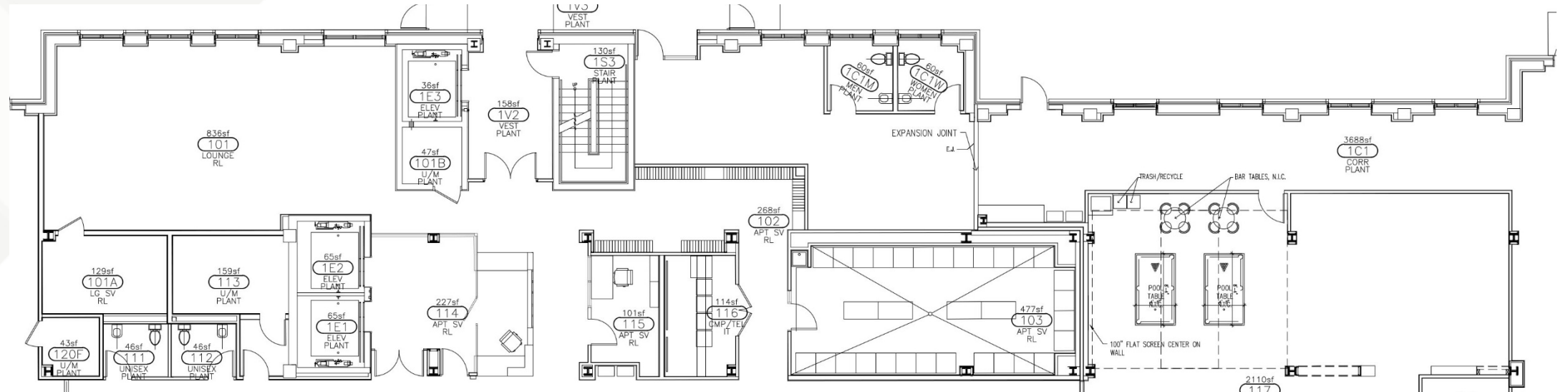


# PROGRAM: COMMON AREAS – UNIVERSITY SUITES





# PROGRAM: COMMON AREAS – RIVERVIEW SUITES





# PROGRAM: COMMON AREAS – RIVER HAWK VILLAGE



# OPERATIONS – UTILITY COSTS

	Natural Gas	Electricity	Water & Sewer	Total Utilities	Utility Costs/Bed
Inn & Conference Center	\$65,183	\$627,350	\$82,666	\$775,199	\$1,547
University Suites	\$60,038	\$278,499	\$35,507	\$374,044	\$787
Riverview Suites	\$44,871	\$244,253	\$30,331	\$319,455	\$407
River Hawk Village	\$105,848	\$435,263	\$59,799	\$600,910	\$769

- All are for calendar year 2018
- Electric costs exclude net metering credits associated with solar production tied to some meters
- Costs associated with complementary facilities in buildings are not excluded
  - ICC includes hotel, dining hall, and conference facilities
  - University Suites includes small dining hall

# OPERATIONS – MAINTENANCE

	Total Work Orders	Work Orders/Bed
Inn & Conference Center	452	0.90
University Suites	496	1.04
Riverview Suites	1082	1.38
River Hawk Village	1528	1.96

- All are for calendar year 2018
- UMass Lowell is responsible for the same maintenance program at all properties regardless of lease/ownership status



# NEW RESIDENCE HALLS 2009-2017

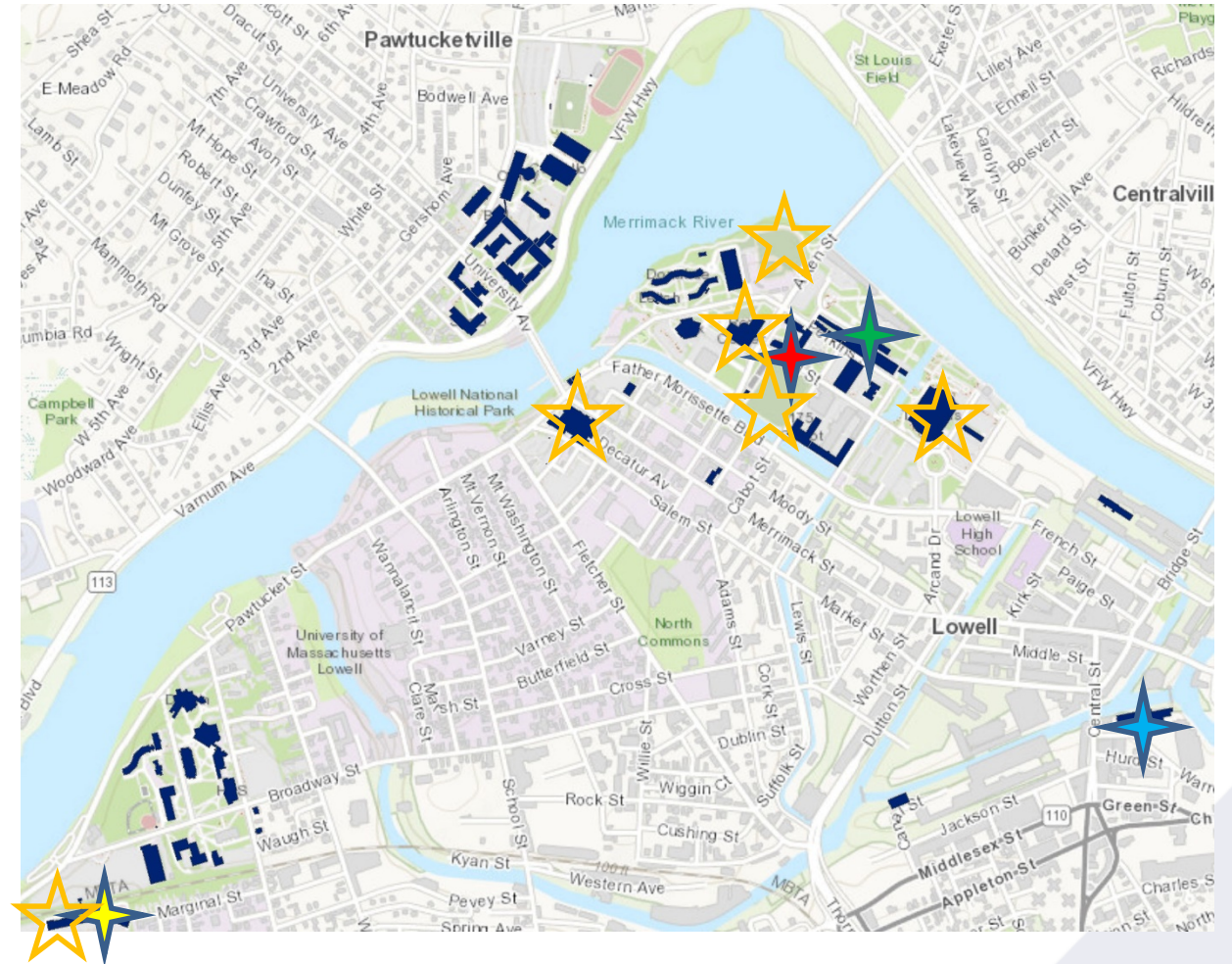
 Inn & Conference Center

 University Suites

 Riverview Suites

 River Hawk Village

 Key Amenities



# STUDENT PREFERENCES

	Location	Dining	Bathrooms	Kitchens	Common Areas	Parking
Inn & Conference Center	4	1	1	N/A	4	2
University Suites	1	2	3	3	1	4
Riverview Suites	3	4	3	2 - Phase 1 N/A - Phase 2	2	3
River Hawk Village	2	3	2	1	3	1

# PRICING & DEMAND

	2019-20 Academic Year Cost	Location	Student Demand
Inn & Conference Center	\$9,500	4	4
University Suites	\$11,250	1	1
Riverview Suites	\$11,150-11,450	3	3
River Hawk Village	\$10,200-11,900	2	2



# SUMMARY

	Student Preference	Location	Program	Delivery Cost	Delivery Schedule	Utilities	Maintenance
Inn & Conference Center (Hotel Renovation)	●	●	●	●	●	●	●
University Suites (Campus Construction)	●	●	●	●	●	●	●
Riverview Suites (P3 Lease)	●	●	●	●	●	●	●
River Hawk Village (Apartment Renovation)	●	●	●	●	●	●	●

# LESSONS LEARNED

## PUBLIC PRIVATE PARTNERSHIPS

- Can be a valuable work-around to constraints of debt capacity, available land, or institutional ability to oversee design and construction projects
- Not always less expensive or faster than traditional construction
- Not always less energy efficient or more of a maintenance challenge
- Process can be cumbersome depending on approval environment and public perception of the project
- If program is thoughtful and input into design is available to institution, the product can be very appealing to students
- Location matters



# LESSONS LEARNED

## ACQUISITION & RENOVATION

- Location matters!
- Can be expeditious way to generate beds quickly
- Likely the least expensive approach
- Overall schedule depends on condition of property at acquisition as well as negotiation and approval process for real estate transactions
- Repurposing buildings built or renovated for other uses, even if similar, can limit ability to implement the best program for students
- Maintenance and energy efficiency can be issues depending on the quality of the original construction





# LESSONS LEARNED

## TRADITIONAL DESIGN/BID/BUILD

- Best way to achieve the most appropriate program and design
- Good location choices more likely available
- Often translates to best student experience
- Can ensure energy efficient and durable construction but not always better than a well-monitored P3 design and development process
- Not always a more expensive or slower delivery process



# QUESTIONS & DISCUSSION