

W2 HOUSE





Introduction

This brochure kicks off a unique opportunity to build *W2 House*, a Yale-alumni facility in New Haven patterned after its famous Yale Club counterpart in New York City. The multi-purpose design will serve Yale alumni with special emphasis on the University's community of small singing groups. The overall mission will be to bring alumni together from all walks of life—singers and non-singers alike—in the spirit of harmony embodied in one of Yale's most cherished assets: its longtime and flourishing choral tradition.

It is my privilege to be the current president of Yale's Whiffenpoof Alumni. I mention this because the "YWA" has long wanted to find a proper home for the Whiffs, and in recent years that notion has grown into a vision that includes a home for Whim 'n Rhythm (thus the name *W2 House*), rehearsal/recording space available to Yale's entire small singing group community, and a first-rate hospitality destination for all Yale alumni.

My personal journey on this topic spans 30+ years. During that time, it has become clear that visiting alumni, in particular, deserve a reasonably priced home base that can house individuals and groups, provide spaces to meet and stage events, and act as concierge for all things New Haven.

In short, the *W2* project promises a one-stop-shop for all your visiting needs—from mini-reunions, business meetings, special family events, and even sports outings, to a place where you can refresh and change your clothes for that Mory's dinner engagement just up the hill.

So... where will our New Haven home be? What will it look like? How will it operate? What will its financial profile be? Please read on!

What follows is a preview of four different programs we intend to run out of 209 Church Street, a property we control as part of a recently signed Purchase & Sale Agreement with the owner.

Completing this project will be a big financial commitment, but please take a close look and consider the value such an entity can bring to our alumni, the University, and to New Haven.

Enjoy what you are about to see
With my best regards,

John B. Burke
President
Yale Whiffenpoof Alumni, Inc.

a 501(c)(3) corporation

Welcome to W2 House



LOCATED IN DOWNTOWN NEW HAVEN, AND
STEPS AWAY FROM YALE'S OLD CAMPUS



HOUSING FOUR PROGRAMS FOR THE YALE/NEW HAVEN COMMUNITY

The following pages provide narrative to the four programs served by W2 House at 209 Church Street.

As you will see, all programs overlap in their space utilization to make sure we achieve the most efficient program configurations possible.



HISTORIC
FAÇADE ON
CHURCH
STREET

Program 1: Serving Yale Alumni

The need for this program has existed for decades, but a solution has not been realized: a place where visiting alumni can go and be welcomed with facilities that make them feel as though they never really left. Visit Yale today and we quickly see that security needs have made most buildings off limits. Your old residential college? Locked. Find a place to sit down, spread out some papers and prepare for a meeting? Nope. Mix with students who engage in one of your college interests? By invitation only. Change clothes? Shower? Eat? Drink? Just plain relax? With a few exceptions, all No's.

Local commercial establishments offer some of these facilities, but none, other than Mory's, has a direct connection to Yale, and none caters to both day-visitor and the overnight guest. Rose Alumni House affords selective availability and utility, its primary purposes limited to housing some YAA staff, affinity-reunion check-in, the occasional small sized (~50 people) meeting or memorial service, and rest room facilities.

An instructive model for a truly full service and alumni-oriented home base is the Yale Club of New York City, which is why 209 Church Street leaps off the page as a potential alumni go-to spot—starting with its central location just off the New Haven Green. The ideal setting for visiting alumni would include the following:

- Warm ambiance
- Boutique hotel accommodations with apartment offerings
- Spacious lounge/bar for greeting, socializing with friends/guests
- Quiet (library) setting—including privacy nooks—for relaxing or work-related prep (reading, laptop usage)
- Availability of private & semi-private settings for conversation and cell phone use
- Stylish and expandable rooms for business meetings, social gatherings, and meal functions
- Large, flexible-use, ballroom enabling alumni groups to stage mini-reunions, receptions, and various symposiums close to Yale's main campuses.
- Multi-purpose Meeting (Breakout)/Class/Rehearsal rooms
- Banquet/room service
- Full dining service for large gatherings
- Central kitchen with service elevator
- State-of-the-art & fully secured audio/visual/teleconferencing facilities, featuring light-speed connectivity in all rooms
- Back-office services
- Concierge for ordering cars, tickets, reservations, and recommending events/destinations to see
- Bag check facility
- Health club/spa
- Private locker facilities

LOBBY

Built in the 1930's, the historic building, a former bank, will be transformed into a modern and welcoming reception hall for W2 House. The Lobby has a pedestrian entrance from Church Street as well as a covered valet pick-up/drop-off at the rear. Hotel check-in and guest services are tucked beneath the mezzanine-level Lobby Bar and Grille Room. A new grand staircase provides connection.



BALLROOM OVERLOOKING ROOFTOP TERRACE

Large, folding glass doors connect the 2,700 square-foot Ballroom to a new rooftop terrace perched atop the existing three-story historic building. In addition to being the primary event space, the Ballroom is the Main Dining Room for W2 House's formal restaurant.



ROOFTOP TERRACE

The terrace provides outdoor seating with a view of the New Haven Green and a dramatic backdrop of the Beaux Arts-style New Haven County Courthouse.



VIEW OF NEW HAVEN GREEN FROM ROOFTOP TERRACE





ROOFTOP HEALTH CLUB & SPA
OVERLOOKING LONG ISLAND SOUND

Program 2: Serving the University, with focus on Yale's Choral Community

18 to 24 small singing groups, Music School Ensembles, etc. and their audiences (i.e., students, prospective students, parents, guests, faculty, alumni).

Overlapping Program 1's aim to make alumni feel welcomed, Program 2 invites the University on premises through a lead affinity with one of Yale College's most prized assets: its choral tradition, rooted in the Glee Club, its senior singing groups—the Whiffenpoofs and Whim 'n Rhythm—and the entire roster of small singing groups that has burgeoned over the past century.

Important benefits defined by Program 2

1. Multi-Purpose Rooms

Mentioned in Program 1, these rooms also provide:

- Dedicated rehearsal/recording/storage space for Whiffs and Whim
- Rehearsal/storage space for other singing groups
- Classrooms for proposed self-directed interdisciplinary Course Curricula in Music (Performance, History, Theory), Drama (Stagecraft), Business (Entertainment, Marketing), Not-for-Profit Law, and Engineering (Sound)

2. Creating a Dynamic Back Office

- Private Offices: assigned separately to Whiffs, Whim, and, under discussion, for other interests such as the Yale Alumni Chorus (YAC) and the Yale Club of New Haven
- Conference room
- An outer office area to accommodate the needs of potential clients and other singing group business managers.
- File storage

Program 3: Serving the New Haven Community & Affinity/Interest Groups

This program has the potential to enhance banquet and a la carte business for events that require a specific destination within the building. For example: periodic meetings or events set up by the Yale Club of New Haven, a local business luncheon, or one of many dinner get-togethers hosted by various interest groups.



PERFORMANCE IN BALLROOM

The Ballroom can be reconfigured and furnished in multiple ways: round banquet-style tables, auditorium-style chairs and podia for lectures and conferences, and a demountable stage for musical performances.

Adjacent support spaces, which include a green room, kitchen, and ample storage areas, ensure that W2 House is well-equipped for catered events.

Program 4: Managing the Property Across the 3 External-User Programs:

Sleeping Room Rentals—transient and long-term

Selection of Room Sizes & Amenities (all with full bath)

Condo-development with potential for placing units in a rental pool

Administrative Offices

Front Office

- Front Desk
- Concierge
- Security Station, including computer screens for picture ID and event monitoring
- Coat/Check Room

Back Office

- General Management
- Accounting
- Communications
- Committee Oversight
- Tech office for A/V, telecommunications, and Wi-Fi installations, as well as systems needed to manage meal ordering (POSitouch), billing (Credit Cards and Student credit plans such as “Eli Bucks”), and security installations (Proximity Card entry system, including Student-ID card entry)

Signage and Artwork

- Event-list monitors positioned in lobbies and elevators
- Wall space locations for hanging/displaying memorabilia and photographs of the Whiffs, Whim, and other singing groups

The following pages provide a detailed listing of the facilities available to each Program.

Program Summary

Area Name	Quantity	Usable Square Feet	Capacity/Comment
Lobby		2,445	
Front Office	1	200	
Front Desk/Reception	1	150	
Concierge	1	100	
Security Station	1	100	
Coat Check Room	1	200	
Gift/Sundries Shop	1	100	<i>Whim + Whiff music/merchandise, toiletries, snacks</i>
Business Center	1	200	<i>Computer access, print/fax services</i>
Public Restrooms – Men	1	200	
Public Restrooms – Women	1	480	
Public Restrooms – Family Assist	1	65	
Lobby Seating Area	1	650	<i>Comfortable seating, integrate privacy nooks, piano</i>
Parlor		800	
Quiet Seating Area	1	800	
Events		7,645	
Ballroom	1	2,700	180 seats @ 15sf <i>Large, flexible-use, utilized as Main Dining Room between events</i>
Stage	1	350	
Green Room	1	300	<i>Adjacent to stage</i>
Ballroom – Storage	1	300	<i>Event furniture/linen, décor</i>
Breakout/Rehearsal Room – 20 person	6	3,000	20 seats @ 25sf <i>Design for choral acoustics, space for upright or electric piano (Should one or two rooms have Grand piano? Duet piano?)</i>
Breakout/Rehearsal Room – Storage	1	250	<i>Risers, chairs, music stands</i>
Public Restrooms – Men	1	200	
Public Restrooms – Women	1	480	
Public Restrooms – Family Assist	1	65	

Area Name	Quantity	Usable Square Feet	Capacity/Comment
Music		3,000	
Breakout/Rehearsal Room – 30 person	2	1,500	30 seats @ 25sf <i>Design for choral acoustics, assigned to Whiff and Whim, upright or electric piano</i>
Breakout/Rehearsal Room – Storage	2	200	<i>Secure space for storing music, equipment (microphones, music stands, keyboards), media (e.g. CDs), paper files, and memorabilia</i>
Buttery + Musicians' Lounge	1	400	<i>For musician use, small kitchen set up with seating</i>
Recording Booth	1	100	<i>Voice-over, isolated vocals</i>
Recording Control Room	1	100	<i>Glass-paneled, connected to both large break out rooms</i>
Recording – Storage	1	100	<i>Secure space for storing music, equipment (microphones, music stands, keyboards), media (e.g. CDs), and paper files</i>
Music Group – Storage	1	200	<i>Secure space for equipment, files, and memorabilia for other music groups</i>
Digital Music Studio	1	–	<i>Accommodated in recording studio control room</i>
Instrument Storage	1	–	<i>Assumed this is not needed</i>
Sheet Music Library	1	200	
Day Lockers for Musicians	1	200	

Area Name	Quantity	Usable Square Feet	Capacity/Comment
Offices – Music		1,470	
Private Office – Business Manager	3	600	1 per office <i>Yale Alumni Chorus (YAC), Whiff, and Whim business managers</i>
Conference Room	1	320	12 people. <i>Shared</i>
Open Office	1	400	6 workstations. <i>Shared, flexible workspace</i>
Storage	1	150	<i>Files</i>
Offices – Administration		1,445	
General Manager	1	250	1 per office <i>Desk with small conference table</i>
Accounting	2	300	1 per office
Communications + Marketing	2	300	1 per office
Booking + Events	1	200	2 per office
Committee Oversight	1	150	1 per office
Technology	1	200	2 per office
Private Restroom – Unisex	1	45	<i>Single</i>
Food Service – Dining Venues		2,200	
Main Dining Room	–	–	<i>Same space as Ballroom, for lunch and dinner service, formal</i>
Grille Room + Lobby Bar	1	1,200	<i>On mezzanine overlooking Lobby, pool Table</i>
Private Dining Room	1	400	
Breakfast Room	1	600	30 seats @ 20sf <i>Informal parlor-style seating</i>
Rooftop Dining	1	–	<i>Not included in GSF calc</i>
Outdoor Terrace Dining	1	–	<i>Not included in GSF calc</i>
Food Service – Support		4,645	
Main Kitchen	1	1,500	<i>Central location, banquet service, room service</i>
Main Kitchen – Storage	1	1,100	<i>Dry goods, pantry, walk-ins</i>
Show Kitchen	1	600	<i>Opens into dining room</i>
Dishwash	1	300	
Dining Room – Storage	1	200	<i>Linen, glassware, tableware, china</i>
Wine Cellar	1	200	
Public Restrooms – Men	1	200	
Public Restrooms – Women	1	480	
Public Restrooms – Family Assist	1	65	

Area Name	Quantity	Usable Square Feet	Capacity/Comment
Hotel	30	15,870	
Guest Room – Standard	18	7,650	<i>Studio</i>
Guest Room – Suite	8	4,800	<i>1-BR with sitting area</i>
Guest Room – Luxury w/o kitchenette	3	2,250	<i>Bridal</i>
Guest Apartment – Luxury w/ kitchenette	1	850	<i>Suitable for long-term rental (potential use by visiting Yale faculty)</i>
House Keeping Closets	4	200	1 per floor
Ice Room	4	120	1 per floor
Health Club		3,320	
Reception	1	200	
Locker Rooms	2	1,000	<i>Facilities for hotel and day guests</i>
Water Journey	1	600	<i>Hot and cold tubs, sauna, steam room</i>
Treatment Room	3	420	<i>Spa treatments and massages</i>
Relaxation Room	1	200	<i>Quiet, dark</i>
Exercise Room	1	250	<i>Cardio machines, free weights</i>
Yoga Studio	1	600	<i>Flexible, for dance/yoga/fitness classes</i>
Yoga Studio – Storage	1	50	
Support		1,400	
Loading Dock	1	300	<i>Food service, event load-in/load-out, deliveries, dumpsters/recycling</i>
Wash Room	1	100	<i>Adjacent to loading dock</i>
Trash Room	1	200	<i>Adjacent to loading dock</i>
Laundry	1	200	<i>Staging for off site laundry service</i>
Staff Lockers	1	200	
Staff Restrooms	1	100	
Uniform Storage	1	100	
Staff Break Room	1	200	
Condominium	27	25,800	
Large Unit	14	14,000	
Small Unit	13	9,100	
Storage	27	2,700	1 per unit
NET ASSIGNABLE SF CIRCULATION/WALLS/MECH		70,040 17,510	
TOTAL GROSS SQUARE FEET		87,550	

Operational Business Plan – The Yale Club, 501(c)(7) Model, and Other Entity Types

We are researching several business model variations for this new venture, beginning with the Yale Club concept, but including hybrids that separately delineate not-for-profit and for-profit entities:

Membership Organization, whereby:

- All Yale Alumni would be eligible to join, and dues would include provision for adjustment based on both usage frequency and residency rather than just the latter
- Member room rates will be discounted
- Hospitality portion may be managed in house or through a developer specializing in boutique hotel operations
- Hybrid (c)(7) & for-profit operation may be considered for the banquet facility, health spa, and recording studio
- Long-term room/suite rentals are available

Potential condominium development for private owners

Of these, the most familiar to alumni residing in the Northeast is the NYC Yale Club. On the next two pages, please find a pro-forma budget of what a fully operational Club P&L may look like.

Project Assumptions¹: Revenues

* Assumes Entity operates 100% as a 501(c)(7) Social Club.

Variations needed to calculate taxable Revenues based on Unrelated Business Income (UBI)

Color Key: Manual Entries (no fill)
 Calculated Fields: Variable Sub T's Revenue Totals Expense Totals

REVENUES

Membership Dues and Fees		# of Members	Ave. Dues/Fees		Revenue	Sub-Totals	%			
Add initiation fee?										
New Haven Residents		Students	1,000	\$ 20.00 per year	\$ 20,000					
		Faculty	100	\$ 50.00 per year	5,000					
		Alumni	200	\$ 100.00 per year	20,000					
Non-Residents		Alumni	10,000	\$ 100.00 variable, based on actual usage	1,000,000					
Visiting Reciprocal** Members per year			200	\$ 10.00 per visit	2,000	\$ 1,045,000 = Total Dues and Fees	24%			
** Propose building reciprocal memberships worldwide (similar to NYC Yale Club)			11,500	= Total # of Members + Reciprocal Visitors						
Guest Rooms		Room Rate	# of Rooms	# of Room Nights Available/Year	% Occupancy	# Occupied Room Nights	Revenue	Sub-Totals	%	
Double Occupancy (standard room)		150	40	14,600	60%	8,760	\$ 1,314,000			
Luxury Suites, with Kitchenettes		200	5	1,825	60%	1,095	219,000	1,533,000	35%	
Food		# Days Open/Week	# Weeks/Year	Average # Covers Per Day	Total # Covers	Average Check	Revenue	Sub-Totals	%	
Lunch 40 covers		6	50	40	12,000	\$ 20	\$ 240,000			
Dinner 60 covers		6	50	60	18,000	\$ 35	630,000	870,000		
Banquets		# Events	Average # Covers Per Event	Total # Covers	Average Check	Revenue	Sub-Totals	%		
SOCIAL EVENTS										
Weddings		10	120	1,200	100	\$ 120,000				
Birthdays, Showers, Anniversaries, Baptisms, Celebrations, etc.		50	100	5,000	50	250,000				
Dinner/Luncheon Clubs, Social Interest Groups		30	10	300	50	15,000				
YWA Functions		2	100	200	50	10,000				
BUSINESS EVENTS										
Breakfast, Lunch, Dinner Sessions via Package Pricing		50	120	6,000	35	210,000				
UNIVERSITY EVENTS										
		5	20	100	24	2,400	607,400	\$ 1,477,400 = Total Food	34%	
				12,800						
Beverage		# Days Open/Week	# Weeks/Year	Average # Covers Per Day	Total # Covers	Average Check	Revenue	Sub-Totals	%	
Bar		6	50	20	6,000	\$ 20	\$ 120,000			
Restaurant		6	50	30	9,000	\$ 10	90,000			
Banquet		6	50	10	3,000	\$ 20	60,000	270,000	270,000 = Total Beverage	6%
					18,000	15		\$ 1,747,400 = Total F & B		
Other income		# Per Year	Price per Rental	Revenue	Sub-Totals	%				
Meeting Room Rental		147	\$ 75	11,025						
Recording Studio Rental		20	\$ 100	2,000	13,025	0.3%				
				√ = 4,338,425	\$ 4,338,425 = Total Revenue	100%				

Project Assumptions: Expenses

COST OF SALES		As a % of Sales	\$Cost		Sub-Totals	%
Food cost		30.00%	\$ 443,220			
Beverage cost		24.00%	\$ 64,800			
					\$ (508,020) = Total Cost of Sales	13%
EMPLOYEE COMPENSATION		# in Position	Hourly Wage, If applicable	Annual # Hours Per Person	Expense	
Executives						
GM		1			\$ 150,000	
Controller		1			90,000	
Dir. Marketing		1			90,000	
Asst Mgr.		1			80,000	
Accounting		1			50,000	
Food and Beverage						
KITCHEN						
Chef		1			125,000	
Sous Chef		1			60,000	
Cooks		4	\$ 21.00	2,077	174,468	
Stewards [Job Description?]		3	\$ 16.00	2,077	99,696	
Restaurant and Catering						
Dir. of Catering		1			80,000	
Restaurant Mgr.		1			55,000	
Bartender - Full Time		1	\$ 20.00	2,077	41,540	
Bartender - Part Time		1	\$ 20.00	1,000	20,000	
Waiters		4	\$ 13.00	2,077	108,004	
Bus boys		2	\$ 15.00	2,077	62,310	
Banquet waiters		2	\$ 15.00	1,000	30,000	
Set up person		1	\$ 18.00	2,077	37,386	
Front of House						
FRONT DESK						
Supervisor		1			45,000	
Front Desk		4	\$ 18.00	2,077	149,544	
Room Attendants		3	\$ 18.00	2,077	112,158	
Cleaners		2	\$ 18.00	2,077	74,772	
Attendants: Door/Bellhop/Coat		3	\$ 18.00	2,077	112,158	
ENGINEERING						
Engineer/Handyman		2	\$ 24.00	2,077	99,696	
Benefits @		22.00%	(includes Workers Compensation Insurance premiums)			
					(1,946,732) = Total Payroll	51%
					(428,281) = Total Benefits	11%
Operating Expenses						
Rooms @6% of overall room rental)		6.00%	\$ 62,700	Accessories (soap, gowns, "stuff")		
Food & Beverage		10.00%	174,740	Glass/Dinnerware/Linen: replace/clean		
Activities				20,000 (program costs for speakers, traveling) varies by #/type		
Marketing / Mbr. Development / Advertising, etc.				60,000 Software under IT Expenses		
Administration				120,000 Office Supply - copiers, PC's, mailers, stationery, etc.		
Utilities				170,000 [P Club spent \$5mm for geo thermal] oil/gas/electric		
Engineering				120,000 Purchases, service contracts, HVAC (40k?), belts, etc.)		
IT Services				70,000		
Real Estate Tax				88,000 [= Current amount paid at 209 Church. Reduction potential?]		
Insurance				60,000 Check: operating entity vs. construction site; cyber security		
					(945,440)	25%
					(3,828,473) = Total Expenses	100%
Net Profit / (Loss):					\$ 509,952	

SITE PLAN

ELM STREET

209
CHURCH
STREET

10 STORY
ADDITION

EXISTING

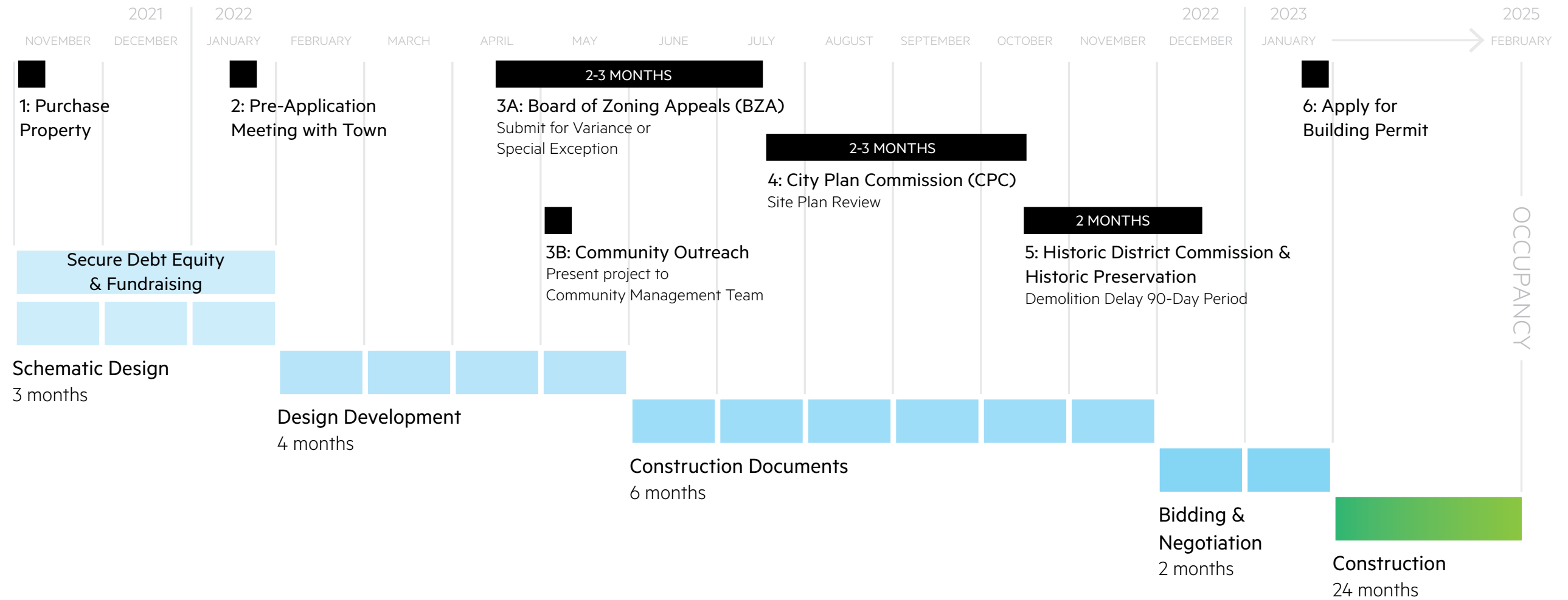


209 CHURCH STREET FAÇADE

Valet service will provide off-site parking for day guests, event attendees, hotel guests, and condominium owners. Existing driveways on each side of the historic building will provide easy access to the covered car pick-up/drop-off area at the rear of the building.



Timeline





ROOFTOP TERRACE ABOVE HISTORIC STREETSCAPE


So many thanks for this opportunity to show you around!

As you can see from the previous pages, much work has been done, but so much more remains.

Fortunately, we have an excellent team in place—many of whom were recommended by some of you. If you haven't already, it is my sincerest hope that you will want to support our effort, based on what you've learned here and from discussions you may have engaged in.

I can think of no worthier project than one that will regularly bring us closer together through the auspices of Yale's singing traditions.

Welcome to W2 House!

An architectural rendering of a modern building, W2 House, featuring a curved glass facade and a ground-floor entrance with a pediment. The building is set in an urban environment with other brick buildings and a street with cars and pedestrians. The entire scene is overlaid with a semi-transparent blue filter.

CENTERBROOK

centerbrook.com